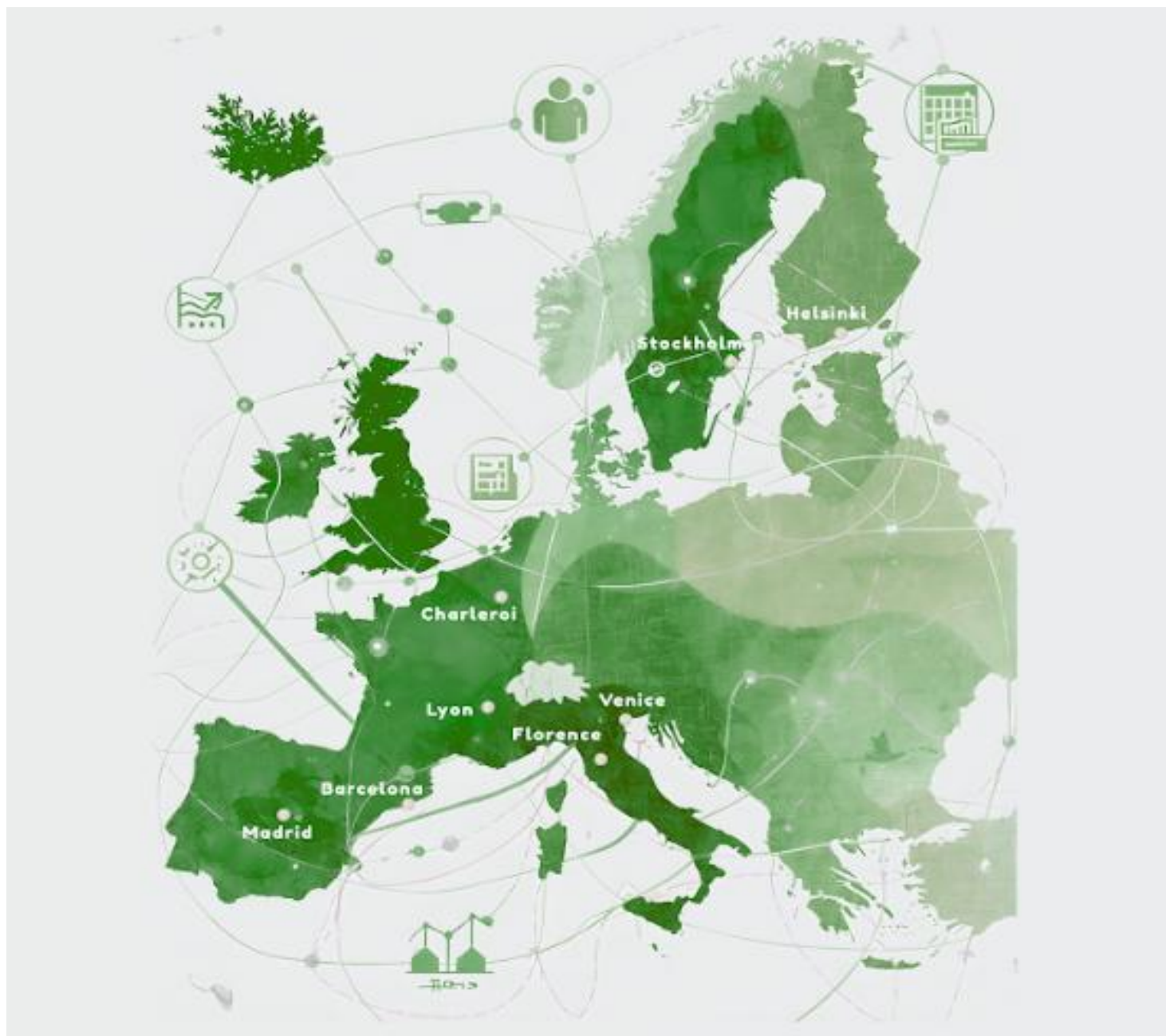


A practical guide to best practices in the labour market



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1. INTRODUCTION

The NET PES project brings together regional and local Public Employment Services (PES) across Europe (*France Travail Auvergne-Rhône-Alpes, France; Veneto Lavoro and ARTI Toscana, Italy; Le Forem, Belgium; Servei Públic d'Ocupació de Catalunya and Agencia para el empleo de Madrid, Spain; Helsinki Employment Services, Finland; Labour market Department of the City of Stockholm, Sweden*) **to enhance their capacity to manage labour market transitions, promote inclusion, and exchange innovative practices, particularly in the context of ecological and digital change.**

Our project builds on the **benchlearning methodology of PES Network (the European Public Employment Services network)**¹, which combines qualitative assessments, annual data collection and regular exchanges between PES. It is structured around four key benchlearning areas: 1. Sustainable activation and management of transitions; 2. Relations with employers; 3. Evidence-based design and implementation of PES services and 4. Management of partnerships and stakeholders.

As part of the NET PES project, partners developed a practical guide to labour market best practices across these four *benchlearning areas*, bringing together 32 exemplary initiatives that were identified, observed and analysed throughout the different phases of the project.

This practical guide is a comprehensive and structured resource developed within the NET PES project to support the future implementation and adaptation of best practices in local contexts.

This practical guide is designed to respond to different needs and interests of:

- **PES managers and decision-makers.** It helps identify strategic directions and transferable practices to support organisational adaptation to green and digital transitions. The insights, analysis, and lessons learned can guide prioritisation, planning, and implementation, particularly within WP4.
- **PES advisors and practitioners.** It offers concrete examples of service delivery models, tools and approaches applied across partner organisations, supporting reflection on daily practices and inspiring context-specific adaptations.
- **Trainers and policy designers.** The documented best practices and transversal lessons can serve as learning material for training sessions, workshops, and internal capacity-building, as well as inform the design of inclusive, forward-looking PES policies.

This document was created with the following **main objectives:**

- **to present and document the 32 best practices** identified in the early phase of the project and explored in depth during the 6 LDDs. These practices were selected for their relevance and potential within the four NET PES benchlearning areas. Each practice is analysed in terms of its strengths, weaknesses, areas for improvement, recommendations, and lessons learned, supporting mutual learning and adaptation.
- **to highlight key improvement areas and extract transferable lessons** that can inspire and inform future initiatives across diverse employment service ecosystems.

The table below highlights how the objectives of this practical guide are directly linked to the overall project results and how the deliverable supports the implementation phase, particularly WP4:

¹ Further information on PES benchlearning methodology :
<https://ec.europa.eu/social/main.jsp?langId=en&catId=89&furtherEvents=yes&newsId=10211>

Objective of the practical guide	Related Project Results	Relevant Work Package(s) of the project
Capitalise and document best practices identified through study visits	Consolidated set of 32 analysed best practices	WP3 (Learning and Benchlearning)
Support mutual learning and benchlearning among PES partners	Improved understanding of effective PES responses to green and digital transitions	WP3 (Learning and Benchlearning)
Provide actionable insights and recommendations for PES	Operational recommendations for policy and service improvement	WP3 (Learning and Benchlearning) WP4 (Capitalisation and transferability)
Facilitate transferability and local adaptation of best practices	Selection and implementation of transferable practices at local/regional level	WP4 (Capitalisation and transferability)
Support PES in adapting to ecological and digital transitions with an inclusive approach	Improved PES capacity to address green, digital and inclusive labour market transitions	WP3 (Learning and Benchlearning) WP4 (Capitalisation and transferability)

The purpose of this guideline is to serve as a practical tool for local implementation, providing:

- a detailed overview of best practices and improvement areas.
- a synthesis of lessons learned.
- adaptable scenarios and tips to guide further action, particularly within Work Package 4 (WP4).

Readers interested in **concrete operational practices supporting jobseekers' pathways and labour market transitions** may refer to **Section 2.1 – Sustainable activation and management of transitions**, which presents initiatives addressing career reconversion, support to vulnerable groups, and personalised pathways.

Those wishing to explore **how PES engage with employers and anticipate skills needs**, particularly in the context of **green and digital labour market transitions**, are invited to consult **Section 2.2 – Relations with employers**, showcasing sector-based approaches, employer services and innovative matching models.

For readers focusing on **data-driven decision-making, performance monitoring and service design**, **Section 2.3 – Evidence-based design and implementation of PES services** provides examples of analytical tools, monitoring systems and continuous improvement approaches.

Stakeholders interested in **partnership building, territorial cooperation and multi-actor governance** may turn to **Section 2.4 – Management of partnerships and stakeholders**.

Finally, **Section 4 – Transversal issues** offers a comparative analysis of how PES address **green and digital transitions, inclusion of vulnerable groups, gender equality and communication strategies** across practices, while **Sections 5 and 6** summarise key lessons learned and conclusions to support transferability and local adaptation.

Together with the microlearning video pills—also included in this document—this guideline forms a toolbox for action. While the video pills enable quick and accessible knowledge transfer, the guideline offers a more in-depth and structured resource to support local adaptation and internal training processes. Both tools are based on the feedback reports from the LDDs and are designed to promote the wider adoption and reuse of effective practices, contributing to the continuous improvement of public employment services across Europe.

2. GENERAL OVERVIEW OF THE BEST PRACTICES


During the initial phase of the project, NET PES partners identified 32 good practices. These were briefly presented during the 6th online meeting of the Work Package No 2. They were then examined in greater depth during the 6 study visits (LDDs), where partners observed and analysed their strengths, weaknesses, areas for improvement and formulated recommendations. The selected practices were chosen for their relevance and exemplary value within the respective benchlearning areas.

2.1. Best practices for “Sustainable activation and management of transitions”

This working area explores how Public Employment Services (PES) can effectively support individuals transitioning into employment or further education. This includes the extent to which the PES is taking a holistic approach when assessing a job seeker’s potential, and whether tailored action plans are developed to meet individual needs. The PES is also expected to demonstrate capacity to engage both job seekers and employers, supported by a clear and efficient system for job matching. This working area is vital to the functioning of PES as it ensures diversity and inclusiveness when dealing with job seekers, as well as a long-term approach to labour market measures.


The selected best practices in this working area stand out for their innovative and integrated approaches in supporting individuals through key labour market changes. Whether addressing ecological reconversion (The Bifurcators – France Travail), company crises (Crisis Unit – Veneto Lavoro), or re-engaging NEETs (“Coup de Boost” – Le Forem and New opportunities - SOC), each initiative provides tailored solutions to complex challenges. Others focus on empowering vulnerable groups—such as women facing violence (ATI project – ARTI Toscana) or newly arrived migrants (Welcome House – Stockholm) - or enhancing employability through creative and data-driven methods, like theatre workshops (Fake It – Madrid) or digital tools (Power BI – Helsinki).

2.1.1. THE BIFURCATORS - FRANCE TRAVAIL AUVERGNE-RHÔNE-ALPES

<p>Best practice</p>	
<p>Name</p>	<p>The Bifurcators</p>
<p>Description (a brief but comprehensive overview of the practice)</p>	<p>“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. They may change professions to work in green sectors or start their own business focused on ecological or social goals. The Bifurcators play a key role in the transition to a more sustainable society. The objectives are to : 1. facilitate and accelerate ecological reconversion projects for job seekers and 2. listen to the emerging needs of companies in the ecological field. You can find additional information here.</p>
<p>Context (the environment or situation where it was implemented successfully)</p>	<p>The pilot project was carried out in three PES agencies—two urban (Lyon Confluence and Vaise) and one rural (Romans-sur-Isère)—with a 100,000 euros budget (for training, beneficiary services and providers) and a regional team involving 3–4 staff per agency. Phase 1 focused on identifying and guiding jobseekers toward ecological careers through personalized pathways co-designed by advisors and participants, supported by a stakeholder Lab session. Phase 2 offered tailored support for green jobs and eco-entrepreneurship, connecting jobseekers with environmentally committed employers and helping entrepreneurs build sustainable business models. Phase 3 evaluated the pilot’s outcomes and impact.</p>
<p>Key success factors (what made this practice successful in the partner's context)</p>	<p>The initiative stands out for its strong ecological awareness and innovative approach. It encourages thinking about ecological transition and supports the development of vocational skills in green sectors. The project is visionary, forward-looking, and brings fresh ideas to employment and training. It responds to real future needs, making it both necessary and valuable. Its originality and focus make it an inspiring example that contributes to building a positive image.</p>
<p>Results/outcomes</p>	<p>Advisors completed a training program combining two days in-person and eight hours of e-learning, gaining tools to better understand ecological impacts on jobs and to guide candidates effectively. Employees also received training on environmental issues and their effects on the labour market. So far, 240 jobseekers have taken part in project activities, including retraining and business creation programs. A total of 17 collective workshops, 7 group coaching sessions (“On the Green Road”), 9 career exploration workshops, and 6 webinars on ecological transition were organized. Participants also received three months of personalized support. The partners “Hisse et Haut,” “Ronapia,” and “Assopreneur” supported 10 groups in retraining and business/association creation.</p>
<p>Areas for improvement</p>	<p>Scenarios identified by the project partners: 1. Limited visibility of concrete results - despite efforts made, the project’s concrete outcomes remain unclear. 2. Challenging to expand to a more diverse audience - the current design may not be scalable or relevant for broader audiences, particularly those not already engaged in ecological topics.</p>


	<p>3. Insufficient communication and outreach - the limited communication efforts may be hindering the visibility and reach of the project.</p> <p>4. Uncertain path to employment - it is unclear how many participants found a job or created a business, especially given the small and mixed group taking part in the program.</p> <p>5. Restricted choice of local agencies - the selection of the three pilot agencies might not have fully optimized the project's potential for learning and evaluation.</p>
Recommendations	<p>Tips based on the scenarios:</p> <p>1. Improve impact monitoring – start with a simple system to track participant progress using clear short- and mid-term indicators (e.g., job placements) and collect regular feedback to guide improvements.</p> <p>2. Make the program more inclusive and adaptable – simplify content for broader accessibility, test with diverse groups, and include basic awareness activities for those new to ecological issues.</p> <p>3. Boost visibility – develop a targeted communication plan, share success stories, and use social media and local networks to reach wider audiences.</p> <p>4. Support job placement – define clear pathways (e.g., internships, mentoring), involve employers early, and monitor employment outcomes 3–6 months post-program with clear placement targets.</p> <p>5. Scale up – extend the pilot to additional local agencies.</p>
Examples (if any) from other partners	<p>Agencia para el Empleo has no specialized counsellors to accompany job seekers through the ecological transition. We have career counsellors in green jobs at the newly created municipal green employment school.</p>

2.1.2. CRISIS UNIT AND BUSINESS SERVICES - VENETO LAVORO

Best practice	
Name	Crisis unit and Business Services
Description (a brief but comprehensive overview of the practice)	The Crisis Unit and Business Services structure provides technical support to the Veneto Region in addressing complex company crises, managing territorial or sectoral disruptions, and supporting reindustrialization processes. You can find additional information here.
Context (the environment or situation where it was implemented successfully)	The Crisis Unit has been successfully implemented in the Veneto Region as part of an integrated regional strategy to manage labour and industrial transitions. Its work is embedded within a system of multilevel governance: the Crisis Unit follows a consolidated intervention model based on structured dialogue with social partners and coordinated action at local, regional, and national levels.
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> - Strong coordination between institutions, social partners, and local stakeholders. - Rapid response to both company-specific and sector-wide crises. - Involvement of relevant actors to develop shared and tailored solutions. - Ongoing data monitoring to anticipate and manage developments effectively. - Integrated approach combining industrial, employment, and training measures.
Results/outcomes	Since its establishment (2012), the Crisis Unit of Veneto Lavoro has managed 326 corporate crises , involving over 58.500 workers . Among these, 62 cases concerned companies of national strategic importance. Notably, 38 reindustrialization processes were successfully completed—21 in the last three years—ensuring business continuity and safeguarding employment through coordinated action with social partners and institutions.
Areas for improvement	Scenarios identified by the project partners: <ol style="list-style-type: none"> 1/ Strengthening stakeholder engagement in all phases of the process. 2/ Enhancing monitoring tools to track long-term outcomes of crisis interventions. 3/ Improving the integration of different funding sources to support crisis management and reindustrialization efforts.
Recommendations	Tips based on the scenarios: <ol style="list-style-type: none"> 1/ Formalize commitment through formal agreements; ensure early involvement of all relevant stakeholders; establish a clear coordination mechanism. 2/ Develop follow-up indicators to monitor post-crisis outcomes; use digital tools for data collection and analysis; share results with partners. 3/ Map and coordinate the use of regional, national, and EU funds (e.g. FESR, FSE+, Just Transition Fund); develop integrated funding strategies for each crisis case, combining active labour policies with industrial and investment measures; strengthen interdepartmental cooperation to align financial instruments and avoid overlaps or gaps in support.
Examples (if any) from other partners	Le FOREM : The “Cellule de Reconversion” in Wallonia, coordinated by regional authorities, and led by Le Forem and sectoral partners, provides crisis response and business support during major restructurings.


	<p>SOC does not offer technical assistance in managing complex company crises. However, the AC-PRI program aims to promote employment in the event of collective dismissal processes and reindustrialization processes. These are subsidies for companies that hire former workers affected by processes of this type.</p> <p>Helsinki Employment Services has its own specialized unit for Employer's services offering supporting service for employees who have been laid off for production-related and economic reasons in finding new employment, often including employment leave, training, and coaching. For those aged 55 and over, there is an extended package that also includes change security allowance (approximately one month's salary) and longer employment leave. They also provide Information on lay off-situation, guidance on education, job placement and advice on becoming an entrepreneur.</p> <p>Agencia para el Empleo de Madrid does not have a single formal Crisis Unit, but addresses labour market crises through coordinated services, notably the Talent & Business centre. This centralised entry point offers personalised support to companies for recruitment, restructuring, retraining, and workforce adjustment. The Agency works within a multi-level governance framework, coordinating closely with regional and national authorities, social partners, and sectoral actors to ensure aligned and rapid responses through active labour market policies.</p> <p>ARTI collaborates with the Region of Tuscany through a specific office that deals with corporate crises and disputes, collective redundancies, and transitional and temporary crises. For example, we have specific calls in the GOL Programme, and specific pathways that manage workers evolved in a corporate crisis.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: does not offer technical assistance in the same way as Veneto Lavoro but has a specialized unit who assist employers in several areas. This kind of support is handled by the state.</p>
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2.1.3. COUP DE BOOST - LE FOREM

Best practice	
Name	Coup de Boost
Description (a brief but comprehensive overview of the practice)	Coup de boost is an intensive support initiative designed for young NEETs (not in employment, education, or training), aiming to re-engage them and facilitate their integration into work or training. Inspired by redeployment cells, it combines group workshops, individual interviews and social support within a structured and clearly identified framework. You can find additional information here.
Context (the environment or situation where it was implemented successfully)	<ul style="list-style-type: none"> Initially launched in 2016 in Mons and Charleroi, then extended across Wallonia from 2022 as part of the Recovery Plan. Co-financed by the European Social Fund and the European Globalisation Adjustment Fund. Deployed in 12 branches covering all Walloon regions (e.g., Namur, Liège, Arlon, Tournai, Mons, La Louvière, Charleroi...). Promoted by EGF European Globalisation Adjustment Fund for Displaced Workers in the context of Youth Guarantee and the YEI FUNDS (Youth Employment Initiative). The goal was to find a solution for the integration of NEETs (Not in Education, Employment, or Training).
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> Local partnerships: collaboration with municipalities, CPAS (Centre Public d'Action Sociale), social actors, trade unions. Proven methodology: combination of group dynamics and individualized follow-up. Sustainable funding: PRW (Plan Régional de Wallonie- Walloon Regional Plan) and ESF subsidies. Effective communication: word-of-mouth accounts for 9% of recruitment. Holistic and adapted approach for the NEETs.
Results/outcomes	<ul style="list-style-type: none"> Between 2021 and 2024: 1,146 young people supported, with 81% achieving a positive outcome one year after program completion (46% into employment, 35% into training or studies). In 2025: 424 young people supported in the first quarter. Pilot evaluation: 47.5% re-engaged at program exit, 71% after one year.
Areas for improvement	Scenarios identified by the project partners: <ul style="list-style-type: none"> Use user satisfaction to offer more insights into impact evaluation and service development. Enable customer satisfaction data collection. Develop the service in co-creation with the beneficiaries. Improve evaluation methodologies, incorporating user feedback to strengthen the legitimacy and effectiveness of the program. Further structure evaluation to better measure success. Communicate the success stories of the beneficiaries (job seekers). Promote the program through modern communication channels, including social media. Develop specific activities for vulnerable groups. Focus on the continuous improvement of the service. Set up an evaluation system directly involving the opinion of the beneficiaries. Implement a monitoring system to assess the impact of the service, in collaboration with AMEF.
Recommendations	Tips based on the scenarios: <ul style="list-style-type: none"> Develop mobility solutions (transport partnerships, driving license support). Strengthen pathways to vocational training from program entry. Secure long-term funding and broaden communication to reach more young people far from the labour market.

<p>Examples (if any) from other partners</p>	<p>For France Travail, this best practice mirrors the close collaboration between advisers and Departmental Council social workers to support all jobseekers facing social and professional barriers. Advisers and social workers coordinate actions, share information, participate in meetings when needed, and regularly assess the relevance of joint support. This approach provides intensive, individualized guidance combining social and professional support to remove barriers and promote long-term labour market integration.</p> <p>Veneto Lavoro: We don't have specific programmes for NEETs now, but we used to. We had a programme dedicated to NEETs called "Garanzia Giovani" (Youth Guarantee). It was active in the Veneto region starting from May 2014, as part of the European and national Youth Guarantee framework. The programme targeted young people who were not working, not in education, and not in training, and offered them personalised support. Its main features included career guidance, training courses, job placement services and opportunities for internships or apprenticeships, with the goal of providing a concrete job or training offer within a few months of enrolment.</p> <p>SOC develops a very similar program to <i>Coup de Boost</i>. <i>Noves Oportunitats</i> is a program aimed at facilitating access to the labour market or the return to education for vulnerable young people. Also, this programme relies on a wide network of collaborations with social actors, and training is focused both on developing social and communication skills and on strengthening professional competences. One difference between the two programmes is the age of participants: while <i>Coup de Boost</i> targets people aged 18 to 30, <i>Noves Oportunitats</i> focuses on young people aged 16 to 24. As a result, it places greater emphasis on supporting youth who are still of school age and less on those who, in principle, should already have completed their educational pathway.</p> <p>In Helsinki there's no specific training programme for NEETs, but the service closest to Coup de Boost is Ohjaamo, a multidisciplinary guidance service that is meant for youth between 16-30 yrs old. The services are designed to serve NEETs but also other young people in Helsinki. There's also a compulsory education team (consisting of compulsory education experts and counsellors, a social worker and a public health nurse) contacting youth aged 15–17 who are not in education and ensuring their path back to education. For 18-29-year-olds there is "Stadin Futura"- service offering guidance and support in choosing a career, developing study skills, and identifying skills and strengths. The service includes language skills assessment and study support by a special education teacher.</p> <p>Agencia para el Empleo Madrid does not have a specific programme for NEETs, but in terms of youth unemployment, it has the 'Youth and Employment' project, a specific initiative for young people who are unemployed, seeking to improve their skills and facilitate their access to the labour market and the creation of a career guidance service for young people. The Punto Joven de Empleo (Youth Employment Point) project aims to improve the employability of young people in situations of vulnerability and social exclusion in Madrid. Through workshops, technical sessions and collaboration with the Youth Department, it seeks to bring employment services closer to young people in youth centres by providing a space for meetings between Agency technicians and young people.</p> <p>ARTI: Youth policies are coordinated within the Giovanisì project and are integrated with the GOL Program. The Public Employment Services (PES) are the main reference for the promotion, information and implementation of policies aimed at young people. Some opportunities are: leFP pathways (ages 15–18): free training courses to obtain a professional qualification and fulfil compulsory education requirements. PES counsellors carry out numerous meetings in schools and at Employment Centres, with students, families, and teachers. GOL Tuscany Program: provides free courses for NEET, with a focus on upskilling and reskilling. Pilot project "Talenti in Azione" (ages 18–34) provides free training based on innovative learning methodologies to young unemployed people.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: has a similar program and it involves several units that work with young people, including NEETs. These units support young people in vulnerable situations. The staff are organised in multi-disciplinary teams, including coaches and career guidance counsellors. In the southern part of the city, Transformator also provides interactive interventions for young people besides other activities similar to Coup de Boost.</p>
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2.1.4. NEW OPPORTUNITIES - SOC (SERVEI PÚBLIC D'OCUPACIÓ DE CATALUNYA)

Best practice	
Name	Start! Noves Oportunitats (New Opportunities)
Description (a brief but comprehensive overview of the practice)	<p>Start! Noves Oportunitats is a program aimed at young people aged 16 to 24 who have not completed compulsory or post-compulsory education, with the goal of facilitating their return to the education system and/or their integration into the labour market. In their second-chance schools are implemented programs of mentoring, guidance and training for young people. Its main pillars are: 1. personalized and flexible pathways; 2. Experiential activities with companies in the local business environment; 3. Collaborative work among all involved stakeholders; 4. Development of skills to improve employability.</p> <p>The program offers flexible, medium- and long-term pathways tailored to each young person's needs, connected to the local job market, and with a wide range of professional options and initial guidance. Participants receive intensive and close support throughout their journey, including during the first months of employment or reintegration into the education system.</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	<p>The project operates across 11 centres. Between 2022 and 2024, 5,272 young people were involved, 33% were women, and 85% were between 16-19 years old. 86.9% come from low-income countries. The sectors with the highest participation are Administration and management (26%), Commerce and marketing (25%), Sociocultural services (13%), Hospitality and tourism (12%). 7.6% of participants cannot work due to legal restrictions, which may hinder their labour integration and create frustration among the youth. The presence of 103 minors under guardianship without residency permits may indicate social vulnerability and challenges in regularizing their legal status. (These types of users receive a specific itinerary for them, to work on skills, language and do initial professional training).</p>
Key success factors (what made this practice successful in the partner's context)	<p>One of the main strengths of the approach is the talent-centric strategy, with structured models to predict future needs and adapt to changes in the labour market. It stands out for its dynamism and for a holistic and innovative approach that integrates employment and innovation policies. Sectoral analysis, knowledge sharing and cooperation between actors facilitate the identification of emerging needs of companies. Cluster work and collaboration between policy silos strengthen the territorial ecosystem, making it more competitive.</p>
Results/outcomes	<p>The <i>Noves Oportunitats</i> program has demonstrated a positive impact on the training and labour integration of young people without qualifications, showing high completion rates and a progressive effect on labour market access. 19.1% of participants have returned to the education system, 72.0% of whom enrolled in vocational training. The high proportion of students returning to vocational training reflects effective guidance toward employability-focused pathways, as vocational programs have higher job placement rates than other educational tracks. Employment integration rates progress as follows: 25.2% at 6 months, 43% at 12 months, 47,8% at 24 months, 48,1% at 36 months. This data confirms the program's long-term effectiveness in helping young people transition into stable employment.</p>
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1. High rate of precarious employment and job turnover. 2. Low participation in work placements/internships. 3. Training concentrated in sectors with high job instability. 4. High rate of administrative dropouts.
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1. Promote business prospection services that seek long-term contracts with incentives for companies offering stable employment. 2. Enhance connections with less seasonal sectors showing better future prospects.

	<p>3. Expand corporate agreements to guarantee more placement opportunities.</p> <p>4. Reorient training programs toward emerging high-demand sectors.</p> <p>5. Establish labour market trend analysis mechanisms to better align training with corporate needs.</p> <p>6. Implement personalized tracking systems to prevent youth exclusion facing administrative obstacles.</p> <p>7. Expand legal counselling services to facilitate regularization processes.</p> <p>8. Develop tailored pathways for undocumented individuals, providing training focused on sectors with higher regularization potential.</p>
Examples (if any) from other partners	<p>At France Travail, this best practice is quite similar to the Youth Engagement Contract, a scheme aimed at young people under 26 (under 30 for those with disabilities) who are long-term unemployed. It offers personalised and intensive support (15 to 20 hours per week), provided by a dedicated advisor, along with financial assistance under certain conditions. Co-financed by the ESF, this pathway involves a multidisciplinary team and aims for rapid access to employment or work-study opportunities, while also addressing social barriers to employment.</p> <p>For Veneto Lavoro: OrientaMinori is a service dedicated to preventing and addressing school dropout, which occurs when a minor does not regularly attend one of the education, training, or apprenticeship pathways required by law to fulfil compulsory education up to the age of 18. The service is provided directly by the PES and focuses on reaching out to young people who have dropped out of school or training. It involves offering guidance and counselling through interviews and meetings with the minor and their family, case analysis, and the implementation of targeted actions aimed at reorienting the young person toward another educational, training, or first-level apprenticeship pathway.</p> <p>Le FOREM: PAC (<i>Plan d'Accompagnement des Chômeurs</i>) and Individualised Integration Pathway are intensive, personalised programs for jobseekers facing major barriers to employment, such as long-term unemployment, low skills or complex social situations. They include an in-depth assessment, tailored action plans combining training, coaching, work experience and social support, close follow-up by a dedicated advisor or social worker, and cooperation with employers, training providers and social services. By comparison, the New Opportunities Programme in Catalonia is coordinated at regional level and may have a wider scope or different funding mechanisms. In Belgium, these programmes are managed at regional or local level with intensity and resources varying by municipality.</p> <p>Helsinki: Educational institutions or, ultimately, municipalities must ensure that young people continue studies until the age of 18. The compulsory education team (consisting compulsory education experts and counsellors, a social worker and a public health nurse) contacts youth aged 15–17 who are not in education. Schools and educational institutions report the person's details to the team if the studies interrupt, they don't get a place of study, or they don't start at studies. The team discusses with the person and their guardian and considers the possibility of further education and offers support services. For 18-29-year-olds there is "Stadin Futura"- service offering guidance and support in choosing a career, developing study skills, and identifying skills and strengths. The service includes language skills assessment and study support by a special education teacher.</p> <p>Agencia para el Empleo de Madrid does not have a program like Start! It has Punto Joven de Empleo programme that follows a guidance, activation and proximity-based approach, bringing public employment services directly to young people through youth centres via targeted sessions, innovative methodologies and referrals to existing resources and job opportunities, and functioning primarily as a gateway to the employment system rather than a comprehensive second-chance.</p> <p>ARTI: Youth policies are coordinated within the Giovanisì project and are integrated with the GOL Program. The Public Employment Services (PES) are the main reference for the promotion, information and implementation of policies aimed at young people. Some opportunities are: leFP pathways (ages 15–18): free training courses to obtain a professional qualification and fulfil compulsory education requirements. PES counsellors carry out numerous meetings in schools and at Employment Centres, with students, families, and teachers. GOL Tuscany Program: provides free courses for NEET, with a focus on upskilling and reskilling. Pilot project "Talenti in Azione" (ages 18–34) provides free training based on innovative learning methodologies to young unemployed people.</p>


	<p>Stockholm, Arbetsmarknadsförvaltningen has a similar program, and it involves several units that work with young people, including NEETs. These units support young people in vulnerable situations. The staff are organised in multi-disciplinary teams, including coaches and career guidance counsellors. In the southern part of the city, Transformator also provides interactive interventions for young people besides other activities. The main aim of Arbetsmarknadsförvaltningens activities is for youth to go back to studies. We also offer different forms of employment for young people, such as seasonal employment (ages 13-18) and youth employment (ages 18-29). During the employment period the young people receive personalisation.</p>
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2.1.5. POWER BI DATA-REPORTS - HELSINKI EMPLOYMENT SERVICES

<p>Best practice</p>	 <p>The screenshot displays the Helsinki Power BI data-report interface. It features a top navigation bar with 'Helsinki' and 'Clients (jobseekers)'. Below this, there are several filter sections: 'Yksikkö' (Unit), 'Kansallisuus' (Nationality), 'Vieraskieliset' (Foreign language), 'Työvoimavaroitus' (Employment plan), 'Kielit' (Language), and 'Työnhakijan ikä' (Jobseeker's age). The main area contains eight charts and tables: 'How many jobseekers, comparison to last month' (73 455), 'Language, nationality and map' (28 325), 'Education level' (Työttömien työnhakijoiden koulutusasteet), 'Education level' (Työttömien työnhakijoiden koulutusalat), 'Jobseekers and their status' (64.1%), 'Duration of unemployment (average, months)' (26.0), 'Profession' (Työttömien työnhakijoiden ammattialat), and 'Profession' (Työttömien työnhakijoiden työnhakummatit). A note at the top right states: 'If a metric or table shows a value <5, it displays -1 (anonymity)'.</p>
<p>Name</p>	<p>Power BI data-reports – Management with information</p>
<p>Description (a brief but comprehensive overview of the practice)</p>	<p>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. It is a clear and easily accessible way to present information about jobseekers and the job market. The tool combines data from different sources into a clear visualization display.</p>
<p>Context (the environment or situation where it was implemented successfully)</p>	<p>Power BI-data-reports have been used successfully as a tool of information management and data-based decision making in Helsinki Employment services since 2021. It gives many various possibilities for using the data for segmenting the clients and to personalize the service. Qualifications and skills of the work force are gathered into easily readable reports and graphs. Knowledge management is an important part of the strategy and POWER BI data-reports have been developed to support performance monitoring.</p>
<p>Key success factors (what made this practice successful in the partner's context)</p>	<p>Power Bi data-reports have been available for the whole organisation, and it's been very easy to use. The tool has been developed in collaboration with staff, providing a comprehensive overview of key areas. The tool has provided insight at the team and employee level, supporting both operational and strategic management.</p>
<p>Results/outcomes</p>	<p>It has been used to foresight and performance monitoring in knowledge management. Power BI reports have been used widely in the organisation e.g. team leaders can easily see his/her own team's situation and performance overview. Also, the employment specialists have been able to see their own customer-file overview and situation analysis.</p>
<p>Areas for improvement</p>	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> The lack of coordination between the systems: disconnected internal, external and national systems create fragmentation and hinder data sharing. Technical and legal limitations: hinder the potential of the tool and limit its applications and data sharing. Limited analytical capacity and data accuracy: incomplete data reduces reliability and limits assessment of long-term service impact.
<p>Recommendations</p>	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> to provide stakeholder and networking partners an access to PES data and enhance the system coordination and dialogue between different actors: establish a centralized data governance framework with clear responsibilities and data-sharing standards between the systems in the employment ecosystem. Address technical and legal constraints: create a joint technical–legal working group to modernize infrastructures, resolve data-sharing issues, and ensure compliance with regulations. Improve data quality and analytical capacity: implement standardized data entry, validation tools, to enhance the accuracy of impact evaluation study and usefulness of Power BI insights.


<p>Examples (if any) from other partners</p>	<p>At France Travail Auvergne-Rhône-Alpes, “SISP” is the main tool used to show and analyse the results of the (performance and monitoring) indicators. It also gives access to different dashboards about France Travail’s services. It helps managers find ways to improve performance. The tool is regularly updated with new dashboards to make management easier. Each region has its own page, managed locally, with dashboards focused on regional needs. There is also a self-service option that allows all users to create their own queries and reports. Power BI has started to be used across different services within France Travail, but it should be used more and in a deeper way in the next few months.</p> <p>Veneto Lavoro: “Geografia del Lavoro” is a web platform within Veneto Lavoro’s website that provides a quick and visually simplified overview of key information on the regional labour market, broken down by sector, territory, and occupation. We are currently working to improve the visualization and communication of data from different sources, with another business intelligence tool (Superset).</p> <p>Le Forem has developed a suite of interactive dashboards and data reports using Microsoft Power BI and other BI tools. These dashboards are used by management, operational teams, and partners to monitor key performance indicators, track service delivery, and support evidence-based decision-making. Management Cockpit: a Power BI dashboard for Forem’s leadership, showing real-time KPIs on job placements, training, and employer engagement. Operational Dashboards: used by regional and local teams to monitor progress on targets, identify trends, and adjust interventions. Public Data Portal: some aggregated data and reports are shared with the public and partners via Forem’s website.</p> <p>In Catalonia, SOC offers a similar data service. Specifically, SOC's Data and Diagnosis Area is responsible for capturing and processing data, transforming it into knowledge, and supporting decision-making. Through a dedicated website, users can employ Power BI to create charts and tables. SOC adopts an open data approach to facilitate easy data access, ensure transparency, and promote data reuse. SOC also develops predictive and advanced analytics to understand labour market trends. Artificial intelligence is applied to enhance the personalization of services.</p> <p>ARTI can access and use the regional labour market observatory, called the “Osservatorio Regionale del Mercato del Lavoro”, which contains comprehensive information on the regional labour market (including activated employment contracts) and specific personal data about unemployed individuals (such as age and sex). ARTI contributes to the Observatory by collecting and analysing data on labour supply and demand, skill needs, and employment trends. It supports the Region in designing active labour policies and training programs, and disseminates information useful to citizens, businesses, and public institutions. The use of this tool must be strengthened and shared among the staff.</p> <p>Agencia para el Empleo does not currently operate a fully consolidated business intelligence tool equivalent to Power BI. However, the Agency has defined and initiated the development of a comparable analytical approach within the framework of its digital transformation strategy. The Madrid Employment Agency is progressively implementing analytical tools and performance dashboards aimed at monitoring employment services, user profiles and labour market indicators. These developments are embedded in the creation of an integrated digital employment platform (SALTA), which centralises data related to guidance, training and job intermediation. This platform is designed to generate structured operational data that will support segmentation of users, personalised service pathways and evidence-based decision-making.</p>
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2.1.6. FAKE IT TILL YOU MAKE IT - AGENCIA PARA EL EMPLEO DE MADRID

Best practice	
Name	Fake It till you make it (theatre and employment)
Description (a brief but comprehensive overview of the practice)	FAKE IT is a best practice based on innovative theatrical techniques for personal empowerment and the development of soft skills. Its objective is to improve the employability and social inclusion of young people through an experiential methodology that focuses on building confidence, security, and self-esteem. You can find additional information here.
Context (the situation or environment where it was implemented successfully)	It has been successfully implemented in youth contexts and socio-occupational insertion programs, in environments where personalized attention and the creation of a playful and relaxed environment are valued.
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> - Personal empowerment outside the comfort zone. - Creative use of theatrical techniques. - Motivation transmitted by the trainer. - Adaptation to the real demands of the labour market. - Favourable learning climate. - Holistic benefit: improvement of non-verbal communication and well-being.
Results/outcomes	<ul style="list-style-type: none"> - More confident and motivated participants. - Improved body expression and spatial awareness. - Increased self-esteem. - Positive reception of the innovative approach. - Adaptability to different small groups. - However, lack of quantitative data and formal certification.
Areas for improvement	Scenarios identified by the project partners: <ol style="list-style-type: none"> 1/ High dependence on the quality of the trainer. 2/ Method not applicable in isolation. 3/ Personal barriers to the use of theatre. 4/ Absence of formal certification. 5/ Lack of quantitative impact measurement. 6/ Limited applicability according to the profile of the participant.
Recommendations	Tips based on the scenarios: <ol style="list-style-type: none"> 1/ Setting quality standards for instructor training. 2/ Integrating "Fake It" programme within larger group activities. 3/ Establish partnerships with educational and community centres. 4/ Explore agreements with educational institutions or community centres to certify the competencies acquired. 5/ Develop qualitative and quantitative evaluation tools to measure impact. 6/ Develop a protocol or manual adaptable to different audiences and contexts.

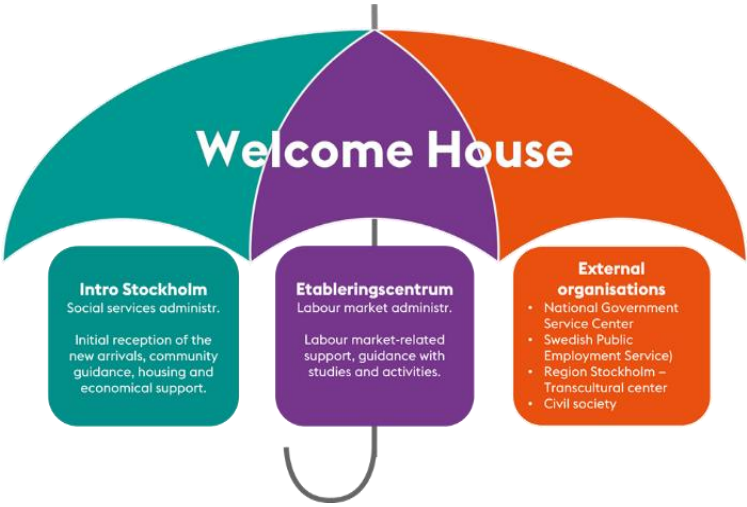
<p>Examples (if any) from other partners</p>	<p>France Travail Auvergne-Rhône-Alpes participated in a European project called "Master the Act", which was designed as a follow-up to this best practice. The main objective of "Master the Act" was to develop and train a new professional profile: the <i>creative mentor for employability</i> — a professional capable of supporting jobseekers in developing their employability through a broader methodology than "Fake it till you make it". This approach continued to include non-formal and theatrical techniques, combined with mentoring and professional development tools. This best practice is also closely aligned with "The Art of Accessing Employment," a program that partners with regional cultural organizations to help vulnerable job seekers develop confidence and self-expression through artistic workshops, thereby supporting their reintegration into the labour market.</p> <p>For Veneto Lavoro: Te.S.eO. (Teatro, Scuola e Occupazione) is a three-year programme funded by the PR FSE+ 21–27. It is a structured, region-backed programme that uses theatre and performing-arts training to bridge education and employment for young people, explicitly linking creative training with job pathways and higher employability. It has been renewed and promoted by Regione del Veneto and Teatro Stabile del Veneto with strong placement results and a multi-year funding framework. Veneto Lavoro plays a role in disseminating the opportunities offered by this professional training pathway. Through its guidance services and initiatives aimed at preventing early school leaving, active in the Employment Centres across the region, Veneto Lavoro ensures that young people are informed, supported and encouraged to take part in this innovative programme. By connecting theatre-based training with career orientation, Veneto Lavoro strengthens the project's mission of accompanying students in their transition from education to the labour market.</p> <p>ARTI: Talenti in Azione (ages 18-34) is a pilot regional project for unemployed youth offering free training and support programs using innovative learning methods similar to fake-it. ARTI promotes courses and guides participants in choosing the most suitable pathway.</p>
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2.1.7. ATI PROJECT - ARTI (AGENZIA REGIONALE TOSCANA PER L'IMPIEGO)

Best practice	
Name	ATI project to help women on their pathway out of violence
Description (a brief but comprehensive overview of the practice)	The ATI Project is the «Regional Plan for Women» dedicated to gender equality, following a global and innovative holistic approach to women who are victims of violence. The goals are to promote the autonomy and empowerment of women and to support their pathways out of violence and reintegration into the job market by a holistic approach. You can find additional information here.
Context (the environment or situation where it was implemented successfully)	The project is one of the best practices of the Tuscany Region. It takes care of women victims of violence and their needs in an integrated way, activating the network of local services and companies. The project is aimed at unemployed adult women living in Tuscany who are taken in care by Social Services, Anti-violence Centres or Shelter Houses. Women who signed the « Employability Project » with the PES. The «Employability Project» is an integrated and multidisciplinary agreement signed by the woman that entails a «double tutoring» provided by both the PES operator and the mentor of the Anti-Violence Centre/Shelter Home/Social Service. The tutors guide the women through the project, step by step, helping them to achieve their goals. The «Employability Project» identifies the most suitable activities to support women in rediscovering their professional identities, values and competencies, aiming to promote autonomy and empowerment.
Key success factors (what made this practice successful in the partner's context)	A comprehensive and holistic profile for each user by integrating data from social, health, and educational domains, ensuring tailored support and more effective job matching. The «Employability Project» identifies the most suitable activities to support women in rediscovering their professional identities, values and competencies, aiming to promote autonomy and empowerment. A well-developed network of local services and companies that take care of women victims of violence and their needs in an integrated way.
Results/outcomes	The project facilitates the reintegration of women into the labour market and supports their empowerment through a holistic approach. Over time this pilot project has become a widespread project implemented in all the regional PES, to help and support women victims of violence. The network of stakeholders has been further strengthened.
Areas for improvement	Scenarios identified by the project partners: 1/ Lack of integration of information systems between offices taking in charge women's pathways. The same problem is evident in data collection in real time. 2/ Although ARTI's digital transformation has significantly improved accessibility, there remains a vital need to integrate traditional and face-to-face services to manage women's pathways. 3/ The outcomes of holistic profiling of women in charge are not always communicated across all relevant teams between the various Departments. 4/ Identify key labour market areas, skills demand and development needs to provide an appropriate and effective job search guidance to women in charge through strategic collaborations in specific sectors. 5/ Difficulty in offering on-time services in remote areas.
Recommendations	Tips based on the scenarios: 1/ Regarding women in charge it is essential to strengthen the integration and use of shared dashboards, ICT tools and feedback mechanisms to ensure real-time, personalized and continuously improving management of user profiling and support.

	<p>2/ Promote a hybrid approach that combines digital & traditional to give answer to women in charge.</p> <p>3/ Establishing clear protocols for inter-departmental communication regarding women in charge would help in ensuring that the insights from holistic profiling are fully utilized in designing support interventions.</p> <p>4/ Strengthen needs analysis to reinforce the analytical processes aimed to identify key labour market areas, skills demand and development needs to provide an appropriate and effective job search guidance to women in charge through strategic collaborations in specific sectors.</p> <p>5/ Dissemination about job opportunities beyond geographical constraints developing more initiatives aimed at facilitating the mobility of women in charge of physical access to PES. To invest in interactive digital tools (e.g., mobile applications, chatbots) to offer real-time, personalized updates and support to women victims of violence, who live in remote areas.</p>
Examples (if any) from other partners	<p>For France Travail Auvergne-Rhône-Alpes, this best practice is very close to the Territorial Support Scheme “Women facing difficulties in professional integration” (funded by the ESF+), which offers intensive and personalised support to female jobseekers facing discrimination or specific barriers (such as single parenthood, domestic violence, etc.). Its aim is to promote reintegration into employment or access to training through positive actions in favour of women, to encourage gender diversity in sectors such as digital professions, and to develop actions tailored to local realities in collaboration with territorial stakeholders. This scheme involves 6 local PES agencies.</p> <p>Veneto Region has an established set of policies, programmes and a strengthened anti-violence network that explicitly support women victims of violence with holistic measures aimed at protection, autonomy and social/economic reintegration. Regional planning, annual programming and concrete measures (health exemptions, service networks, funded projects) are in place and being updated for 2025 (Regional Law 23 April 2013, No. 5: "Regional measures to prevent and combat violence against women."). Veneto Lavoro implemented the "Equamente al lavoro - Equally at work" campaign aiming to raise awareness about the valorisation of women's role in the workforce and promote initiatives in support of this goal, such as the Virtuous Companies Register and the Helpdesk for Women.</p> <p>In Catalonia, SOC, through its Women and Equality area, is an active partner in the DOT Network (Xarxa d'Oportunitats de Treball). This public initiative is specifically designed to support women survivors of gender-based violence in regaining their personal and economic autonomy. The program provides a personalized pathway to employment, which includes orientation, skills training, and internships with partner companies. The fundamental goal is to facilitate access to the labour market as a key tool for achieving true independence and a life free from violence. The DOT Network exemplifies the collaboration between the Catalan government, local councils, and the business community to provide comprehensive support to women.</p> <p>Agencia para el Empleo de Madrid does not currently implement a program fully equivalent to the ATI Project. The Agencia operates a partially comparable and well-aligned practice, embedded within its “Women and Employment” Programme and its strategic collaboration with municipal Equality Spaces (Espacios de Igualdad). It is targeted at women with particular needs, and it aims to promote equal access to employment and employability improvement, with a strong focus on women facing social and structural barriers.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: We have similar initiatives that are targeting women in general, where female victims of violence might be included. The focus is firstly on employment activities and not in cooperation with the social services.</p>

2.1.8. WELCOME HOUSE - ARBETSMARKNADSFÖRVALTNINGEN, STOCKHOLMS STAD

<p>Best practice</p>	
<p>Name</p>	<p>Welcome House</p>
<p>Description (a brief but comprehensive overview of the practice)</p>	<p>Welcome House is a central hub for the reception and guidance of newly arrived individuals in Stockholm. Based on a holistic and person-centred approach, the Welcome House offers a coordinated and inclusive “one way in” model, ensuring that all newcomers receive efficient access to support, regardless of their background. In close partnership with the Swedish Public Employment Service, the centre provides tailored guidance toward employment, internships, active labour market initiatives, mentorship programmes, and association-led activities. It also supports access to adult education and civic orientation courses.</p> <p>At the Welcome House, clients receive individual guidance on navigating city services, understanding Swedish society, exploring study and career opportunities, using digital tools, accessing health and leisure services, and even starting their own business.</p> <p>You can find additional information here.</p>
<p>Context (the environment or situation where it was implemented successfully)</p>	<p>Stockholm receives a significant number of refugees, asylum seekers, and other migrants from diverse backgrounds. The city’s recognition of the need for tailored, inclusive reception and integration services creates demand for a centralised, one-stop resource like the Welcome House. The success of the initiative lies partly in efficient inter-agency cooperation and the holistic approach to the individual’s needs.</p>
<p>Key success factors (what made this practice successful in the partner’s context)</p>	<ul style="list-style-type: none"> ● Welcoming, accessible one-stop model: the combination of employment, social, and pedagogical services in a single, easy-to-access location enabled newcomers to receive comprehensive support without navigating multiple systems. ● Holistic, client-centred approach: a two-year programme tailored to individual needs, with a strong focus on wellbeing, community building, and social sustainability, ensured that support was both meaningful and impactful. ● Warm and inclusive environment: the atmosphere of the Welcome House encouraged trust, participation, and a sense of belonging—key for newcomer engagement and continuity. ● Strong cross-sectoral cooperation: effective collaboration between employment services, social services, NGOs, and other stakeholders created an integrated support ecosystem and improved service coordination. ● Participatory design: involving clients and partners in shaping the service increased relevance, ownership, and responsiveness to actual needs.
<p>Results/outcomes</p>	<p>Since launching in 2021, operations have focused on simplified and rapid integration. In 2025, Welcome House recorded 804 visits between May and August and over 2,000 for the full year. Job coaches supported 220 participants from January to November; 93 moved into employment (40 through wage subsidies) and 12 into studies. 2 job fairs were held in 2025, including a climate-focused fair with 218 attendees, highlighting the strong need for meeting spaces between jobseekers and employers. Digital initiatives aim to build skills, reduce exclusion, and strengthen independence, with courses such as IT Basics (154 visits), Digital Everyday Skills (51), and advanced IBM training in AI and</p>

	cybersecurity. A major digital event in 2025 brought together 250 participants. Collaboration with civil society matched 58 individuals and supported language development and social networks. Health fairs and well-being efforts reached more than 250 people, and outreach work contacted 247 residents in SHIS housing.
Areas for improvement	Scenarios identified by the project partners: 1/ The service currently excludes undocumented migrants and asylum seekers. 2/ Long-term counselling and follow-up support were seen as limited. 3/ Outcome evaluations were noted as not systematic. 4/ Opening hours were considered insufficient for many users. 5/ Outreach and promotion were viewed as weak. 6/ Service concentration in a single location was identified as a limitation.
Recommendations	Tips based on the scenarios: 1/ Partners suggested broadening access to include undocumented migrants, other vulnerable groups. 2/ It was recommended to provide long-term counselling to ensure continuity of support. 3/ Partners recommended developing structured and systematic impact evaluation methods. 4/ Extending opening hours was proposed to improve accessibility. 5/ Enhancing outreach and promotional activities was encouraged. 6/ Expanding to additional locations, including suburban areas, was suggested, as well as strengthening coordination with job centres.
Examples (if any) from other partners	<p>Le FOREM: In Wallonia, FOREM plays a key role in the integration of migrants by facilitating access to employment and training. After registering with the public employment service, FOREM works in collaboration with Regional Integration Centres (CRI), Public Social Welfare Centres (CPAS), and NGOs to provide language courses, vocational training, and job placement support. This partnership ensures a comprehensive and tailored integration pathway for newcomers. The structure is often decentralized (multiple CRIs, CPAS, and NGOs), rather than a single branded “Welcome House.” Services may vary by municipality or region, and there is no single, unified entry point for all newcomers. As those people must be registered to the PES, Le Forem collaborates and provides all his services to the different partners.</p> <p>For Helsinki this best practice is very similar to the International House Helsinki (Home - International House Helsinki) that offers a wide range of official and advisory services for people who have moved to the capital region from abroad. It also provides a range of pre-arrival support services for people who are planning to move to Helsinki. IHH has service desks for Kela (National Insurance Institution), Migri (Finnish Immigration Service), DVV (Digital and Population Data Services Agency), Vero (Tax Administration), and the capital region's advisory services, among others. It also offers free advice to employers and organizations on issues related to international labour.</p> <p>For ARTI in Tuscany, there is a project called “WE IN”, its goal is to open a “One stop shop” in all the main cities, a single access point for immigrants, where they can receive integrated care from the services (Social services and Labour market services).</p>


2.2. Best practices for “Relations with employers”

This working area addresses the role of PES in building and sustaining strong partnerships with employers to tackle labour and skills shortages. According to the standards set for this working area, an effective PES has dedicated employer support units staffed by multi-disciplinary teams with a deep understanding of the local labour market. These teams implement strategies to engage employers and job seekers alike, ensuring that job matching processes are both efficient and responsive.

Additionally, the NET PES project partners have concluded for this area that PES should offer targeted support to employers during recruitment and continuously review and refine their services based on feedback and outcomes. Having fruitful relations with employers is vital for a PES’s functioning, as it both guarantees a good matching of skills supply to the demands of the labour market, ensures responsiveness to labour market trends, and can also facilitate workforce integration through companies opening up for apprenticeship programmes and the like.


The best practices selected for this working demonstrate how PES can build strong, tailored partnerships with employers to address labour market needs effectively. These initiatives illustrate diverse strategies—from personalised employer engagement models like the Account Manager (Veneto Lavoro) and Direction Unique Employeur – DUE (Le Forem), to sector-specific approaches such as DOMEX (France Travail Auvergne-Rhône-Alpes), focusing on digital and ecological transitions. Others, like The Cluster Project (SOC) and Talent and Business Centre (Madrid), foster collaboration across local ecosystems to bridge skills gaps. Practices such as IPS coaching (Helsinki), job fairs (ARTI), and integration pacts (Stockholm) further enhance employer-jobseeker connections through tailored support and structured cooperation. Together, these examples highlight dynamic, adaptable ways for PES to engage with employers and support inclusive, future-oriented employment pathways.

2.2.1. ECOLOGICAL AND DIGITAL DOMEXs - FRANCE TRAVAIL AUVERGNE-RHÔNE-ALPES

Best practice	
Name	Ecological and Digital DOMEXs (areas of excellence)
Description (a brief but comprehensive overview of the practice)	<p>Since 2019, France Travail Auvergne-Rhône-Alpes has built a strong strategy to better support job seekers and employers in key sectors (including these 2 sectors). This strategy is led by a network of experts, who bring deep knowledge about specific sectors. They work with local partners, help create new ways to speed up recruitment and support the development of skills and understanding of jobs. Standard career paths are offered to companies and jobseekers to help guide them toward growing sectors in the region.</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	The initiatives aim to build a coherent regional approach while allowing for adaptation at various territorial levels, to strengthen local engagement and respond more closely to on-the-ground needs. It is based on several key pillars: strengthening sectoral knowledge and understanding of professions among France Travail advisors and actors within the Network for Employment; anticipating changes in job and skill needs within both DOMEX; launching and coordinating concrete actions to meet companies' recruitment needs and reduce labour market tensions; supporting prospecting and local coordination efforts through regional Task Forces.
Key success factors (what made this practice successful in the partner's context)	The Domex initiatives offer effective approaches to guiding jobseekers toward emerging sectors while addressing labour shortages . By aligning training with employer needs, both initiatives ensure that individuals acquire relevant skills through accessible learning paths . A key strength lies in the involvement of specialized professionals who motivate and support jobseekers helping them navigate career transitions. These initiatives also include systems to identify company needs and tailor solutions accordingly . They promote inclusion by ensuring that even people in vulnerable situations can access opportunities in the digital and ecological job markets.
Results/outcomes	<p>Key results include stakeholder mapping, labour market trend analysis, early identification of skill needs, and targeted actions using France Travail's services (guidance, training, job matching). Efforts also focus on making jobs more attractive, promoting innovative HR practices, raising awareness among France Travail staff, and coordinating thematic events like Digital or Ecological Transition Jobs Week.</p> <p>Thanks to this structured and flexible approach, the DOMEX Digital and Ecological Transition initiatives have led to better coordination between public, economic, and training actors; enhanced skills among France Travail teams; tailored services for company needs; innovative solutions to attract and train talent in high-demand sectors; and more balanced support across territories through locally adapted actions.</p>
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1. Gender imbalance – Women remain underrepresented in digital and green sectors; targeted support is needed. 2. Risk of over-specialization and limited sector scope - Focusing only on digital jobs or just recycling can limit other job opportunities. It's important to explore more areas in both sectors. 3. Weak connection between Domex and company advisors - Unclear coordination reduces effectiveness in linking job seekers with employers across sectors. 4. Late career guidance – Digital careers are introduced too late in education; ecological awareness among jobseekers needs boosting. 5. Limited focus on responsible consumption and sustainability practices - The initiative doesn't focus enough on eco-friendly habits, like using biodegradable products or teaching companies about sustainability. 6. Lack of stakeholder collaboration – Better coordination is required across the value chain.


	7. Insufficient engagement of polluting industries - Highly polluting sectors are not sufficiently involved in sustainability transitions.
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1. Develop targeted gender-inclusive initiatives - encourage and support women entering and advancing in both digital and ecological sectors. 2. Broaden sector focus and opportunities - expand beyond single sectors (digital or recycling) to include diverse industries and ecological fields such as renewable energy and sustainable agriculture. 3. Improve coordination between Domex and company advisors - clarify roles and communication to better connect job seekers with employers across sectors. 4. Introduce career pathways and awareness earlier -start digital and ecological career education earlier in schools and enhance awareness programs for unemployed individuals. 5. Integrate responsible consumption and sustainability practices - promote biodegradable products and sustainability throughout the initiatives, including within companies. 6. Foster multi-stakeholder collaboration - Engage companies, public bodies, NGOs, and other actors to create coordinated, value-chain-wide impact. 7. Engage polluting industries and promote diversity - Involve polluting industries in transition efforts and encourage greater female participation in ecological and digital fields.
Examples (if any) from other partners	<p>Veneto Lavoro offers company support services at the local level; it is not as specifically oriented toward innovative sectors as DOMEX.</p> <p>Le FOREM : Several sectoral and regional initiatives in Wallonia support both the ecological (green) and digital transitions for companies and workers: Centres de Compétences: These are sectoral training centres led also by Le Forem (e.g., Technifutur, Technocité, Technobel, Pôle Environnement Specialized in green jobs and ecological transition) that offer upskilling and reskilling in digital technologies, green jobs, and sustainable practices. They work closely with employers, unions, and public authorities to anticipate skills needs and deliver targeted training.</p> <p>Although SOC has support services for companies at a local level (SOC Empresa), it is not a service as focused on innovative sectors as DOMEX.</p> <p>ARTI provides services to employers but is not specialized in the digital and green sectors.</p> <p>The Agencia para el Empleo implements a sector-oriented approach that is operationalised through specialised sectoral training structures (such as the Green Employment and Trades School and digital skills centres), These Schools are in close cooperation with employers to address recruitment needs, and proximity-based delivery adapted to territorial labour market dynamics. Unlike the DOMEX model, which relies on a formalised network of sector-specific experts and regional task forces, the Madrid model is distributed across programmes and services embedded in a broader employment strategy, rather than a fully consolidated expert-network structure, such as in DOMEX.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: There is a structured cooperation on a regional level with companies and industries in both the green and digital areas. Based on the analyses done through the platform Arbetsmarknadsförvaltningen creates new and adjusts existing courses to offer job seekers different pathways to green jobs.</p>

2.2.2. ACCOUNT MANAGER - VENETO LAVORO

Best practice	
Name	Account manager
Description (a brief but comprehensive overview of the practice)	The Account Manager is a dedicated figure within employment services, responsible for building and managing relationships with employers. They offer tailored support to address companies' staffing and training needs, ensuring better alignment between labour market demand and supply. This role complements the Case Manager, who supports individual jobseekers. You can find additional information here.
Context (the situation or environment where it was implemented successfully)	This model has been in place in Veneto since 2021, where Veneto Lavoro introduced a dual-service approach based on the coordinated work of Case and Account Managers. The system enhances personalization, continuity, and employer engagement, strengthening the overall effectiveness of employment services.
Key success factors (what made this practice successful in the partner's context)	Veneto Lavoro has transformed its engagement with businesses from a bureaucratic process into a strategic partnership. Central to this change is the Account Manager, offering employers a single, personalized point of contact. Proactively anticipating company needs, the team uses advanced digital tools to match jobseekers with employer demands quickly and accurately. Beyond recruitment, they provide pre-selection of candidates, guidance on inclusive hiring, and innovative recruiting events. Driven by performance goals and data analysis, this approach makes Veneto Lavoro a proactive partner shaping the region's future workforce.
Results/outcomes	Veneto Lavoro has launched a comprehensive transformation to make the labour market more efficient, transparent, and inclusive. A key innovation is the Account Manager role, which personalizes employer relations and improves the matching of job supply and demand. Collaboration with companies has deepened, leading to more job offers, stronger pre-selection services, and enhanced online vacancy systems. Through INCONTRALAVORO* job fairs and sector-specific events—both in-person and online—Veneto Lavoro has diversified and modernized matching channels. At the same time, it promotes transparency by combating illegal hiring and reinforcing the role of authorized intermediaries. Altogether, these efforts aim to build a labour market system that connects people and jobs more effectively while addressing structural challenges to ensure fairness, innovation, and long-term sustainability.
Areas for improvement	Scenarios identified by the project partners: 1/ Promote social and professional integration for people with disabilities, support for employers is essential in meeting legal obligations and adopting inclusive practices. 2/ Enhance Account Managers' skills in understanding employers' needs, continuous training tailored to specific industries and job profiles is essential. Data analysis and open communication with employers are crucial for informed decision-making and customized services. 3/ Improve dialogue between Account Managers and Case Managers through regular meetings, collaborative candidate assessments, and structured feedback enhances the recruitment process's efficiency. 4/ Enhance the monitoring of job placements: developing a comprehensive monitoring and evaluation system to track job placements, including the duration of employment, job retention rates, and employer satisfaction with the candidates provided. 5/ promote strategies and develop competencies to encourage employers to hire migrant job seekers.
Recommendations	Tips based on the scenarios:


	<p>1/ Awareness-raising and training play a crucial role in promoting inclusion and breaking down stereotypes. Personalised support helps navigate the recruitment process, ensuring optimal conditions for hiring and retention of employees with disabilities. Monitoring hiring progress and implementing adapted services are key measures for accessibility and fairness in the labour market.</p> <p>2/ Train internal staff to better support employers: Set up training courses aimed at strengthening the expertise of advisors in supporting employers and gaining a better understanding of the economic and social issues that these employers face.</p> <p>3/ Improving dialogue between Account Managers and Case Managers through regular meetings, collaborative candidate assessments, and structured feedback enhances the recruitment process's efficiency.</p> <p>4/ To improve the monitoring of professional placements, here are some solutions: monitoring system: the Account Manager must be in regular contact with the companies in his portfolio (by phone, email, video, etc.); evaluation questionnaires: send questionnaires to employers to assess their satisfaction with the candidates proposed and the services offered.</p> <p>5/ A strategy should be developed to empower Account Managers to overcome companies' resistance to hiring job seekers with a migratory background - both refugees and asylum seekers - by providing them with specialised training and promoting dedicated projects.</p>
Examples (if any) from other partners	<p>At France Travail, specialised counsellors for employers in each local PES office act as key contacts for companies. They provide tailored advice based on local labour market knowledge, support recruitment needs, handle sourcing and pre-selection, and recommend suitable programmes (e.g. training, apprenticeships, financial aid). They also offer services such as job analysis, interview support, job fairs organisation or simply help post job offers.</p> <p>Le FOREM: in Wallonia, Forem has its own “Direction Unique Employeur” (DUE): Personalized employer support and relationship management; Sectoral specialization for deeper understanding of employer needs; Proactive outreach to anticipate recruitment and training needs. Integration with digital tools (CRM systems, employer portals).</p> <p>SOC has a subject with the same functions, the business services officer.</p> <p>In Helsinki there are specialized specialists on the Employers’ Services. The specialists’ work is very similar to account managers offering tailored support for employers by sectors and managing relations with employers. The “Työtä Stadiin” (Work to Helsinki) project has been launched to investigate the employment needs of 25,000 Helsinki-based companies over the next two years. The survey is being conducted by experts who proactively contact employers to map their needs in detail. The specialists seek out job seekers who best meet the criteria.</p> <p>Agencia para el Empleo does not have a model similar to the <i>Account Manager</i>. While employer engagement, tailored support to companies and personalised jobseeker guidance are all present, they are delivered through specialised services and teams.</p> <p>ARTI has a team that works with companies and is in constant contact with the guidance counsellors to find suitable profiles, based on the aptitudes that emerged during the interviews. Each Employment Centre has at least one consultant for business services, coordinated provincially by a highly qualified expert (EQ). Consultants support companies with recruitment, needs assessment, event organization, and job promotion. EQ experts also visit companies, manage larger enterprises, and coordinate with each other and management to share best practices and organize regional events and job fairs.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: We also have account managers similar to Veneto Lavoro with the same mission and responsibilities.</p>

2.2.3. DIRECTION UNIQUE EMPLOYEURS (DEDICATED EMPLOYER DEPARTMENT) - LE FOREM

Best practice	
Name	Direction Unique Employeur
Description (a brief but comprehensive overview of the practice)	<p>The DUE is a specialized, centralized structure within Forem dedicated exclusively to employer services. It streamlines and professionalizes the relationship between Forem and companies by providing a single point of contact for employers, sector-based expertise, and a suite of digital tools for recruitment, training, and HR support. The DUE enables employers to access tailored advice, post job offers, search for candidates, and benefit from financial incentives, all through a unified digital platform and a dedicated business advisor.</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	<ul style="list-style-type: none"> Implemented as part of Forem's organizational transformation to better address employer needs and labour market shortages. Deployed across Wallonia, with over 200 business advisors, each specializing in a sector and serving as the privileged contact for their portfolio of companies. Supported by a CRM system, digital services, and strong partnerships with sectoral federations and training centres. Developed in response to the need for more agile, responsive, and business-oriented public employment services.
Key success factors (what made this practice successful in the partner's context)	Centralized, client-oriented service / Sectoral specialization and local expertise / Personalized and proactive support / Comprehensive and digitalized service offer / Integration of business intelligence and CRM tools / Continuous training and strategic soft skills / Proactive outreach and commercial approach / Strategic partnerships and multi-level governance / Monitoring, KPIs, and continuous improvement / Employer engagement and feedback / Tailored solutions for labour shortages.
Results/outcomes	<ul style="list-style-type: none"> High employer satisfaction: Over 90% of SMEs report satisfaction with their advisor's availability, advice, and sector knowledge. Increased use of digital services: Significant growth in online job postings and employer self-service. Improved matching and reduced recruitment times for employers. Enhanced collaboration with sectoral federations and key accounts, leading to more tailored and effective solutions for recruitment and training. Positive impact on addressing labour shortages in critical sectors (e.g., construction, ICT, green jobs).
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1/ Some employers lack a comprehensive view of all their posted offers and candidate matches. 2/ Need to further build employer trust and engagement, especially among those less familiar with digital tools. 3/ Ongoing change management and training required for advisors to adapt to evolving digital processes and sectoral challenges. 4/ Opportunities to enhance data analytics for even more proactive and predictive employer support.
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1/ develop dashboards for employers to visualize all their offers, applications, and recruitment outcomes in real time. 2/ expand digital literacy and onboarding support for employers new to the platform. 3/ continue investing in advisor training, especially in digital tools, sectoral trends, and customer relationship management. 4/ strengthen feedback loops with employers to refine services and anticipate emerging needs.


	<p>5/ foster deeper partnerships with sectoral bodies and training providers to co-design solutions for future skills and labour market transitions.</p> <p>6/ need to manage counsellor workload and maintain service depth, especially with ambitious targets.</p> <p>7/ refine the CRM matching algorithm to include more nuanced criteria (company size, recruitment frequency, etc.).</p> <p>8/ formalize employer feedback loops and use them systematically for service improvement is emphasized.</p> <p>9/ shift from quantity of outreach to quality assurance of employment opportunities.</p>
Examples (if any) from other partners	<p>France Travail operates through specialised unit and teams dedicated to business outreach and support via France Travail PRO/Business Task Force (who provides targeted and personalised assistance to professionals and companies in their recruitment and skills management projects). There are also sector-specific collaborations designed to create favourable conditions for employment, promote key industries, and support economic transformations (i.e.: the <i>DOMEXs</i>, such as digital, green economy, nuclear, aeronautics, metallurgy, construction and public works, tourism, etc.).</p> <p>Veneto Lavoro has a dedicated Employers' Unit staffed by sector-specialist account managers who provide tailored, end-to-end support to employers — from identifying workforce needs and designing recruitment strategies to coordinating training, apprenticeships and placement services — ensuring solutions are adapted to the specific characteristics of each industry.</p> <p>SOC does not have a single directorate that has a direct relationship with companies. Nevertheless, it has similar programs and profiles. SOC Empresa is a program that aims to relate directly with companies through the implementation of territorial offices. The Business Attention Technician is responsible for building and managing relationships with business owners. Canal Empresa is a portal that allows companies to manage their processes autonomously.</p> <p>Agencia para el Empleo does not have a centralized employer-facing unit like Le Forem's Direction Unique Employeur, nor a formal network of business advisors. Instead, it operates an employer-oriented model through: Talento & Empresas service, supporting recruitment and tailored training; the SALTA digital platform, enabling job posting, candidate access, and agile communication; and strong collaboration with sectoral companies, training centres, and municipal contractors, especially in strategic sectors such as green jobs, digital skills, hospitality and care.</p> <p>In Helsinki there is a specialized unit for Employers' Services. The unit offers tailored services based on the needs of businesses via specialists, who manage relations with employers by sectors.</p> <p>ARTI has a team that works with companies and is in constant contact with the guidance counsellors to find suitable profiles, based on the aptitudes that emerged during the interviews. Each Employment Centre has at least one consultant for business services, coordinated provincially by a highly qualified expert (EQ). Consultants support companies with recruitment, needs assessment, event organization, and job promotion. EQ experts also visit companies, manage larger enterprises, and coordinate with each other and management to share best practices and organize regional events and job fairs.</p> <p>Stockholm, Arbetsmarknadsförvaltningen have the same initiative, which includes support to companies including events which share best practices and organize regional events and job fairs. However, the support is not as specialised to a specific sector as Le Forem and we do not have a dedicated digital platform for employer support.</p>

2.2.4. CLUSTER CATALONIA - SOC (SERVEI PÚBLIC D'OCUPACIÓ DE CATALUNYA)

Best practice	
Name	Cluster Catalonia
Description (a brief but comprehensive overview of the practice)	<p>The Cluster project is a joint initiative of the Public Employment Service of Catalonia (SOC) and ACCIÓ – the agency for business competitiveness of the Government of Catalonia. Its goal is to strengthen the competitiveness of the Catalan business fabric through strategic collaboration between companies within the same sector.</p> <p>The project promotes the creation of business cooperation spaces, known as clusters, made up of companies that, despite being competitors, work together to share knowledge on successful strategies, market trends and key technologies; to drive forward transformative projects aligned with future challenges that are difficult to achieve individually; to jointly analyse the sector's needs in terms of talent and training; and to design and develop specific training programmes to fill vacant job positions.</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	There are currently 24 clusters, differentiated by productive sectors. Each cluster functions as a shared knowledge space and a forum for exchanging experiences (both successes and failures). The companies participating in each cluster identify vacant job positions and the professional profiles for which adequate training is lacking. With the support of SOC and ACCIÓ, and under the coordination of a training expert, companies develop training content related to areas such as technological innovation, the circular and green economy, and innovative methodologies. SOC then reviews the training programme's methodology and registers it in the official training catalogue , giving it validity at the national level.
Key success factors (what made this practice successful in the partner's context)	The Cluster project stands out for its innovative, collaborative model, which brings together 24 business clusters to directly identify training needs linked to real job vacancies. Its strategic coordination between ACCIÓ and SOC ensures strong alignment between vocational training and labour market demands . In addition, the inclusion of the courses in the official SOC catalogue guarantees both scalability and access to public funding . The development of 38 sector-specific courses—in industry, services, agriculture, and construction—shows a clear and measurable impact on addressing skills mismatches.
Results/outcomes	ACCIÓ has accredited an ecosystem of 27 clusters within the Catalonia Clusters Programme. Currently there are 24 analysis reports and 38 training courses .
Areas for improvement	<p>Scenarios identified by the project partners:</p> <p>1/ Need to develop follow-up monitoring after the project.</p> <p>2/ Project managers face difficulties in obtaining official accreditation for courses designed by the clusters.</p>
Recommendations	<p>Tips based on the scenarios:</p> <p>1/ Develop evaluations and follow-up activities after the project ends.</p> <p>2/ Guidance for official accreditation of training centres and courses.</p>


<p>Examples (if any) from other partners</p>	<p>Le Forem: Wallonia has established several “Pôles de Compétitivité” (e.g., BioWin, Mecatech, Wagraim, Logistics in Wallonia, GreenWin, Skywin) which are sector-based clusters bringing together companies, research centres, universities, and public authorities. Their objectives include: Fostering innovation and competitiveness in strategic sectors (biotech, engineering, agri-food, logistics, environment, aerospace, etc.); Facilitating collaboration between employers, training providers, and research institutions; Developing joint projects, training programs, and employment opportunities; Anticipating skills needs and supporting workforce development in key industries. There are also regional and sectoral clusters coordinated by Agoria (technology), UWE (business federation), and other sectoral bodies, which promote similar collaborative approaches. The Walloon clusters are often broader in scope (innovation, R&D, training, employment) and may not be led by the public employment service.</p> <p>Business Helsinki runs similar types of programmes: Testbed Helsinki is a city-sized testbed for new products and services in urban environments. They carry out innovation projects and sector-specific programmes and offer piloting opportunities for companies. Helsinki Education Hub (HEH) is a dynamic innovation platform that brings together EdTech startups, schools, university researchers, teachers and students to create and test research-based digital learning solutions. HEH offers a one-of-a-kind ecosystem for EdTech innovation, anchored by an incubation program. Grounded in the latest research, the program develops impactful, user-centred solutions empowering educators and learners. It also provides events and active community space to connect, collaborate, and spark transformative ideas.</p> <p>Maria 01 is one of Europe’s largest and most dynamic startup ecosystems. It provides an environment for early-stage startups, investors and VCs, large enterprises and other ecosystem organisations.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: There is work within certain sectors in a cluster model, but it is on a regional and state level, but not on the municipal level, although the municipality is part of coordinating those clusters.</p>
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2.2.5. IPS (INDIVIDUAL PLACEMENT AND SUPPORT) - HELSINKI EMPLOYMENT SERVICES

<p>Best practice</p>	
<p>Name</p>	<p>IPS- coaching model (individual placement and support)</p>
<p>Description (a brief but comprehensive overview of the practice)</p>	<p>IPS coaching model is an evidence-based model originally developed in mental health services to promote entry, return and staying in the labour market of persons suffering from mental health disorders. The model integrates employment, health, and social services to provide comprehensive support, especially for jobseekers facing complex challenges. Its focus extends beyond job placement to ensuring sustained employment and growth, avoiding short-term solutions.</p>
<p>Context (the situation or environment where it was implemented successfully)</p>	<p>It is now being more broadly applied to support individuals who need intensive, personalized employment services. Helsinki Employment Services is piloting the model to long term unemployed customers with ESF+ project: Will and Ability to Work (2025-2027).</p>
<p>Key success factors (what made this practice successful in the partner's context)</p>	<p>IPS coaching model is an evidence-based model whose effectiveness depends on meeting certain key criteria. The quality of IPS coaching is measured using a fidelity scale, which assesses how faithfully the IPS principles and practices are implemented. High fidelity is strongly correlated with better employment outcomes. Focus is on "place and train" rather than "train and place". The goal is to find employment in the open labour market in a salaried employment relationship, not just training positions. Employer engagement is essential in IPS - the focus is on building sustainable and long-term partnerships with employers. It also endorses social responsibility among companies. Key principles are rapid job search, integration of employment and health services and personalized support as long as needed.</p>
<p>Results/outcomes</p>	<p>The model has been widely adopted across Europe and beyond, showing strong results in helping people achieve long-term, meaningful employment. Through the Will and Ability to Work- project, our aim is to integrate the model as a permanent part of Helsinki employment services.</p>
<p>Areas for improvement</p>	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1) Limited awareness and understanding of IPS: As the use of the model is still new, the staff is not yet fully familiar with the IPS model and its advantages. 2) Resource-intensive nature of IPS: long-term coaching and active employer engagement require substantial time and staffing, limiting scalability. 3) Dependence on employer participation: success relies on employers' willingness to adopt inclusive hiring practices, which varies by industry and economic conditions. 4) Need for careful local adaptation: although evidence-based, IPS requires careful adjustment to local labour markets and cultural expectations, which can be time-consuming and requires flexibility.
<p>Recommendations</p>	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1) Increase training efforts to ensure that all staff and employers fully understand the IPS model and how to implement it effectively. Enhance visibility and communication: promote IPS among jobseekers, employers, and the public to raise awareness of its benefits. 2) Expand the employer network by involving a wider variety of industries and job types. Develop specialized coaching programs tailored to different demographics, such as men, youth, and immigrants, to address their unique challenges. 3) Integrate IPS permanently into municipal employment services, with a focus on long-term unemployed and vulnerable groups. Introduce incentives or recognition for employers who actively participate in inclusive hiring through the IPS program. 4) Use digital tools to enhance follow-up and maintain flexible, scalable support for clients and employers. Secure funding to ensure long-term sustainability.


<p>Examples (if any) from other partners</p>	<p>At France Travail, the support for jobseekers with disabilities is based on a joint service offer developed by France Travail and Cap Emploi (specialised in supporting people with disabilities). From the moment they register, jobseekers—whether they have official Recognition of Disabled Worker Status—receive an initial and regularly updated assessment, along with guidance to identify their needs and provide smooth, coordinated support. This service offer is built around personalised pathways that consider each person’s level of independence, distance from employment, and any specific needs for workplace adjustments or recovery. This type of support does not include people with mental disorders.</p> <p>Veneto Lavoro: Within the national legislative framework for the labour inclusion of people with disabilities, Veneto Lavoro provides specialised services tailored to this group. Dedicated pathways and specific active labour market measures are offered to support both professional and social inclusion. One example is the Reinforced Voucher financed by the Regional Fund for the Employment of People with Disabilities, available to individuals eligible for the targeted employment service in the Veneto Region. The measure enables the design and implementation of tailor-made inclusion pathways, which may include specialist profiling, vocational training, apprenticeships, support for internships, measures to support geographical mobility & work-life balance.</p> <p>Le Forem: In Belgium, the IPS model is implemented through several initiatives in partnership with CPAS, mental health services, and regional authorities. It offers individualized job coaching, rapid placement in competitive employment, and ongoing support for both jobseekers and employers, following core IPS principles such as respect for client preferences, integration with mental health services, and long-term support. Forem plays a central role in the system by identifying and orienting eligible beneficiaries, often referred by health insurance funds, and directing them to an IPS operator close to their place of residence. Forem also selects IPS providers through calls for projects and ensures coordination between IPS operators, mental health services, and local partners (CPAS, MIRE, CISP, etc.).</p> <p>SOC has a comparable service: the SIOAS program, aimed at people with disabilities or mental health disorders. Like the IPS, the SIOAS combines guidance, accompaniment and individualized support, works with the objectives of insertion into the regular labour market and coordinates social, health and occupational services. However, SIOAS does not incorporate the full IPS methodology, nor the principle of <i>place and train</i> with rapid job search nor the fidelity assessment typical of the model.</p> <p>Agencia para el Empleo does not currently implement a formal IPS model, understood as an evidence-based approach explicitly integrating employment services with mental health care through specialised clinical–employment teams. Agencia has put in place interventions aimed at jobseekers with complex barriers to employment, including long-term unemployment and social vulnerability. Regarding this issue, the “Camino al Empleo” programme offers: Individualised diagnostic assessment covering employability, competencies and social vulnerability; Personalised and intensive pathways, differentiated by level of distance from the labour market; Ongoing individual coaching, including motivational support and skills development; Strong coordination with municipal social services that enabling a holistic response to employment barriers and a focus on sustainable labour market integration. Therefore, the Agencia approach is employment- and social-services-led, without a formal clinical component or IPS fidelity framework.</p> <p>In accordance with national legislation, ARTI provides tailored made support services to clients with mental and physical disease that develop in several pathways and activities, such as specific assessment tools used by teams specialized in mental and physical disease called “collocamento mirato”, vocational training, apprenticeships, support for internships and benefits for employers who hire this target. These measures are supported by the Regional Fund for the Employment of people with disabilities and allow their inclusion in the local labour market.</p> <p>Stockholm, Arbetsmarknadsförvaltningen also uses IPS as a method to support individuals with mental health conditions or disabilities (see our best practice under 2.3.8.).</p>
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2.2.6. TALENT & BUSINESS CENTRE - AGENCIA PARA EL EMPLEO DE MADRID

Best practice	
Name	Talent & Business Centre
Description (a brief but comprehensive overview of the practice)	Talent & Business Centre is an innovative centre promoted by the Madrid Employment Agency that connects people's skills with the needs of the business fabric. Its objective is to improve employability, optimize labour intermediation processes and foster relationships of trust and loyalty with companies through comprehensive, sectoral and innovative attention. You can find additional information here.
Context (the situation or environment where it was implemented successfully)	It was implemented in 2022 as a response to the need to centralise and specialise business prospecting and attention to job seekers in Madrid. It is in a central, accessible and modern space, and is managed by a technical team specialized in key sectors of the labour market.
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> ● Comprehensive approach that combines competency diagnosis, guidance, training and intermediation. ● Agile methodologies and innovative tools such as gamification, LEGO, ®DIXIT or Escape Rooms. ● Development of a Competence Model for person-position adjustment. ● Sectoral specialisation of the technical team. ● Centralization of services in a single space, facilitating collaboration between areas.
Results/outcomes	<ul style="list-style-type: none"> ● Improvement of the employability of users through more adjusted and personalised processes. ● Greater loyalty of the local business fabric. ● Increased efficiency in selection and training processes. ● Positioning of the Employment Agency as an innovative benchmark in intermediation. ● Development of methodological resources that can be replicated in other public employment services.
Areas for improvement	Scenarios identified by the project partners: <ol style="list-style-type: none"> 1/ Difficulty scaling the model without specialized human resources. 2/ Need to strengthen quantitative impact assessment. 3/ High customization can limit its mass applicability. 4/ Requires constant updating of tools and methodologies. 5/ The model depends on intense internal collaboration between teams. 6/ Physical limitations of space to meet a growing demand.
Recommendations	Tips based on the scenarios: <ol style="list-style-type: none"> 1/ Design an internal training strategy to increase the number of technicians trained. 2/ Implement standardized assessment indicators and data analysis tools. 3/ Define modular itineraries according to profiles to balance customization and scalability. 4/ Establish alliances with innovative entities for continuous updating. 5/ Create robust interdepartmental coordination protocols. 6/ Explore hybrid models with online service and agreements with other municipal spaces.


<p>Examples (if any) from other partners</p>	<p>At France Travail, there is no centre like this one, as France Travail operates through specialised teams dedicated to business outreach and support via France Travail PRO/ Business Task Force (who provide targeted and personalised assistance to professionals and companies in their recruitment and skills management projects). There are also sector-specific collaborations designed to create favourable conditions for employment, promote key industries, and support economic transformations (i.e.: the <i>DOMEXs</i>), such as digital, green economy, nuclear, aeronautics, metallurgy, construction and public works, tourism, etc.). In addition, the regional agency “<i>Scènes et Images</i>” supports organisations and companies in the performing arts, cinema, audiovisual production, animation and video game sectors.</p> <p>SOC does not have a single, specialized space equivalent to the Talent & Business Centre. Although it offers similar services—business prospecting, skills guidance, intermediation, training, and recruitment support—these are dispersed among the Employment Offices, SOC Empresa, and specific programs, but not centralized in an innovative centre with advanced methodologies or with sectoral teams concentrated in a single space.</p> <p>Veneto Lavoro does not have a centre but a specialized team for companies including employer-oriented desks and account management functions that act as single points of contact for companies seeking staff, pre-selection, and support with recruitment procedures; these services also publish targeted CVs and manage large selection campaigns through the regional portal. The PES provides direct, appointment-based support to businesses and maintains online tools for vacancy publication and candidates’ preselection.</p> <p>In Helsinki there is no centre like TBC, but we have a very similar service offered in Employers’ Services. The services are organized by industry, and professionals in each field are responsible for job placement. Matching service experts search for suitable applicants, who are then proposed and presented to employers. The service coordination team offers a wide range of training and coaching services, some of which are provided independently of employers and some in collaboration with employers.</p> <p>ARTI does not have a specific centre, it has a team that works with companies and is in constant contact with the guidance counsellors to find suitable profiles, based on the aptitudes that emerged during the interviews. Each Employment Centre has at least one consultant for business services, coordinated provincially by a highly qualified expert (EQ). Consultants support companies with recruitment, needs assessment, event organization, and job promotion. EQ experts also visit companies, manage larger enterprises, and coordinate with each other and management to share best practices and organize regional events and job fairs.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: We do not have a specific centre that deals with talent and recruitment, but we have a unit working with employers, which includes services such as recruitment and matching.</p>
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2.2.7. JOB FAIRS: A MEETING POINT BETWEEN PES, COMPANIES AND JOBSEEKERS - ARTI

Best practice	 FIERA TOSCANA DEL LAVORO
Name	Job fairs: a meeting point between PES, companies and jobseekers
Description (a brief but comprehensive overview of the practice)	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. You can find additional information here.
Context (the environment or situation where it was implemented successfully)	In the best practices regarding «Relation with employers» the success is due to the strong cooperation with PES at regional and local level and private and public stakeholder. This approach has delivered strong results within the PES network and has strengthened relationships and synergies among partners.
Key success factors (what made this practice successful in the partner's context)	ARTI's strong on-the-ground presence ensures that local businesses have easy access to PES support : Local Network Strength / Solid relationships with local enterprises / Strategic use of social media to disseminate PES services and job ads / Targeted Social Media Campaign / Regional and Local Events to match jobseekers and companies / Dedicated Online Job Portal at regional level to promote vacancies / Incentive Structures to employers / Tailored engagement/Customized Service to employers.
Results/outcomes	Concerning the Job Fair 2024 about 8970 applications received, 453 profiles sought and 851 employment opportunities, and 129 participating companies. Regarding the event at High school Buzzi, about 130 applications were received for 20 job vacancies, 4 companies attending the event and 5 people hired by companies.
Areas for improvement	Scenarios identified by the project partners: 1/ Innovative Recruitment Methodologies that allow applications of methods that values transferable soft skills over formal qualifications, drawing on international best practices. 2/ To increase the lasting and effective relationships with employers ARTI could implement the network with stakeholders such as schools and Adult Education. 3/ Monitoring and evaluation system.
Recommendations	Tips based on the scenarios: 1/ Implement innovative recruitment methodologies that allow evaluation of transferable soft skills over formal qualifications. 2/ Development of stakeholder's network to give better and updated answers to employers' needs. 3/ Implement monitoring and evaluation system.
Examples (if any) from other partners	France Travail organizes job fairs and thematic weeks, both online and on-site, enabling job seekers to explore in-demand professions and meet recruiters, while allowing companies to showcase their job opportunities and connect with candidates. France Travail also takes part in job fairs organized by other labour market actors. IncontraLavoro is the recruiting initiative of the PES promoted by the Veneto Region and Veneto Lavoro , with the goal of connecting companies with job seekers and supporting the employment and re-employment of unemployed and inactive individuals. IncontraLavoro events (recruiting days and job fairs) are organized continuously throughout the year, based on specific territorial, sectoral, or company needs, and stem from the recruitment needs of local businesses. Each edition of the recruiting initiative may focus on individual companies – ranging from SMEs to large industrial groups – or on specific sectors: tourism, agriculture, food beverage, logistics, retail, made in Italy manufacturing, etc.

	<p>Le FOREM organizes Job Days and Employment Fairs, which include on-site interviews, recruitment sessions, company presentations, and networking opportunities. They also offer workshops on CV writing, interview skills, and sectoral trends, as well as information stands on training, upskilling, and entrepreneurship. Sector-specific job fairs (e.g., construction, ICT, healthcare) are coordinated with sectoral federations and training centres. During the COVID-19 pandemic, these events were also held virtually to allow remote participation.</p> <p>In Catalonia, the service most similar to the ARTI job fair model is the Saló de l'Ocupació, organised by SOC (through Barcelona Activa) with the support of other public agents. Like ARTI, this event facilitates direct contact between people looking for work or reorientation and companies looking for talent, and includes sectoral spaces, workshops, career guidance and matching activities.</p> <p>Helsinki: Through The “Työtä Stadiin” (Work to Helsinki) project, that has just been launched to investigate the employment needs of 25,000 Helsinki-based companies over the next two years. The project will organize a bigger recruiting-event annually in the Helsinki-metropolitan area. The first event will be held in the spring 2026. There are also smaller scale recruiting events organized.</p> <p>Agencia para el Empleo has a well-established and consolidated practice of job fairs and employment events that closely mirrors the ARTI model of job fairs as meeting points between PES, employers and jobseekers. These initiatives are designed to facilitate direct contact between companies and citizens, promote recruitment, support career guidance and strengthen cooperation among public and private stakeholders.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: The department works actively with big fairs and smaller job fairs where companies, job seekers and PES meet. Beside job fairs we also arrange educational fairs.</p>
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2.2.8. INTEGRATION PACT - ARBETSMARKNADSFÖRVALTNINGEN, STOCKHOLMS STAD

Best practice	
Name	The Integration Pact
Description (a brief but comprehensive overview of the practice)	<p>The Integration Pact is a dynamic and evolving collaboration platform that brings together actors who want to contribute to an inclusive labour market and a cohesive city. By engaging a wide range of stakeholders such as public agencies, educational institutions, private companies, civil society and residents, the Pact enables open participation with a clear focus on action. Its activities are designed to increase knowledge, inspire and motivate more organisations to take concrete steps, while also highlighting good examples.</p> <p>Through both local and city-wide forums, including network meetings, roundtable discussions with policymakers and targeted dialogues linked to the city's budget priorities, the Integration Pact reflects and responds to Stockholm's diverse neighbourhoods and socio-economic realities.</p> <p>You can find additional information here.</p>
Context (the situation or environment where it was implemented successfully)	The Pact's participatory design empowers local actors and residents to influence labour market initiatives while aligning with city-wide priorities, including sustainability, youth employment, and social cohesion.
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> ● Broad and diverse multi-stakeholder network: Bringing together more than 450 entrepreneurs, NGOs, public actors, and city divisions created a strong collaborative platform with wide reach and legitimacy. ● Free, systematic, and inclusive collaboration: Open participation and structured cooperation with employers, industries, schools, and city services enabled consistent engagement and made the Pact a trusted meeting point across sectors. ● Focus on social sustainability and awareness-raising: By highlighting future-oriented themes and promoting shared responsibility for integration, the Pact strengthened commitment and visibility around integration challenges and opportunities. ● High-quality networking events: Well-curated events allowed stakeholders to build meaningful relationships, exchange knowledge, and provide direct input from companies to citizens—helping bridge gaps between sectors. ● Continuous improvement through participant feedback: Regular evaluations of activities enabled the organisers to adapt formats, refine content, and maintain relevance to partners' needs.
Results/outcomes	The network serves as a communication channel between employers, industries, policymakers, and the city's operations. No operational collaboration is carried out with employers or other organizations within the network. All operational collaboration with employers and other organizations represented in the network is managed, implemented, and followed up within the activities of the Labor Market Department. Evaluations after all network meetings show high satisfaction with the network activities, increased knowledge in the area, and opportunities to create new contacts both within the city and among other actors.
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1. Practical results were considered not always tangible and participation in some activities low. 2. Budget constraints were noted as limiting implementation. 3. Lack of formal protocols was identified as a weakness. 4. Evaluation was noted to focus mainly on satisfaction rather than outcomes. 5. Communication of results was considered insufficiently transparent.
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1. Partners recommended focusing on producing more concrete, measurable results.


	<ol style="list-style-type: none"> 2. Securing stable funding was suggested to expand activities. 3. Introducing formal collaboration protocols was proposed. 4. Partners suggested implementing comprehensive impact evaluation tools and improving monitoring and reporting of results was encouraged. 5. Involving clients in sharing their experiences, as well as increasing engagement with students and citizens was recommended.
Examples (if any) from other partners	<p>In France, this best practice is quite similar to the Network for Employment, where France Travail collaborates with public and private partners and experts to better coordinate actions for job seekers and companies. The network is managed through a simplified national and regional governance structure and provides shared tools, methodologies and digital resources. Key differences: the Integration Pact directly involves residents and focuses on neighbourhood-specific urban and socio-economic issues, while the Network for Employment is primarily structured at the national/regional level and centres on the labour market and job seekers' pathways.</p> <p>Veneto Region regularly issues strategic policy documents and allocates funding for integrated territorial actions that combine employment services, social supports and training. These initiatives are delivered through territorial networks and multi-stakeholder forums—bringing together public agencies, employment centres, municipalities, NGOs and employers—to design locally adapted pathways for labour-market insertion and to foster social cohesion across the region. Veneto promotes “Reti territoriali integrate”. Veneto Lavoro participates actively in these actions.</p> <p>In Catalonia, a comparable service is the Territorial Agreement for Employment (ATO), a commitment to cooperation between local administrations, social and economic agents and other relevant entities in the territory. This framework allows for the coordination of active employment policies and the promotion of economic development adapted to local needs, aligned with the strategies of SOC. The focus of the ATO is more focused on employment, while the Stockholm model also incorporates social cohesion and sustainability. They also have a more formal and institutionalized governance, with less direct participation from citizens.</p> <p>Le FOREM: In Wallonia, newcomers (especially migrants and refugees) are often offered an “Integration Contract” (Contrat d’Intégration) as part of their integration pathway. Through a Personalized integration plan with clear commitments for both the newcomer and the supporting institution, newcomers have access to language courses, training, and employment support in collaboration between public authorities, social services, and NGOs.</p> <p>Agencia para el Empleo does not have a formal participatory pact or platform with explicit mechanisms for broad civic engagement and co-creation. AE’s approach aligned with the objectives of the Integration Pact are those regarding inter-agency cooperation, territorial adaptation and inclusive labour market policies.</p> <p>In the Tuscany Region, territorial pacts have been promoted, stipulated with local authorities and social partners, third sectors, VET providers, educational institutions etc. with the engagement of ARTI, aimed at supporting economic areas of importance for local economic development and the revitalization of areas in a state of economic and employment crisis.</p>

2.3. Best practices for “Evidence-based design and implementation of PES services”

This area focuses on ensuring that PES services are grounded in robust data and research. According to the goals set out by the project, an ideal PES collects and analyses relevant labour market data systematically to inform service design and improve performance. Strategies should aim to enhance local labour market intelligence and ensure that services are tailored to meet specific regional needs. Reliable data enables the identification of key trends, such as unemployment levels and skills shortages, allowing for targeted and efficient interventions. Evidence-based research supports the development of labour market measures that are both effective and equitable and also minimises the risk of misallocation of resources.


The selected best practices were chosen for their strong focus on using data and research to design, evaluate, and continuously improve employment services. Initiatives such as the LAB from France Travail Auvergne-Rhône-Alpes, the Veneto Labour Market Information System, Le Forem’s Labour Market Monitoring Service, the Continuous Improvement Cycle (SOC) show how labour market intelligence and foresight support evidence-based planning. Tools like the Work Ability Index (Helsinki) and IPS model (Stockholm) allow for personalised assessments and targeted support. Another practice, San Blas Digital Campus (Madrid), demonstrates how user feedback and digital platforms can optimize service delivery and training. Additionally, Tuscany’s Job Portal and the use of digital facilitators promote greater accessibility and inclusion. Collectively, these practices underscore the value of data-informed, user-centred approaches in adapting employment services to fast-changing labour market demand.

2.3.1. THE LAB - FRANCE TRAVAIL AUVERGNE-RHÔNE-ALPES

Best practice	
Name	The Lab
Description (a brief but comprehensive overview of the practice)	<p>The LAB is a way of working and a place where people from different backgrounds come together to think about complex problems and find new solutions, by working creatively and as a team. It brings real benefits to the job market by helping improve or create services for jobseekers and employers, finding new ways for France Travail to work with its partners, making internal work methods better and accelerating project progress.</p> <p>The LAB also refers to the physical space where the sessions happen (with meeting and workshop rooms) designed to support creativity and teamwork. Each session is led by a trained team that uses creative methods to guide the group.</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	<p>The LAB sessions:</p> <ul style="list-style-type: none"> - are initiated by France Travail managers or employees, about a specific issue. - bring together France Travail collaborators, jobseekers, employers, stakeholders. - last 1 or 2 days. - use creative methods such as design thinking, collaborative work, etc. - produce deliverables such as videos, prototypes, application models, etc.
Key success factors (what made this practice successful in the partner's context)	<p>The LAB is a flexible and creative space designed to develop new activities and foster innovation. It provides a stimulating environment that promotes creativity, collaboration, and open discussions, allowing participants to work together in an interactive and engaging way. The method encourages inclusion in decision-making, ensuring that every participant has an equal voice and the freedom to express their thoughts.</p> <p>Through guided facilitation, participants learn to listen to one another, exchange ideas, and generate innovative solutions. The informal and dynamic setting makes the process enjoyable while fostering engagement and diversity of perspectives. By encouraging positive collaboration, free thinking, and supportive team spirit, the LAB helps new ideas emerge and provides a platform for creative problem-solving.</p>
Results/outcomes	<p>Some topics already tackled by the LAB Auvergne-Rhône-Alpes: "The Bifurcators" pilot test; the "InDYSpensable" project/ Neuro'Sources with Medef and other stakeholders; <i>Let's build the France Travail Academy together; How can we inspire more women to join the industry, construction, and transport sectors?</i>, etc.</p> <p>The national and regional LABs regularly host foreign delegations from Europe and other parts of the world. In 2019, the European Commission referenced the LAB as an inspiring practice for European PES. The LAB also contributes to transforming the reputation and perception of the PES in a positive way.</p>
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1. Need for trained facilitators - sessions risk becoming unfocused without skilled facilitation. 2. Weak group dynamics or lack of direction - weak group cohesion may result in unfocused discussions and inefficient use of time. 3. Absence of structured follow-up - risk of losing valuable ideas if there's no follow-up. 4. Lack of concrete outcomes - discussions may remain theoretical without tangible results. 5. Theoretical foundations not reinforced - If the theory isn't reviewed at the end, it may be harder for participants to fully understand, remember, and apply what they learned. 6. Participants not fully prepared - lack of preparation can reduce the quality of contributions. 7. Lack of clear session structure: if there's no clear plan, sessions can easily lose focus and get off track. 8. No evaluation of LAB outcomes - impact is not measured, limiting learning and improvement.


Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1. Use trained facilitators – Appoint skilled leaders with tools and structure to guide sessions effectively. 2. Boost group engagement – Start with icebreakers and assign roles (e.g., timekeeper, note-taker) to keep everyone involved. 3. Plan follow-up – Set clear tasks, deadlines, and regular check-ins to support implementation. 4. Define goals and outcomes – Begin with clear objectives and end with concrete results like a plan or prototype. 5. Link theory to practice – End each cycle with a reflection to connect learning with real work. 6. Prepare participants – Share materials and the agenda in advance so participants come ready. 7. Keep sessions focused – Use simple plans and visuals to stay on track. 8. Track impact – Collect feedback and assess solutions to improve future sessions.
Examples (if any) from other partners	<p>Stockholm, Arbetsmarknadsförvaltningen: The department works in a similar way as the LAB format, inviting partners from different sectors to solve common challenges when creating and designing new projects, but we do not have one specific physical space for it.</p>

2.3.2. VENETO LABOUR MARKET INFORMATION SYSTEM & THE REGIONAL OBSERVATORY - VENETO LAVORO

Best practice	
Name	Veneto Labour Market Information System (SILV) & the Regional Observatory
Description (a brief but comprehensive overview of the practice)	<p>The Observatory contributes to the development and the (internal and external) dissemination of knowledge on the regional labour market, to support a wide range of local stakeholders, from policy makers and public institutions to practitioners of the regional employment network. The Veneto Labour Information System (SILV) lays behind all the Observatory's research activities. It contains constantly updated administrative data on employment events/contracts; employees and companies; unemployment/unemployed people; labour market policies.</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	<p>The best practice has been successfully implemented in a context marked by constant transformation of the labour market, driven by global megatrends such as demographic shifts and the twin transition. In this rapidly evolving environment, stakeholders from various sectors increasingly require timely and up-to-date information to understand and manage these complex changes. The Regional Labour Market Observatory operates within this framework, providing data and insights to support evidence-based decision-making and strategic planning.</p>
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> - Real-time updated, high-quality and robust data system (SILV). - Open access to data and online platforms. - Focus on vulnerable labour market groups. - Use of innovative research methodologies (longitudinal analysis) starting from administrative data to detect PES users' employment pathways. - Transparent and accessible research outputs. - Strong collaboration with external partners.
Results/outcomes	<p>The implementation of this best practice has led to improved evidence-based policymaking and more targeted employment services. The Observatory's timely and reliable data supports strategic planning and responsive interventions. It has strengthened coordination among stakeholders and enhanced transparency in labour market trends. As a result, employment policies are more effective and aligned with real needs. Overall, it contributes to better regional labour market governance.</p>
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1/ Greater interoperability among SILV and other data sources, to further develop complex analysis. 2/ Further explore the topic of the impact of the Twin Transition on the local labour market. 3/ Internal outreach within the organization. 4/ More structured, continuous and user-centred systems to assess the impact of services and policies.
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1 and 2/ To strengthen or establish new partnership with external stakeholders with different expertise. 3/ To increase the dissemination of knowledge and research findings through internal communication tools. 4/ Integration of statistical / quantitative analysis with qualitative research; Improve the relationship / connection with the territorial Operation Units (Employment Centres); Partnerships with universities to promote experimental research on the evaluation of the impact of PES activities and ALMP-measures.

<p>Examples (if any) from other partners</p>	<p>At France Travail Auvergne-Rhône-Alpes, there is a quite similar Regional Employment Observatory designed for institutions, employment partners, elected officials, journalists, researchers, students, and the wider public. It aims to share France Travail's expertise on the regional labour market by offering statistical studies, videos, and infographics organised by theme (e.g. unemployment, recruitment, training, compensation, target groups). It also provides a "Data on Demand" tool, allowing users to access local data (by municipality, department, etc.) on job supply and demand, hirings, population, etc.</p> <p>Le Forem operates an Observatoire du marché de l'emploi through its <i>Direction Veille, Analyse et Prospective (AMEF)</i>. Its mission is to develop and disseminate knowledge on the Walloon labour market, supporting policymakers, public institutions, and practitioners in the employment network. A dedicated SharePoint called InfoME centralizes resources on Labor market statistics and analyses (regional and local), prospective studies on sectoral and occupational trends and operational tools (reporting dashboards, QPM, Tool Box) for internal and external stakeholders.</p> <p>SOC also has a knowledge-production area that is continuously updated, consisting of data and evaluations. However, the Labour Market Observatory is not an internal SOC structure but an external body belonging to the Department of Labour. As a result, services such as monthly reports with data and analyses are not produced directly by SOC.</p> <p>Helsinki Employment Services don't have a specific unit producing comprehensive labour market data. Instead, it uses the data received from several sources: local data from its own Power BI (from customer information system,) and national data produced by the Ministry of Labour and Regional Economic Development Centre.</p> <p>Agencia para el Empleo has a partially comparable activity that is aligned with the objectives of the Labour Market Information System and the Veneto Regional Observatory, in terms of the use of data for monitoring, evaluation and strategic planning. However, unlike the Veneto model, the Madrid approach lacks a fully integrated labour market information system and a formal observatory framework.</p> <p>ARTI can access and use the regional labour market observatory, called the "Osservatorio Regionale del Mercato del Lavoro", which contains comprehensive information on the regional labour market (including activated employment contracts) and specific personal data about unemployed individuals (such as age and sex). ARTI contributes to the Observatory by collecting and analysing data on labour supply and demand, skill needs, and employment trends. It supports the Region in designing active labour policies and training programs, and disseminates information useful to citizens, businesses, and public institutions. The use of this tool must be strengthened and shared among the staff.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: does not have responsibility for labour market analyses at the regional level; this responsibility lies with the national Public Employment Service. However, the department collects data from various sources to monitor labour market developments and to support accurate analyses for policy making and programme design.</p>
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2.3.3. LABOUR MARKET MONITORING, ANALYSIS AND FORESIGHT DEPARTMENT - LE FOREM

Best practice	 <p>L'AMEF a pour mission de collecter, analyser et diffuser des connaissances robustes et objectives sur le marché de l'emploi et l'offre de formation en Wallonie.</p> <p>Elle soutient ainsi la conception, le suivi et l'évaluation des politiques d'emploi et de formation.</p>
Name	AMEF: Analyse du Marché de l'Emploi et de la Formation
Description (a brief but comprehensive overview of the practice)	<p>AMEF is Forem's dedicated directorate for labour market intelligence, foresight, and evidence-based policy design. Its core mission is to collect, analyse, and disseminate robust, objective knowledge about the Walloon labour market and training ecosystem.</p> <p>AMEF supports strategic decision-making by providing high-quality statistical data, conducting prospective studies, evaluating public schemes, and advising both internal and external stakeholders. The directorate is a key driver for transparency, innovation, and continuous improvement within Forem and for its partners.</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	<p>AMEF operates within Forem's Strategy Directorate, serving as a transversal resource for all departments at Le Forem, government agencies, sectoral partners, and the public. Its analyses and publications are regularly updated and made available on the Forem website, under "Figures and Analyses of the Labour Market and Training."</p> <p>AMEF responds to requests from internal departments, external partners, and policymakers, and collaborates with universities, research centres, and labour market experts. The directorate plays a central role in supporting the design, monitoring, and evaluation of employment and training policies in Wallonia.</p>
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> ● Strong institutional capacity: AMEF is highly structured, with a network of regional analysts embedded in each territorial directorate, ensuring close links with local contexts and real-time understanding of labour market dynamics. ● Integrated data approach: Combines quantitative and qualitative sources, including administrative data, statistical datasets, user-generated data, and evidence from interviews, focus groups, and surveys. ● Foresight and anticipation: Uses continuous monitoring to support nowcasting, forecasting, and structured foresight on sectoral and territorial trends. ● External collaboration: Works openly with universities, consultants, and research institutions to strengthen methodological quality and innovation. ● Analytical evaluation: Goes beyond monitoring indicators to analyse underlying causes of labour market changes and adapt services accordingly. ● Accessibility and transparency: Produces clear and usable analyses through regular publications and reports for decision-makers and the public.
Results/outcomes	<ul style="list-style-type: none"> ● Regular publication of statistical data, sectoral analyses, and prospective studies, widely used by policymakers, employers, and training providers. ● Annual update of the list of critical and shortage occupations, directly informing training offers and public support measures. ● Evaluation of public schemes (e.g., SESAM, AIRBAG, Tremplin 24 mois+) leading to policy adjustments and improved programme effectiveness. ● Enhanced market transparency and reduced information asymmetry for all stakeholders. ● Methodological support and capacity-building for Forem teams and external partners. ● Increased use of AMEF's outputs in the design and adaptation of employment and training policies.
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ul style="list-style-type: none"> ● Expand open data access: increase the availability of anonymized micro-data through dashboards or public data navigation systems to stimulate research and innovation.

	<ul style="list-style-type: none"> ● Integrate AI and predictive analytics: further develop the use of artificial intelligence and predictive analytics to anticipate labour market trends and skill needs. ● Deepen studies on green and digital transitions: conduct more research on the impact of green and digital transitions on the local labour market. ● Strengthen international cooperation: develop partnerships with other European regional labour market monitoring networks to share methodologies and insights. ● Enhance user-friendly communication: simplify the communication of results for non-experts (e.g., dashboards, podcasts, visual summaries). ● Balanced quantitative and qualitative insights: further develop the balance between quantitative rigor and qualitative understanding (e.g., workers' experiences, regional dynamics).
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1/ Invest in advanced data analytics and visualization tools to enhance accessibility and impact. 2/ Foster deeper partnerships with academic institutions and sectoral bodies for joint foresight and evaluation projects. 3/ Develop training modules for internal and external users to better interpret and apply AMEF's findings. 4/ Implement systematic feedback mechanisms to assess user satisfaction and the real-world impact of AMEF's outputs. 5/ Continue to promote a culture of evidence-based policy and practice within Forem and among partners.
Examples (if any) from other partners	<p>At France Travail Auvergne-Rhône-Alpes, the <i>Statistics, Studies and Evaluation</i> department analyses and improves employment services and programmes in the region. Its <i>Evaluation</i> component assesses both national service adaptations and pilot projects by analysing indicators, combining qualitative and quantitative data, and contributing to studies on policy implementation, sometimes with partners. Complementing this work, the Regional Employment Observatory shares France Travail's expertise on the regional labour market with institutions, partners, and the public. It provides thematic studies, videos, and infographics (on unemployment, recruitment, training, etc.) and offers a <i>Data on Demand</i> tool for accessing local data on employment, hirings, and population trends.</p> <p>Veneto Lavoro: SILV is Veneto's centralized labour-market information system that aggregates administrative employment records and mandatory employer communications. It builds a consistent, queryable database to produce timely indicators on employment, unemployment, contract types and labour flows. The system supplies standard and specialized indicators, including geographic and sectoral breakdowns. Data quality relies on robust metadata, classification harmonization and clear documentation to ensure comparability. The Regional Observatory interprets SILV outputs, producing thematic analyses and actionable insights for policy and stakeholders. Outputs support policy design, evaluation, crisis response and operational services like business consultancy and targeted training. The Observatory also provides labour-market intelligence for aligning education and training with employer needs. Best practices include transparent metadata, tiered access (public dashboards to controlled extracts) and interoperable standards/APIs.</p> <p>SOC has an area for data evaluation and dissemination similar to Le Forem's. The qualitative evaluation service periodically publishes analyses of the public policies implemented in Catalonia. Conversely, a service for analysing future perspectives has not yet been developed in Catalonia. Similarly, SOC has an area with updated labour market data, even if in a more dynamic format. In general, SOC lacks a single web page that combines figures, analyses, and perspectives, unlike what Le Forem has developed.</p> <p>Helsinki Employment Services don't have a specific unit producing comprehensive labour market data. Instead, it uses the data received from several sources: local data from its own Power BI (from customer information system,) and national data produced by the Ministry of Labour and Regional Economic Development Centre.</p>

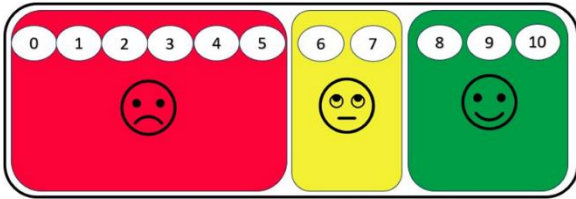
	<p>Agencia para el Empleo implements a partially comparable, emerging practice aligned with the objectives of AMEF in terms of data-driven decision-making, monitoring and policy support. However, unlike Le Forem, AE Madrid does not yet have a formal, transversal labour market intelligence directorate, positioning it at an earlier stage of maturity, with potential to evolve towards a more consolidated and visible evidence-based governance model.</p> <p>ARTI can access and use the regional labour market observatory, called the “Osservatorio Regionale del Mercato del Lavoro”, which contains comprehensive information on the regional labour market (including activated employment contracts) and specific personal data about unemployed individuals (such as age and sex). ARTI contributes to the Observatory by collecting and analysing data on labour supply and demand, skill needs, and employment trends. It supports the Region in designing active labour policies and training programs, and disseminates information useful to citizens, businesses, and public institutions. The use of this tool must be strengthened and shared among the staff.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: We do not have similar organisational setup. Responsibility for labour market intelligence and analysis lies with the national Public Employment Service. Within the department, data collection, analysis, and the systematic use of evidence are more limited and primarily aimed at supporting internal policy development and programme design, rather than constituting a dedicated labour market intelligence function.</p>
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2.3.4. CONTINUOUS IMPROVEMENT CYCLE - SOC (SERVEI PÚBLIC D'Ocupació DE CATALUNYA)

Best practice	 <p>AVALUACIÓ DE LES POLÍTIQUES ACTIVES D'Ocupació A CATALUNYA</p>
Name	Continuous improvement cycle (SOC-Avalua)
Description (a brief but comprehensive overview of the practice)	<p>The continuous improvement cycle is a methodology for evidence-based decision making. It consists of four phases: planning, monitoring, evidence-based design, and evaluation. SOC uses evaluation to improve its policies, ensure accountability, and publicize results. SOC has a quality assessment model that evaluates the impact, effectiveness, and efficiency of implemented services and programs. This model is based on promoting an evaluation culture, incorporating a gender perspective, focusing on the most vulnerable groups, maintaining independence, and coordinating with other departments of the Generalitat. An annual evaluation plan with the corresponding budget is approved each year. You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	<p>The evaluation process consists of the following phases: First, the planning phase, which involves defining the annual evaluation plan and the techniques to be used. Next is the contracting phase, where public tenders are issued to assign the evaluation tasks, including agreements with public evaluation entities and universities. The third phase is monitoring and control, providing support for the tasks carried out by the contracted companies and ensuring the quality of the evaluation. Finally, the dissemination and the use of results phase include publishing the evaluation report and tracking the implementation of its findings.</p>
Key success factors (what made this practice successful in the partner's context)	<ol style="list-style-type: none"> 1. Integrating evaluation into the policy cycle. 2. Commission the evaluation to an external team to ensure independence and objectivity. 3. Integral evaluation (needs, design, implementation, results, impact). 4. Ensure gender mainstreaming in all phases of the evaluation. 5. Evaluating policy impact through counterfactual analysis with different methodologies. 6. Carrying out experimental, economic and SROI (Social return on investment) evaluations that incorporate longitudinal analysis.
Results/outcomes	<p>Between 2021 and 2025, SOC conducted 45 evaluations. The primary outcome of these impact evaluations involves comparing the results of program participants with individuals sharing the same characteristics who did not participate (counterfactual method). This approach determines whether a policy has been truly effective.</p>
Areas for improvement	<p>Scenarios identified by project partners:</p> <ol style="list-style-type: none"> 1/ Strengthen collaboration with regional and local entities, especially for data collection and evaluation purposes. 2/ Integrate data systems with social services and NGOs to improve coordination and shared knowledge. 3/ Develop AI tools for forecasting and scenario planning. 4/ Ensure greater representativeness in evaluations by involving all target user groups.
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1/ Promote training and learning on the effective use of AI in predictive analysis. 2/ Encourage policies and practices that facilitate ongoing collaboration between regional, local, and third-sector actors.
Examples (if any) from other partners	<p>At France Travail Auvergne-Rhône-Alpes, we have a department called "Statistics, Studies and Evaluation". The "Evaluation" component focuses on assessing the services and programmes implemented in the region, whether as part of the adaptation of the national service offer or through specific pilot projects. This includes analysing indicators, evaluating measures and experiments related to our service offer (by combining qualitative and quantitative data), assessing policy implementation - possibly in collaboration with partners - and contributing qualitative insights to studies and analyses produced by this department.</p> <p>For Veneto Lavoro: This best practice could be similar to Veneto Labour Market Information System (SILV) & the Regional Observatory best practice. The main difference is that Veneto Lavoro Observatory is more focused on monitoring labour market dynamics and changes, not the evaluation.</p>


	<p>Agencia para el Empleo partially applies an emerging continuous improvement approach that can be considered somewhat aligned with this best practice in terms of evidence-based decision-making, focus on vulnerable groups and results-oriented management. However, unlike SOC model, AE Madrid does not yet have a fully structured, cyclical and externally validated evaluation system.</p> <p>ARTI has monitoring and evaluation systems for active labour policies and the labour market, which help support the continuous improvement of the policy cycle. However, compared to those of SOC, these systems are less robust, less integrated and less easily accessible.</p>
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2.3.5. WORK ABILITY INDEX (WAI) - HELSINKI EMPLOYMENT SERVICES

Best practice	
Name	Work Ability Index (WAI)
Description (a brief but comprehensive overview of the practice)	<p>A self-assessment 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. Is based on Work ability index (WAI) by World Health Organization (WHO) – but we use only one question (simplified and data-oriented). "Assume that your work ability at its best has a value of 10 points. How many points would you give your current work ability?" 0 points means that you currently cannot work at all, and 10 points means that you are "job ready".</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	<p>The tool has been used in Employment Services since 2023 in every customer service team. It enables jobseekers to reflect on their own work ability, motivation, and readiness through a single question. It fosters a client-centred dialogue and supports the personalization of services, as specialists can adapt support based on clients' own perceptions and track their progress over time.</p> <p>The score is a tool for empowerment for the individual and encourages reflection on multiple factors influencing work ability and potential. The score allows for client segmentation (e.g. 8–10, 5–7, 0–4), helping to better target services and to follow up the changes in the client's self-perceived work ability. Initially developed for immigrant clients, it is now used more broadly, including with young people, and is built on a wide definition of work ability, considering health, motivation, skills, values, environment, and job demand.</p>
Key success factors (what made this practice successful in the partner's context)	<p>The tool is simple and accessible for everyone.</p> <p>The question is first asked automatically in the client information system (A-TMT) from clients who register as jobseekers, and after that every time their employment plan is updated and after being in service.</p>
Results/outcomes	<p>The score itself has been researched and peer-reviewed by the WHO. The Helsinki work ability score has been adopted from local to national use and is now used in all employment areas in Finland. It is used to segment the service needs of approximately 3,400 new customers each month, in addition to other variables. It is also a tool for initiating conversation, which has been found to be effective.</p>
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1/ Its subjective nature can lead to discrepancies between the client's self-assessment and the specialist's view, potentially creating confusion. 2/ The score is not currently linked to service pathways. 3/ Lack of structural follow-up and long-term impact evaluation processes. 4/ Lack of systematic and inconsistent use of the score within employment specialists. 5/ There is no national information about the work ability score, so it cannot be taken as a valid indicator yet.
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1/ Develop a track of questions to conduct the interview with the clients, to cover all the information needed to a better understanding of the multifactorial needs of the jobseeker. 2/ Standardize the score's use across employment services and embed it into service plans, develop digital dashboards to visualize progress, and promote a more comprehensive understanding of work ability. 3/ Structured follow-up processes should be developed to make better use of the score in service planning. 4/ Improve the effectiveness and systematic use of the tool by organizing additional training so that all staff use it consistently and correctly. Arrange more guidance on managing divergent client and specialist perspectives, as well as support in interpreting the results in a correct and consistent way. 5/ Integration into national employment systems should be pursued.


	<p>Additional tips: Developing the tool to better track customer’s capability to maintain, not only acquire workplace, could be useful in improving its impact and relevance.</p>
<p>Examples (if any) from other partners</p>	<p>France Travail does not have a tool exactly equivalent to this best practice, but several measures serve similar purposes: assessing work ability, motivation and barriers to employment: orientation and self-assessment questionnaires: evaluate skills, motivation, and obstacles; for Cap emploi, they also assess physical and mental capacities for people with disabilities; Cap emploi evaluation tools: assess work ability, adaptability and health-related limitations, helping to target suitable support and training; individual interviews: identify motivation, barriers and skill needs to co-create a personalized support plan.</p> <p>For Veneto Lavoro: Since July 2022, a strengthened and improved profiling tool for jobseekers has been introduced at the national level within the GOL Programme (Garanzia di Occupabilità dei Lavoratori – Guarantee of Employability for Workers), funded by the National Recovery and Resilience Facility (EU Funds). The GOL qualitative profiling is a process for assessing the employability of jobseekers, carried out by PES operators to identify each user’s skills, needs, and potential barriers. Through an initial assessment (including a questionnaire and professional evaluation) and, if necessary, targeted follow-up interviews, the most suitable employment pathway is defined — such as reintegration, upskilling, or reskilling — and beneficiaries are assigned to the corresponding support groups.</p> <p>ARTI: The national profiling tool “GOL qualitative profiling” is a process for assessing the employability of jobseekers, carried out by PES operators to identify each user’s skills, needs, and potential barriers. The GOL profiling focuses more on the overall professional profile, skills, and motivation of an individual, supporting unemployed individuals in their path of employment or professional retraining.</p>

2.3.6. SAN BLAS DIGITAL SKILLS CENTRE - AGENCIA PARA EL EMPLEO DE MADRID

Best practice	
Name	San Blas Digital Skills Centre
Description (a brief but comprehensive overview of the practice)	San Blas Digital Skills Centre is a reference centre in Madrid specialized in digital competencies with a strong focus on employability. Its mission is to promote and support employment by boosting digital transformation, innovation, and digital literacy through dynamic and inclusive activities. You can find additional information here.
Context (the situation or environment where it was implemented successfully)	It operates in the San Blas district of Madrid, offering a meeting point for professionals, companies, and citizens. It addresses the growing need for digital skills in the labour market and supports digital inclusion through events, micro-trainings, and hands-on workshops.
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> • Wide range of accessible and engaging training activities. • Focus on both transversal and technical digital skills. • Strong links with local businesses and entrepreneurs. • Use of creative tools like video games, LEGO®, and Design Thinking. • Certification opportunities through exams (e.g., MOS, DIGCOMP).
Results/outcomes	<ul style="list-style-type: none"> • Increased digital competence among participants. • Improved employability and positioning in the digital labour market. • Creation of synergies between local businesses and talent. • Active involvement of the community in continuous digital learning.
Areas for improvement	Scenarios identified by the project partners: <ol style="list-style-type: none"> 1/ Need to ensure continuity of funding for long-term sustainability. 2/ Varying levels of digital literacy among participants. 3/ Limited capacity to meet high demand for certifications. 4/ Need for ongoing content updates to reflect digital trends. 5/ Scalability beyond the San Blas district. 6/ Ensuring equal participation among different demographic groups.
Recommendations	Tips based on the scenarios: <ol style="list-style-type: none"> 1/ Secure multi-year public-private funding agreements. 2/ Offer pre-training assessments and tailored entry-level content. 3/ Partner with certifying bodies to increase exam slots and sessions. 4/ Establish a digital trends observatory for content updates. 5/ Develop a scalable model for replication in other districts. 6/ Launch targeted outreach to underrepresented groups.
Examples (if any) from other partners	<p>In France, this best practice is quite similar to the best practice proposed by our partner, MEDEF, Nuum Factory. Established in 2018, it is the first school dedicated to digital transformation. Its dual objective is to promote the employability of learners and boost the digital transformation of companies. It targets companies, students, job seekers and individuals undergoing professional retraining. The training offer includes certified initial courses as well as work-study programs.</p> <p>Le Forem does not have a centralized Digital Skills Centre like San Blas, but Wallonia does have Competence Centres and initiatives such as Digital Factory that promote digital innovation and training. However, these are distributed across multiple sites and projects rather than being a single integrated hub combining training, certification, and innovation under one roof as described in the San Blas best practice.</p>


	<p>SOC, mainly through Barcelona Activa, offers a similar service to the San Blas Digital Skills Centre in Madrid. It provides training in employability-oriented digital skills, connects participants with companies and the entrepreneurial ecosystem, and allows for official certifications. Like San Blas, it combines practical learning, innovation advice and support for job placement.</p>
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2.3.7. TUSCANY JOB PORTAL/DIGITAL FACILITATORS - ARTI

<p>Best practice</p>	
<p>Name</p>	<p>Tuscany Job Portal/accessibility/digital facilitators</p>
<p>Description (a brief but comprehensive overview of the practice)</p>	<p>The Toscana Lavoro Job Portal is an effective online tool to facilitate the match between job demand and supply, connecting citizens, companies, and PES, with the aim of promoting job placement and access to services. The Toscana Lavoro Job Portal has become a key reference point thanks also to the valuable support of the Digital Facilitator, who assists users in accessing and using digital services, helping to overcome the digital divide and making the regional labour market more efficient and inclusive.</p> <p>The Digital Facilitator is a key figure in the Employment Centres of the Tuscany Region. This figure helps to overcome the digital divide by facilitating access to online services for employment, training, and guidance, even for those with limited digital skills. Its main functions include assisting users in navigating the portal, supporting companies in managing job postings, promoting digital inclusion, and encouraging participation in training and guidance activities, including remote modalities.</p> <p>You can find additional information here.</p>
<p>Context (the environment or situation where it was implemented successfully)</p>	<p>The Digital Facilitation service, established since the early days of lockdown, has in fact ensured the necessary support to businesses and citizens regarding the use of remote services offered by the Job Centres. The Digital Facilitator is a key figure in the Employment Centres of the Tuscany Region, created to address the difficulties in accessing digital services that emerged during the Covid-19 pandemic. Initially essential to provide support to citizens and businesses during the lockdown period, the role has now become a strategic asset for the permanent digitalization of the services offered by the Toscana Lavoro Portal.</p>
<p>Key success factors (what made this practice successful in the partner's context)</p>	<p>Tools are functional at regional levels. The Digital Facilitator is useful in helping people with low IT skills and in accessing information about the job market. The current systems allow for some degree of user and stakeholder feedback, which is essential for interactive improvements. ARTI is committed to identifying suitable solutions for more disadvantaged groups, promoting projects that consider their specific needs.</p>
<p>Results/outcomes</p>	<p>Significant user's increase in using digital tools. Online services development.</p>
<p>Areas for improvement</p>	<p>Scenarios identified by the project partners: Scenario 1: Toscana Lavoro and Digital Facilitator the partner's suggestions is to integrate the existing tools to improve the effectiveness of monitoring and evaluations. Scenario 2: For the partners it is essential to provide adequate training to staff to ensure correct interpretation and use of the data collected.</p>
<p>Recommendations</p>	<p>Tips based on the scenarios: 1/ Implementing additional tools such as interviews, focus groups, systematic questionnaires and advanced data processing systems, to better monitor satisfaction with the service and orient actions to real needs. They also suggest creating strategic partnerships using pilot projects, also through participatory planning that directly involves stakeholders. 2/ To ensure targeted training of PES staff to make the data collected available to citizens, businesses, and training centres with the purpose of collaboration and networking.</p>

<p>Examples (if any) from other partners</p>	<p>In France, there is a job portal: www.francetravail.fr that offers a wide range of services to support job seekers and employers. For job seekers: personal account, online workshop), other services, financial support and Emploi Store (over 240 digital services). For employers: post job offers, view CVs, and organize recruitment events. As for the best practice Digital facilitators, in the reception area of each French PES agency, young people participating in a civic service program assist job seekers with online procedures. They help users navigate the digital tools necessary to search for jobs and training opportunities. The goal is to promote digital inclusion and reduce the gap experienced by those who are less familiar with digital job search methods.</p> <p>For Veneto Lavoro: ClicLavoro Veneto is the regional online platform dedicated to matching labour demand and supply. It allows companies to publish job vacancies quickly and free of charge, reaching a wide pool of candidates through the PES network. At the same time, jobseekers can browse and apply for available job offers across sectors and territories, create and update their personal profiles, and make their applications directly visible to employers looking for staff.</p> <p>This best practice is quite similar to the services offered by Le FOREM. Le FOREM provides comparable tools and support, including a job portal with job matching services, candidate profiles, and dedicated employer spaces. Although it does not use the term “Digital Facilitator,” Le FOREM promotes digital inclusion through helpdesk and e-consulting for online support, partnerships with Public Digital Spaces (EPN-Espace Public Numérique) for in-person assistance, and training and guidance to strengthen digital skills. Following the Covid-19 crisis, remote support and digital mediation were reinforced and remain an integral part of Le FOREM’s approach.</p> <p>In Catalonia SOC has a job portal with features similar to ARTI's. However, it lacks a dedicated figure, such as a Digital Facilitator, to assist people in accessing and navigating online services.</p> <p>In Finland, there is a national Job Market Finland- portal (Henkilöasiakkaat - Job Market Finland) that offers services for jobseekers and employers and also works as a customer information system for Employment Services. For job seekers: personal account and profile, registration as a job seeker, possibility to publish job search-profile, open job and training opportunities. They can also apply digitally for start-up-grants. There’s also E-services to handle matters with employment officials. For employers: post job offers, view for job seekers’ published profiles, possibility to contact employment authority of their own region.</p> <p>Agencia para el Empleo has implemented a largely comparable practice to the Toscana Lavoro Job Portal and Digital Facilitator model, combining a central digital employment platform (SALTA) with active support to users and companies to overcome digital barriers. However, unlike Tuscany, this support is not institutionalised through a specific Digital Facilitator role.</p>
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2.3.8. IPS MODEL - ARBETSMARKNADSFÖRVALTNINGEN, STOCKHOLMS STAD

<p>Best practice</p>	<p>IPS-metodens 8 principer</p> 
<p>Name</p>	<p>IPS Model</p>
<p>Description (a brief but comprehensive overview of the practice)</p>	<p>Individual Placement and Support (IPS) is an evidence-based method of vocational rehabilitation designed to support individuals with mental health conditions or disabilities in finding and maintaining employment. The approach prioritizes client choice, personalized benefits counselling, and close collaboration between employment specialists and employers. Fidelity to the IPS model is ensured through regular reviews and adherence to a standardized manual. In Stockholm, IPS is implemented in close coordination with mental health services, ensuring that clients receive both therapeutic and employment-related support in a cohesive manner.</p> <p>You can find additional information here.</p>
<p>Context (the environment or situation where it was implemented successfully)</p>	<p>The Labour Market Department's use of the IPS model complements broader efforts within the City of Stockholm to promote equal access to employment opportunities, particularly for those furthest from the labour market. The structured collaboration between municipal labour market services and regional healthcare providers allows for coordinated, holistic support tailored to the individual's needs. The method is recognised in Sweden's National Guidelines for Care and Support for individuals with schizophrenia, substance use disorders, ADHD, and autism, and is a key tool for enabling labour market inclusion for groups often facing complex barriers.</p>
<p>Key success factors (what made this practice successful in the partner's context)</p>	<p>The success of the Individual Placement and Support (IPS) model in the partners' context is driven by several key elements: Evidence-based, person-centred methodology: IPS is grounded in scientific research and tailored to individual needs, making it particularly effective for people with mental health conditions or disabilities; Integrated collaboration between employment and healthcare services: Close coordination between employment specialists and healthcare professionals ensures cohesive, holistic support that addresses both labour-market and wellbeing needs; Rapid job placement in real work environments: The focus on quickly connecting participants with competitive employment increases motivation, relevance, and long-term labour-market attachment; Strong employer networks: Active engagement with employers expands job opportunities, supports workplace inclusion, and enhances the programme's credibility; Comprehensive and empathetic support structure: Personalised follow-up, sustained employer contact, and support for diverse groups—including people with intellectual disabilities and young graduates—promote autonomy, inclusion, and long-term success.</p>
<p>Results/outcomes</p>	<p>The IPS model in Stockholm delivers outcomes consistent with international evidence, with approximately 43% of participants in 2024 having transitioned to employment or studies. This is slightly above the global benchmark of around 40% for high-fidelity IPS programmes. The method's strong focus on individual preferences and abilities enables participants to enter a wide range of occupations, from supported, entry-level roles to advanced positions requiring higher qualifications. Adaptations to the Swedish context, particularly the use of wage subsidies, have further facilitated sustainable job matches.</p> <p>The intervention is crucial for individuals with autism, intellectual disabilities, or long-term mental health conditions, many of whom would otherwise face lifelong exclusion from the labour market. With an approximate two-year participation period and around 1,000 participants in 2025, IPS represents a</p>



	scalable and impactful model that significantly improves inclusion, wellbeing, and long-term labour-market attachment.
Areas for improvement	<p>Scenarios identified by the project partners:</p> <p>1/ The program's high operational costs were noted as a challenge.</p> <p>2/ Impact evaluation data was considered limited.</p> <p>3/ The partners noted that cooperation across institutions was uneven.</p> <p>4/ Job variety and private-sector involvement were viewed as insufficient.</p> <p>5/ Application processes were considered inconsistent.</p> <p>6/ Promotion of the programme was noted as limited.</p>
Recommendations	<p>Tips based on the scenarios:</p> <p>1/ Partners recommended strengthening funding and financial sustainability.</p> <p>2/ Improving outcome and impact assessment methods was suggested.</p> <p>3/ The partners recommended that collaboration across institutions should be enhanced, to ensure effective service delivery.</p> <p>4/ Expanding job opportunities and enhancing employer networks was encouraged.</p> <p>5/ Standardising application and administrative processes was proposed.</p> <p>6/ Promoting the programme using success stories and impact data, as well as extending the programme geographically and to new target groups was recommended.</p>
Examples (if any) from other partners	<p>Helsinki: The IPS practice in Stockholm and Helsinki share an evidence-based, person-centred approach, focus on long-term employment, employer engagement, and holistic support. But there are differences: In Stockholm, the target group is people with mental health challenges and in Helsinki the model is piloted for long term unemployed instead through ESF-project Will and Ability to work (2025-2027, look best practice 2.2.5). Another difference is that in Stockholm the model is closely linked with regional public healthcare but in Helsinki the social and health services are offered and developed especially by the Metropolia university of Applied Sciences, not by public services.</p> <p>ARTI: In the past, some public employment services in Tuscany took part in the training and experimentation of the Placement and Support (IPS) method, which remained a pilot project without being adopted as a system.</p>

2.4. Best practices for “Management of partnerships and stakeholders”

This area highlights how PES can foster strong, collaborative relationships with key stakeholders such as employers, training institutions, and civil society organisations. Success in this area relies on well-defined processes for developing and maintaining strategic partnerships, along with active stakeholder engagement throughout the design and delivery of services. Promoting a positive institutional image and maintaining open, responsive communication channels are equally important. Furthermore, PES should manage resources efficiently and ensure that services are regularly evaluated and improved in line with stakeholder input and evolving needs. All these factors are relevant to the project’s goal of strengthening the capacity of PES, improving service quality and enhancing their ability to meet the challenges of the labour market.


The selected best practices demonstrate how strong and inclusive collaboration with a wide range of stakeholders can help to strengthen the capacity and the quality of public employment services. Initiatives such as France Travail’s partnership with MEDEF, Veneto Lavoro’s territorial animation, and Le Forem’s Lifelong guidance system show how coordinated, multi-actor strategies can better align skills provision with labour market needs. Examples like SOC’s Youth Employment Support Program and Madrid’s public-private partnerships for green jobs highlight proactive efforts to co-design inclusive pathways into emerging sectors. Engagement formats such as Helsinki’s partner breakfasts and Kommunhubben (Stockholm) promote regular dialogue and mutual commitment, while ARTI’s communication plan reinforces trust and institutional coherence. Together, these practices show how strategic cooperation, mutual visibility, and clear communication can improve service delivery, user experience, and public confidence.

2.4.1. PARTNERSHIP WITH MEDEF - FRANCE TRAVAIL AUVERGNE-RHÔNE-ALPES

Best practice	 
Name	Partnership with MEDEF (French Business Movement)
Description (a brief but comprehensive overview of the practice)	France Travail and MEDEF in Auvergne-Rhône-Alpes region have a long-standing partnership aimed at improving access to quality jobs and supporting regional economic growth. They are committed to improve access to long-term employment, supporting company competitiveness and helping maintain and grow local skills . The goal of the partnership is to make collaboration easier, share information and carry out joint actions on employment and professional training, tailored to local needs and socio-economic realities. Their shared challenge is to better understand the skills that companies in the region need, and the skills and career plans of job seekers, to match them more effectively.
Context (the environment or situation where it was implemented successfully)	They have built a strong partnership over the years, leading to key projects like InDYSpensable / Neuro'Sources , which supports young people with learning disabilities through a broad network of stakeholders. They also launched two training schools: the NUUM Factory (digital skills) and the Climate Factory (green jobs), offering tailored programs for job seekers. These schools are open to job seekers and provide tailored training pathways aligned with regional labour market needs. The success of these projects reflects a shared commitment to building inclusive and future-oriented employment solutions across the region.
Key success factors (what made this practice successful in the partner's context)	The partnership with MEDEF stands out as an innovative initiative addressing a group that is often overlooked in employment services. Most of the time, the DYS group only gets help while they are still in school, but not when they enter the job market. This initiative makes sure the same approach is used across all of France and brings together different organizations at local, departmental, and national levels to find the right solutions for each area. Working closely with companies also makes it easier to connect job seekers with different industries .
Results/outcomes	The NUUM Factory and Climate Factory offer short, tailored courses (4–6 days) for professionals and certified programs (2–5 years, full-time or work-study) to help job seekers upskill or retrain in digital and green sectors. The InDYSpensable / Neuro'Sources project developed practical tools to support young people with learning disabilities, including directories of support services, guides for inclusive hiring and management, adapted training materials, and digital tools like Readapt.
Areas for improvement	Scenarios identified by the project partners: 1/ Limited coverage of the network - the initiative doesn't reach enough areas or people who need support. 2/ Lack of data and feedback - there is not enough information to understand how well the initiative is working. 3/ Low visibility and promotion - the initiative is not well known and should be shared more widely. 4/ Limited support for "DYS" youth - the project for young people with learning difficulties (like dyslexia) is helpful, but support should start earlier and be part of a national school program. 5/ Unequal access to the initiative in different regions - activities are not equally available in all regions, which creates unfair access to support.
Recommendations	Tips based on the scenarios: 1/ Expand the network - grow the initiative to cover more regions and include more people who need help. 2/ Improve monitoring and feedback - collect data and feedback regularly to understand what works and what needs to change. 3/ Increase communication and promotion - make the initiative more visible through better communication and public outreach. 4/ Create a national school program for DYS youth - develop a national education program to provide early support and long-term help for students with learning difficulties. 5/ Ensure equal access in all areas - distribute activities fairly across all regions so that everyone has the same chance to benefit.


<p>Examples (if any) from other partners</p>	<p>Veneto Lavoro: The Region has issued several DGRs and calls that fund employer-linked training and inclusion measures similar to the French model: 1/ Bando “Transizione digitale e green” (2023): to help enterprises and workers acquire digital and green skills via accredited training and support services. 2/ “Competenze in transizione”: Calls funding multi-company and company-level training on digitalisation and ecological transition, open to workers, entrepreneurs, and self-employed, to boost competitiveness. 3/ “Formazione continua: Competenze per il futuro”: FSE+ measure supporting continuous training for green/digital transitions and sectoral needs (e.g. fashion), focusing on workforce adaptability. Key Feature: All measures embed companies as active partners in curriculum design and placement outcomes, ensuring training is demand-driven and collaborative.</p> <p>Le Forem does not have a formalized partnership with an employer federation like MEDEF, but it does collaborate closely through Competence Centres and sectoral organizations to design and deliver training aligned with labour market needs. These collaborations, however, are focused on skills development and operational projects rather than a strategic employer federation partnership influencing policy, as described in the MEDEF best practice.</p> <p>SOC has just signed an agreement with five professional associations for the management of job offers and staff training. Moreover, six representatives from the most important employer associations are members of SOC's Board of Directors.</p> <p>Helsinki Employment services collaborate with various regional and local organisations on training and specific projects. E.g. with Sykli Environmental College offering training opportunities for green jobs and the green sector.</p> <p>Agencia para el Empleo does not have a single long-term strategic partnership with an umbrella business organisation comparable to MEDEF, which acts as the sole representative of employers at regional level. However, the Agency has established solid and sustained cooperation frameworks with employers and business networks with objectives like those of the France Travail-MEDEF association.</p> <p>ARTI collaborates with various regional and local organisations on training and specific projects. ARTI signs agreements with organizations that participate in and win public tenders for the implementation and assignment of specific projects or services related to guidance and training. Additionally, at the local level, collaboration agreements can be signed with chambers of commerce, schools, universities, healthcare organizations, and other entities.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: Our work is based on strong and sustained cooperation with regional and local stakeholders, similar to the French best practice. The objective is to improve access to quality employment, strengthen skills development, and respond effectively to regional labour market needs. We work closely with employers, sector organisations, and education and training providers to better understand skills demand and align it with the competencies and career aspirations of job seekers. Cooperation takes place through both project-based initiatives and longer-term strategic partnerships. Examples include partnerships with vocational training schools such as hospitality and services, as well as large companies such as Electrolux and Keolis. These collaborations support tailored training pathways, inclusive employment initiatives, and sustainable job matching, contributing to long-term employment and regional economic development.</p>
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2.4.2. TERRITORIAL ANIMATION - VENETO LAVORO

Best practice	
Name	Territorial Animation
Description (a brief but comprehensive overview of the practice)	Territorial animation is a pilot initiative aimed at sharing information between PES and private service providers on the most sought after professional profiles and the specific characteristics of the target users in the different territorial contexts of the region, in order to make training activities to upskill and reskill the labour force as much effective as possible, according to the real labour market needs.
Context (the environment or situation where it was implemented successfully)	This practice has been implemented in a regional context where the employment services network is based on close cooperation between public and private actors. In this system, Veneto Lavoro acts as the main access point for users, serving as a gateway to the wider service ecosystem. Once initial contact is made, individuals are referred to specialized private providers according to their specific needs, ensuring a more targeted and effective response in terms of training, upskilling & reskilling, and job placement.
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> - Integrated public-private governance. - Orientation to services' enhancement and optimization. - Continuous data sharing and joint planning to support evidence-based services and alignment with local labour market dynamics. - Place-based approach. Initiatives are rooted in the specific socio-economic characteristics of the regional territories.
Results/outcomes	Since November 2023, Veneto Lavoro employment centres have organized over 250 meetings with training providers, fostering closer coordination and service alignment. As a result, a total of 991 training courses has been delivered by private training providers, involving 8,209 participants . Among these, 7,868 successfully completed the training and obtained a certificate, demonstrating the effectiveness of the collaborative model in supporting upskilling/reskilling and employability.
Areas for improvement	Scenarios identified by the project partners: 1/ Implementation of a monitoring system on the training outputs/results. 2/ Strengthening the continuity of collaboration among actors beyond the initial activation phase.
Recommendations	Tips based on the scenarios: 1/ Qualitative feedback to measure users and stakeholders' satisfaction; Establish qualitative KPIs to assess the effectiveness of the measure; External evaluations. 2/ Formalize coordination mechanisms (e.g. regular multi-actor roundtables); Assign clear roles and responsibilities across actors; Introduce digital tools to facilitate ongoing communication and data sharing.
Examples (if any) from other partners	For France Travail, this best practice aligns closely with the regional and local committee for employment. For over a year, France Travail has been coordinating with a wide network of partners through the Network for Employment, created by the Full Employment law. This network improves coordination to support jobseekers and companies through simplified governance, shared tools, common methods and pooled digital resources. Regional employment committees adapt policies to local contexts, while local employment committees address specific needs and provide practical solutions for job seekers and companies.

	<p>Helsinki: The best practice is aligning best with regional cooperation with strategic partnerships of training providers from public and private sectors. Employment services share information on the labour market and training needs for these stakeholders.</p> <p>ARTI collaborates with private service providers for training and employment to deliver training that aligns with business needs and supports unemployed individuals in their reintegration into the labour market. The goal is to make training activities for upskilling and reskilling in line with the real needs of the labour market, offering unemployed individuals a broader and more integrated range of services and active labour market policies. The relationships are managed at the regional or provincial level by managers and directors or through institutional tables, ensuring coordination and collaboration among the various stakeholders involved.</p>
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2.4.3. OTLAV - LE FOREM

Best practice	
Name	OTLAV – Lifelong Guidance System (Orientation Tout au Long de la Vie)
Description (a brief but comprehensive overview of the practice)	<p>OTLAV is a multi-partner, cross-sectoral system designed to provide lifelong guidance to all citizens in the French-speaking part of Belgium. Its mission is to ensure that everyone, from school age to retirement, can access high-quality, coordinated information, advice, and support for educational, training, and career decisions. OTLAV integrates digital tools, a network of guidance professionals, and a common governance structure to promote seamless transitions and informed choices throughout life.</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	<p>OTLAV was formalized in December 2020 by the Walloon Region, the Wallonia-Brussels Federation, the Brussels-Capital Region, and the French Community Commission. It is implemented across Wallonia and Brussels, targeting all citizens aged 6 to 67, including students, jobseekers, workers, and career changers. The system is supported by the European Social Fund (ESF+) and is a key component of the Wallonia Recovery Plan. OTLAV is delivered through a network of Cités des Métiers, CEFOs (Carrefour Emploi Formation), schools, and partner organizations, with a dedicated digital portal and shared resources.</p>
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> ● Multi-level Governance: OTLAV is steered by a strategic committee representing all relevant ministries and stakeholders, ensuring alignment and shared vision. ● Common Framework: A unified definition of guidance, a shared charter, and a minimum service offer guarantee consistency and quality across the territory. ● Digital Innovation: The OTLAV portal (e.g., Orientascan, Parcours tools) provides user-friendly, accessible, and personalized guidance pathways, with no login required and direct links to partner services. ● Partnerships: Strong collaboration between education, training, employment, and social partners enables comprehensive support and resource sharing. ● Visibility and Accessibility: Coordinated communication and a single visual identity make guidance services more visible and approachable for all citizens. ● Continuous Improvement: Regular mapping (cadastre) of guidance activities and feedback mechanisms support ongoing adaptation and quality enhancement.
Results/outcomes	<ul style="list-style-type: none"> ● Launch of a unified digital portal offering thematic pathways (Orient, Learn, Work, Undertake) and personalized guidance tools. ● Increased visibility and accessibility of guidance services for all age groups and backgrounds. ● Enhanced cooperation between guidance professionals and institutions, leading to more coherent and effective support. ● Quantitative and qualitative growth in guidance activities, as documented in annual cadastres and government reports. ● Positive feedback from users and partners on the clarity, accessibility, and usefulness of the OTLAV system.
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1. System Fragmentation: Despite progress, the guidance landscape remains complex, with overlapping actors and varied practices. 2. Data Integration: Need for better integration of data and feedback across partners to monitor outcomes and improve services. 3. Digital Divide: Some users, especially the most vulnerable, may face barriers in accessing digital tools and services. 4. Sustainable Funding: Ensuring long-term financial and human resources for coordination, innovation and outreach. 5. Evaluation: Strengthen impact measurement and evidence-based adjustments to the system.

Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1. Further harmonize practices and tools across all partners to reduce fragmentation and ensure equal access. 2. Invest in digital inclusion initiatives to support users with low digital literacy or limited access to technology. 3. Develop advanced data analytics and feedback loops to monitor user journeys and outcomes. 4. Secure sustainable funding and staffing for the OTLAV coordination unit and partner organizations. 5. Foster a culture of continuous improvement through regular evaluation, peer learning and stakeholder engagement. 6. Expand outreach and communication to ensure all citizens are aware of and can benefit from lifelong guidance services.
Examples (if any) from other partners	<p>France Travail does not have a single scheme called “Lifelong Guidance” as in Belgium, but France Travail provides continuous guidance through several complementary mechanisms, including the CEP (Career Development Advice), the Global Support scheme, regular follow-up interviews, lifelong training opportunities and territorial partnerships.</p> <p>Veneto Lavoro: PES in Veneto do not provide a specific “Lifelong Guidance” service. However, training, up-skilling and re-skilling throughout the entire professional life of job seekers are a key feature of active labour market policies, especially in the case of the GOL Programme, which aims at improving the employability of individuals by prioritising continuous training, up-skilling and re-skilling of job seekers. Through a combination of tailored guidance, vocational training and educational initiatives, GOL ensures that job seekers are better equipped for both current and future job opportunities. This approach emphasizes the importance of lifelong learning, ensuring that individuals are not only prepared for their next job but also continuously supported throughout their professional life.</p> <p>SOC develops policies that resemble parts of the OTLAV system, but it does not have an integrated, lifelong guidance governance model that is as consolidated, cross-sectional and co-governed as OTLAV.</p> <p>ARTI: In the Tuscany Region, there is no specific service called 'Lifelong Guidance.' However, Lifelong Guidance is the foundational principle and inspiration behind Regional Law 32/2002, which promotes the development of education, instruction, guidance, vocational training, and employment. The aim is to create an integrated regional system that ensures, in line with European Union strategies for human resource development, the full realization of individual freedom and social integration, as well as the right to guidance and lifelong learning, which are essential for the right to education and the right to work.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: Our approach is closely aligned with the principles of OTLAV and is based on lifelong learning and coordinated guidance throughout the life course. Adult education is a core part of our structure and supports upskilling, reskilling, and career transitions at different stages of life. Like OTLAV, we emphasise coordination, accessibility, and flexibility, with education and guidance delivered through collaboration between relevant actors. Courses are adapted to diverse life situations and offered in flexible formats, including evenings, weekends, and both digital and in-person options, allowing individuals to choose pathways that fit their personal and professional needs.</p>

2.4.4. YOUTH EMPLOYMENT SUPPORT PROGRAM - SOC (SERVEI PÚBLIC D'OCUPACIÓ DE CATALUNYA)

Best practice	<h1>PROGRAMA SUPORT A LA OCUPACIÓ JUVENIL</h1>
Name	Support a la Ocupació Juvenil (Youth Employment Support Program- YESP)
Description (a brief but comprehensive overview of the practice)	<p>YESP consists of guidance and support activities for young people in need, carried out in collaboration with municipalities, schools, companies, and social services.</p> <p>The main objective of the program is to promote and maintain the educational continuity of young people through processes of guidance, support, and mentoring, and to accompany them in the transition from the education system to the labour market.</p> <p>Eligible participants are young people aged between 16 and 29, who are registered as job seekers and enrolled in the Youth Guarantee scheme.</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	<p>YESP is based on two levels. At the first level, coordination is carried out with compulsory secondary schools, the integrated vocational training system, and various territorial stakeholders. At the second level, direct guidance activities are provided to young people. The programme is implemented in collaboration with a range of entities, including: companies, exploring their needs and referring young people for work-related activities; Schools, addressing cases of early school leaving; Territorial bodies, regarding youth guidance; Employment offices, for coordinating labour-related activities; Mental health services and social services, especially for issues related to housing and coordination of available resources; Justice bodies and social services, particularly for young people residing in care or reception centres.</p>
Key success factors (what made this practice successful in the partner's context)	<p>A well-structured, holistic model that offers personalized and flexible pathways for young people. A key success factor is the coordination among actors, ensuring effective collaboration with SOC, schools and other local and regional stakeholders. The program adopts tailor-made methodologies, combining soft, basic, and professional skills development, and uses innovative techniques in guidance provision. Its networking focus fosters a strong ecosystem around youth support, while the centralized services for young people with difficulties help ensure accessibility. The attention to diverse vulnerabilities and clear occupational goals linked to training complete a highly effective approach.</p>
Results/outcomes	It is a project in its first year, in the development phase.
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1/ Smooth flow of information between institutional actors and stakeholders. 2/ Awareness of the programme among young people and stakeholders. 3/ Support within schools for tutors of the most vulnerable students. 4/ Need for long-term follow-up of individual cases.
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1/ Create a system that enables effective information flow. 2/ Organise training sessions to raise awareness of the programme. 3/ Involving young people as testimonials could boost outreach and engagement.
Examples (if any) from other partners	<p>For France Travail Auvergne-Rhône-Alpes, several aspects of this best practice are quite similar to the Avenir Pro initiative, piloted by Sciences Po and France Travail in partnership with the Ministry of Education, and funded by the ESF+. It targets vocational high school graduates who choose not to continue their studies and often find themselves isolated in their job search. Counsellors from France Travail Auvergne-Rhône-Alpes intervene in schools to help them understand the labour market, identify their strengths, use available tools, and turn their career plans into reality. The support is co-designed with teaching staff and local stakeholders (youth associations, employers, etc.). In the Auvergne-Rhône-Alpes region, 17 agencies are involved in the initiative.</p>


	<p>Veneto Lavoro has launched several targeted initiatives that are similar to YESP features — multi-partner governance, company engagement, and integrated social services: Giovani Energie: regional call (ages 16–29) for experimental projects to re-engage inactive youth, prevent drop-out, and build tailored training-to-work pathways with schools, municipalities, third sector, and employers; Giovani Energie in Azione: follow-up programme to scale local projects, targeting NEETs via community networks and employer placements; PASSI & PASSI+: FSE+- funded inclusion projects offering personalised activation, social support, and employability pathways for marginalised groups, explicitly combining social services, mental health supports, and employment offices. Common features: all initiatives require multi-actor partnerships (schools, municipalities, social services, employers, employment centres) and finance both coordination and direct mentoring/guidance for participants.</p> <p>In Helsinki, this best practice aligns best with Ohjaamo, a multidisciplinary one-stop-shop guidance centre. It provides various services for youth under 30 yrs. It is carried out in collaboration with several municipal divisions e.g. social and health services, education, culture and leisure and with 3rd sector actors. The service supports youth in the educational path or in the transition to the labour market through processes of guidance, support, and mentoring. In Helsinki, the service is a regular activity, but it started originally as an ESF-project ten years ago.</p> <p>ARTI: Youth policies are coordinated within the Giovanisì project and are integrated with the GOL Program. The Public Employment Services (PES) are the main reference for the promotion, information and implementation of policies aimed at young people. Some opportunities are: leFP pathways (ages 15–18): free training courses to obtain a professional qualification and fulfil compulsory education requirements. PES counsellors carry out numerous meetings in schools and at Employment Centres, with students, families, and teachers. GOL Tuscany Program: provides free courses for NEET, with a focus on upskilling and reskilling. Pilot project “Talenti in Azione” (ages 18–34) provides free training based on innovative learning methodologies to young unemployed people.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: the administration offers very similar support through several programs for youth between 16-29.</p>
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2.4.5. KUMPPANUUSGLÖGIT - HELSINKI EMPLOYMENT SERVICES

Best practice	
Name	Kumppanuusglögit - partnership event
Description (a brief but comprehensive overview of the practice)	<p>"Kumppanuusglögit" (Partnership Glögg) is an event held four times a year for partners and stakeholders. The tradition has been going on for two years.</p> <p>The goal is to: 1/Influence our partners' opportunities to achieve employment results; 2/Build & strengthen strategic partnerships to promote employment; 3/Strengthen the reputation, trust and ownership of employment services in employment matters; 4/Strengthen cooperation with different sectors of the city. Previous themes have included continuous learning, presentation of the employment services strategy and launch of the space and action plan for the new office.</p>
Context (the environment or situation where it was implemented successfully)	It is a live event focused on interaction. The event consists of short presentations (including an overview of the employment situation in Helsinki), commentaries, panel discussions and group work. Primary target groups are representatives of educational institutions, service providers, organizations and city departments.
Key success factors (what made this practice successful in the partner's context)	<p>Partners were impressed by the informal approach and engagement with employment ecosystem partnerships. Face-to-face encounters lower the threshold for future contact. The event is a good way to establish a permanent communications channel with key partners, identifying synergies and predicting service demand. The informal setting of the event improves mutual trust and strong cooperation with different stakeholders, impactful path building and better services for jobseekers. Kumppanuusglögit is seen as a relaxed way to network and have deep and inspiring discussions with partners.</p> <p>Partners also recognized the success in building a specific and well-known brand around Kumppanuusglögit partnership events. Also, the loose schedule allows participants to meet each other. Participants are genuinely involved in strategic planning and forecasting (e.g., service strategy). The event is based on equality and non-discrimination – participants are representatives of the executive level/middle management/senior management.</p>
Results/outcomes	There are approximately 50 stakeholder participants in every event. What started as an information sharing event concept, has developed into an active platform for strategy and service planning and cooperation. The themes of the event have always been related to key current topics in employment services, and the event has served as a good tool for hearing the views of stakeholders and involving them in co-development.
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1/ More impact evaluation is needed to better assess the results and long-term impact. 2/ Lack of employers' involvement in these events hinders the success of the concept. 3/ Lack of monitoring and evaluation of the results and impact of the services (e.g. training courses) that have been jointly planned at the event. 4/ Insufficient flow of information of the knowledge and insights gained from the events of the Employment Services teams.
Recommendations	Tips based on the scenarios:


	<p>1/ Develop impact evaluation and monitoring tools to measure the results and long-term impact. Also develop participant feedback tools and evaluation. After the events, Helsinki PES could offer “lessons learned” or “recommendations” documents to share internally to the participants.</p> <p>2/ Expand the concept to include employers to enhance the results and the impact of the event. Also, NGOs and some private actors could be involved.</p> <p>3/ Plan and develop monitoring and evaluation of jointly planned services directly from the very beginning.</p> <p>4/ Create systematic communication strategy to share the knowledge and insights gained from the events to the Employment Services teams.</p>
Examples (if any) from other partners	<p>For France Travail, there is no exact equivalent to this good practice, but several initiatives share similar goals: promoting cooperation, information sharing, and stronger partnerships. These include the Network for Employment (national and regional coordination of employment actors, sharing best practices), territorial and regional working groups (exchanges between advisors, social partners and companies to co-develop solutions) and networking events and job forums (information sharing and collaborative solutions at the local level).</p> <p>Veneto Lavoro: No other initiative replicates this practice in the same way. In the Veneto Region, labour policies are designed around strong multi-actor coordination, stakeholder engagement and public events that reinforce employment outcomes and local ownership of services. While the Region defines the strategic framework through DGRs, plans and calls, Veneto Lavoro functions as the operational arm, implementing these policies through the management of employment services, labour-market monitoring and project coordination. Veneto Lavoro plays a central coordination role, connecting municipalities, employment centres (Centri per l'Impiego), social partners and EU or national programmes to ensure that all actors align with regional priorities. The regional labour web portal and news feed reflect this ecosystem, documenting calls, events and DGR-backed initiatives that link policy, funding and stakeholder engagement.</p> <p>Le FOREM: There is no evidence of a recurring, branded live networking event. Partnership activities are mainly integrated into operational structures, project teams, and sectoral committees, rather than organised as a single high-visibility event series.</p> <p>Agencia para el Empleo does not yet operate a regular, branded partnership event serving as a strategic anchor for stakeholder dialogue. However, the Agencia applies a collaborative approach that, in some ways, is consistent with the objectives of Kumppanuusglögit, in terms of strengthening cooperation, trust and shared ownership of employment policies.</p> <p>ARTI hasn't got a similar practice and informal approach, but organizes several events, initiatives, seminars, workshops to promote services to people, young people, employers and all stakeholders etc., and to improve and empower ARTI's network.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: The administration carries out similar activities, for example through the Integration Pact. The pact is both digital and live, an interactive initiative that brings together key stakeholders through relevant presentations, panel discussions, collaborative sessions and mingling. The target groups include representatives from educational institutions, employers, service providers, civil society organisations, and city representatives. The initiative aims to build and deepen strategic partnerships to promote employment, enhance trust and shared ownership of employment services, and reinforce cross-sectoral cooperation within the city. Thematic focus areas have included green skills, integration, skills development, continuous learning, etc.</p>

2.4.6. GREEN JOBS - AGENCIA PARA EL EMPLEO DE MADRID

Best practice	
Name	Green Jobs: Personalized Insertion Itineraries
Description (a brief but comprehensive overview of the practice)	<p>This best practice is a comprehensive insertion program focused on the green sector. It combines personalized job placement itineraries, intermediation with companies, promotion of self-employment in strategic areas, and skills enhancement to support the ecological transition.</p> <p>You can find additional information here.</p>
Context (the situation or environment where it was implemented successfully)	The initiative was implemented by the Employment Agency of Madrid to address employability challenges in the ecological and green economy sectors. It targets people facing significant barriers to employment and helps them access sustainable job opportunities.
Key success factors (what made this practice successful in the partner's context)	<ul style="list-style-type: none"> - Integration of employment pathways with environmental sustainability goals. - Personalized attention and itinerary-based guidance. - Engagement with companies and promotion of self-employment. - Focus on administrative support for vulnerable participants. - Flexibility to adapt itineraries beyond the formal project framework.
Results/outcomes	<ul style="list-style-type: none"> - Improved employability of vulnerable individuals. - Creation of green job opportunities aligned with ecological transition. - Support for administrative processes (documents, appointments, social security, etc.). - Increased retention in training and employment pathways.
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1/ Participants' economic needs affecting program retention. 2/ Specific challenges linked to diverse user groups. 3/ Bureaucratic barriers and complexity of official documentation processes.
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1/ Provide direct scholarships to participants during their training itineraries. 2/ Design tailored approaches for groups with particularly difficult insertion profiles. 3/ Simplify administrative requirements and support document handling. <p>Additional Tip: Recognize training continuation as a valid outcome; allow flexible exits from the itinerary.</p>
Examples (if any) from other partners	<p>At France Travail Auvergne-Rhône-Alpes, this best practice is quite similar to the “Bifurcators” and Ecological DOMEX best practices. They guide jobseekers toward ecological careers through personalised, co-designed pathways, with tailored support for green jobs and eco-entrepreneurship. They connect jobseekers with environmentally committed employers and promote inclusive access to the green sector through accessible training and support from specialised professionals.</p> <p>Veneto Lavoro: The measures and calls prioritise employer engagement, accredited training providers and personalised pathways so that training leads directly to placement or self-employment opportunities : “Transizione digitale e green” call (2023): a regional call that support enterprises and workers in acquiring digital and green skills through accredited training and accompaniment services; projects must involve enterprises and training providers to strengthen employability in green sectors. The regional initiative DGR n. 221/2025 — “Formazione Continua: Competenze per il futuro”: a PR Veneto FSE+ measure financing continuous training actions explicitly aimed at the digital and green transition, supporting company-level and multi-company projects to adapt workers’ skills to new green occupations. The regional initiative DGR 231/2024: a regional decision that funds company and pluri-company training on green and digital transitions, enabling enterprises to co-design curricula and insertion pathways with accredited providers.</p>



	<p>Stockholm, Arbetsmarknadsförvaltningen: The administration works strategically, through its adult education, with regional stakeholders, including industry and sector organisations, to tailor new training programmes that support and accelerate the green transition. In addition to developing new programmes, existing training provision is continuously updated to integrate sustainability perspectives across content and delivery.</p>
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2.4.7. ARTI'S COMMUNICATION PLAN - ARTI

<p>Best practice</p>	
<p>Name</p>	<p>ARTI's Communication Plan</p>
<p>Description (a brief but comprehensive overview of the practice)</p>	<p>The Communication Plan for Tuscany's Public Employment Services (PES) is a key component of the broader Regional Plan for the Strengthening of Tuscan Employment Centres. It is aligned with the communication strategies of the Region's institutional bodies, the European Social Fund (ESF) Operational Programme and the Directorate for Education, Training, Research, and Employment. Through the communication plan, in 2023, ARTI has equipped itself with effective tools to improve visibility, consistency and effectiveness in disseminating information about the services offered, strengthening its role and relationships with users, businesses and local stakeholders. The objectives are to establish a coordinated, extensive and diversified corporate image and to uphold visibility, transparency and reliability in communications.</p> <p>You can find additional information here.</p>
<p>Context (the environment or situation where it was implemented successfully)</p>	<p>The Communication Plan involves all Employment Centres across the Tuscany Region. Tuscany Region decided to invest in an integrated, multichannel communication plan – both online and offline – aimed to: Revitalize and enhance the image of ARTI / Recover and consolidate the relationship of reliability, proximity, and efficiency of PES / Promote the employment and training opportunities offered by PES/ Filling the gap of information about the services provided by PES / Survey the staffing needs and improve the matching between labour supply and demand / Strengthening networks with local stakeholders (schools, universities, trade associations, local authorities, etc.) / The Plan was developed to address a broad and diverse audience – from young people to adults, from unemployed to employed individuals, including people with disabilities and immigrants – and to actively involve the local business and territorial stakeholders.</p>
<p>Key success factors (what made this practice successful in the partner's context)</p>	<ul style="list-style-type: none"> • The adoption of a single, uniform communication plan at the regional level. • Strategic role of ARTI: ARTI plays a key role in promoting innovative and improvement actions, supporting multi-level and multi-actor cooperation based on concrete evidence. • Multi-Stakeholder collaboration: ARTI is constantly engaged in projects that involve different actors, both institutional and end users. • Events promotion: efforts to promote events regarding supply and demand matching and actively engage communities have had a positive impact on stakeholder and local community engagement. • Combination of diversified funding: ARTI stands out for its ability to combine regional, state and European public resources, supporting a variety of project initiatives and promoting innovation.
<p>Results/outcomes</p>	<p>A cohesive regional image was promoted through unified social media profiles (Facebook, Instagram, TikTok, LinkedIn, YouTube). Communication actions included a three-week radio campaign (Oct–Nov 2023), a 12-week print media collaboration highlighting ARTI services and job offers, and numerous regional and local events connecting jobseekers with employers, schools, and universities (e.g. job fairs and recruitment days). These initiatives strengthened stakeholder networks and improved internal and external communication through new, accessible digital tools.</p>
<p>Areas for improvement</p>	<p>Scenarios identified by the project partners</p> <ol style="list-style-type: none"> 1/Strengthening corporate marketing and employer engagement. 2/Reducing bias towards Public Employment Services (PES). 3/Increasing interactivity in communication and ensuring continuous feedback. 4/ Improving communication on results. 5/Innovation in engagement methods.

Recommendations	<p>Tips based on the scenarios:</p> <p>1/ Create a dedicated Employer Engagement service with specialized staff. Use an integrated marketing strategy (digital campaigns, social media, networking events, and targeted communications) and develop an annual event calendar to engage companies and users, collaborating with local media.</p> <p>2/ Launch awareness campaigns to clarify the role of PES. Provide practical guides and toolkits for companies and organize seminars and workshops with PES operators.</p> <p>3/ Collect feedback through surveys, focus groups, and interviews with employers. Enhance direct engagement with instant polls and digital tools. Implement a continuous feedback system with regular reports on improvements based on user input.</p> <p>4/ Publish performance indicators, success stories, and testimonials regularly. Use dynamic formats (infographics, short videos, mini reports) to showcase impact effectively.</p> <p>5/ Experiment with innovative tools like serious games, gamified apps, and immersive tech for career guidance. Monitor effectiveness with specific engagement and impact metrics, adjusting strategies accordingly.</p>
Examples (if any) from other partners	<p>There is no specific and published communication plan for France Travail Auvergne-Rhône-Alpes, but its strategies are based on several key areas: contribute to the development of France Travail's influence and image strategy, while monitoring its reputation; advise, support and train staff in their communication activities; manage regional media: intranet, francetravail.fr and francetravail.org websites, regional social media channels and newsletters; organize and coordinate regional events; develop, implement and evaluate internal and external communication plans in line with strategic orientations; manage relationships with regional media; build the skills of communication correspondents, Facebook moderators and social media ambassadors.</p> <p>Veneto Lavoro's communication strategy is designed to effectively engage stakeholders through clarity, transparency and responsiveness. It ensures accessible and actionable information on employment policies, inclusion initiatives, and youth programs. The strategy focuses on multi-channel outreach, targeted messaging for specific audiences, collaborative engagement with regional partners, regulatory compliance, and active feedback mechanisms. This approach underpins Veneto Lavoro's commitment to promoting employment, social inclusion and youth development with clear and participatory communication. The communication plan of Veneto Lavoro includes storytelling and rebranding strategies that, over the past two years, have shaped the social media channels of ClicLavoro Veneto. These campaigns have involved PES operators and highlighted success stories of job placements made possible by the Public Employment Services, told directly through the voices of workers and the companies that hired them.</p> <p>SOC has a communication plan with similar strategic objectives, aimed to promote the employment and training opportunities offered by its centres and to strengthen the network with local stakeholders, such as schools, universities, and trade associations.</p> <p>There's no specific communication plan in Helsinki Employment services, but the communication is aligned with the service strategy of the organisation and with the communication strategy of the City of Helsinki.</p> <p>Agencia para el Empleo can be considered to have a communication practice very similar to ARTI's Communication Plan in terms of multi-channel dissemination, stakeholder engagement, service visibility and alignment with institutional strategies. However, unlike ARTI, AE Madrid's approach is less formally structured as a single strategic plan, positioning it as an aligned but less systematised practice.</p> <p>Stockholm, Arbetsmarknadsförvaltningen: The administration has a communication plan with similar strategic objectives on a city and on the administration level, focusing on promoting the employment and training opportunities provided through its services and centres, as well as strengthening collaboration with local stakeholders such as schools, universities, employer and industry organisations, and civil society actors.</p>

2.4.8. KOMMUNHUBBEN - ARBETSMARKNADSFÖRVALTNINGEN, STOCKHOLMS STAD

Best practice	 Stockholms stad 
Name	Kommunhubben
Description (a brief but comprehensive overview of the practice)	<p>Kommunhubben is a strategic joint initiative launched in 2023 by the City of Stockholm and the Swedish Public Employment Service, aimed at improving coordination and support for individuals with complex needs on their path to employment, aligning efforts around individuals who require both municipal and PES interventions.</p> <p>The initiative provides a structured platform for collaboration between municipal and state actors, ensuring that clients receive equal and coherent support across the city. The model also includes coordinated employer support, targeting companies that face recruitment challenges or seek to diversify their workforce.</p> <p>You can find additional information here.</p>
Context (the environment or situation where it was implemented successfully)	<p>Kommunhubben was developed in response to national reforms of the Swedish Public Employment Service and the need for more coordinated local support in Stockholm. With a diverse population and many jobseekers requiring complex support, the city benefits from closer collaboration between municipal services and the PES. Kommunhubben enables more efficient use of resources and ensures that efforts are aligned with local labour market needs, offering integrated support for both individuals and employers.</p>
Key success factors (what made this practice successful in the partner's context)	<p>The success of Kommunhubben in the partners' context is rooted in several core elements: Strong inter-institutional coordination: the model brings together employment, social, educational, and health services, enabling a truly holistic approach that meets users' complex needs; Effective teamwork and collaboration: close cooperation across governance levels and with external partners creates a unified support structure and ensures that services are well-aligned and responsive; Efficient communication channels: clear, structured communication within and between agencies enhances case management, reduces fragmentation, and enables faster, more coherent service delivery; Cross-sectoral and multidisciplinary approach: by integrating diverse professional competencies, Kommunhubben can effectively assist individuals with special needs and adapt services to real-life situations.</p>
Results/outcomes	<p>As a coordination-focused model, Kommunhubben's strongest quantifiable outcomes relate to improved collaboration and shared understanding between the City of Stockholm and the Public Employment Service. Survey results show that most respondents who collaborate with Kommunhubben report that it has strengthened their knowledge of each other's missions (over 50% in both 2024 and 2025) and improved cooperation and dialogue across organisational boundaries.</p> <p>By enhancing shared understanding, speeding up case-handling, and providing a common structure for complex cases, Kommunhubben contributes to more coherent, equitable, and effective support for both jobseekers and employers. The improved joint workflows between the City of Stockholm and the PES have helped accelerate key processes, where one example is the coding of functional impairments, which shows a slight year-on-year increase, enabling individuals to access appropriate PES support more quickly.</p>
Areas for improvement	<p>Scenarios identified by the project partners:</p> <ol style="list-style-type: none"> 1/ Dependence on political decisions was considered a risk to stability. 2/ Legal and administrative barriers were noted as hindering information sharing. 3/ Limited involvement of non-public actors was identified as a gap. 4/ Systematic impact evaluation was viewed as lacking. 5/ Communication channels were considered fragmented. 6/ Digital tools for information management were described as underdeveloped.
Recommendations	<p>Tips based on the scenarios:</p> <ol style="list-style-type: none"> 1/ Strengthening support to reduce political vulnerability was recommended. 2/ The partners encouraged addressing legal and administrative barriers to information sharing to increase transparency and efficiency of services.

	<p>3/ To address the limited involvement of non-public actors, the partners recommended increasing stakeholder involvement and collaboration on the IPS model to ensure holistic support.</p>
<p>Examples (if any) from other partners</p>	<p>In France, this best practice is similar to the close collaboration between France Travail advisers and those from the Departmental Councils, established to better support jobseekers facing both social and professional barriers. In this framework, the France Travail adviser and the social worker coordinate their exchanges and actions to provide intensive, individualized and coordinated support for everyone. Their cooperation aims to: share the necessary information to implement coordinated actions; ensure, when relevant, the social worker's presence during meetings with the jobseeker; regularly assess the relevance of maintaining the joint support; and inform the social worker about key discussion points and the schedule of upcoming steps.</p> <p>In Veneto Region, Veneto has comparable integrated, place-based models that bring municipal services, employment centres and employers together: the regional "Sportelli Lavoro" network and Veneto Lavoro's coordinated service model act as local hubs for people with complex needs and for employer engagement 1554/2018 (Sportelli Lavoro protocol): establishes the network of municipal employment desks to improve territorial coverage and coordination with ANCI -National Association of Italian Municipalities - and local authorities.</p> <p>In Catalonia, SOC's "Noves Oportunitats" project shares a fundamental principle with Stockholm's Kommunhubben: both are designed to meet the needs of people with complex needs on their journey to employment. Noves Oportunitats focuses primarily on young people, while Kommunhubben serves a broad range of jobseekers with complex needs. The main difference lies in the actors involved in these projects. While Kommunhubben serves as a joint platform for in-depth and structured coordination between the municipality and the national PES, Noves Oportunitats is a project developed primarily by SOC and the Government of Catalonia (Generalitat de Catalunya).</p> <p>Agencia para el Empleo has a partially comparable, coordination-based practice that is aligned with the objectives of Kommunhubben, in terms of integrated support for people with complex needs, territorial adaptation and employer engagement. However, unlike Stockholm, AE Madrid does not have a formal joint coordination centre between the municipality and the State, which positions it as an aligned but less institutionalised practice.</p> <p>ARTI: In Tuscany, there is an integrated model that involves municipalities, ASL (Local Health Authorities), social services, and employment centres to support people with complex needs. This coordinated approach addresses key aspects such as psychological well-being, social assistance, training, and job placement, through the work of "multidisciplinary teams. Professionals such as social workers, psychologists, educational professionals, and job placement consultants collaborate to create personalized and integrated interventions. The cooperation between the various entities ensures comprehensive and targeted support, facilitating access to services and creating growth opportunities for vulnerable individuals.</p>

3. VIDEO PILLS

8 microlearning video pills were produced to capture key moments from the LDDs, including the presentation of best practices, and to support the internal transfer of benchlearning outcomes. These short, engaging videos are intended to promote faster, more accessible, and sustainable learning for staff within each PES organisation, as well as for local stakeholders. They also offer a comprehensive overview of the visits for those who were unable to participate in person.

- 3.1. [France Travail Auvergne-Rhône-Alpes](#)
- 3.2. [Veneto Lavoro](#)
- 3.3. [Le Forem](#)
- 3.4. [SOC- Servei públic d'Ocupació de Catalunya](#)
- 3.5. [Helsinki Employment Services](#)
- 3.6. [Agencia para el Empleo de Madrid](#)
- 3.7. [ARTI- Centri per l'impiego Tuscany](#)
- 3.8. [Arbetsmarknadsförvaltningen, Stockholm Stad](#)

4. Transversal issues

The NET PES project includes five important topics that are relevant for all employment services today: digital transition, ecological transition, vulnerable groups, gender perspective and communication strategy. These topics were included because they reflect real changes and challenges in the world of work. By looking at these issues throughout the project, we help Public Employment Services (PES), local partners, and companies offer better, more inclusive services. They also help ensure that people are supported in learning new skills, finding jobs, and adapting to digital and green changes. These topics also serve as a guide for other PES across Europe aiming to align their strategies with future labour market trends and social priorities.

4.1. Green transition - comparative analysis

The green transition is a core, transversal aspect of the project, embedded across its phases and aligned with broader sustainability and labour market goals. It refers to the shift toward a more sustainable, low-carbon economy through reduced environmental impact, renewable energy adoption, resource efficiency, and circular practices. This transformation is essential for the labour market, as it generates new job opportunities, reshapes existing roles, and requires the development of new skills across sectors.

Public Employment Services (PES) have a vital role in this shift, particularly in anticipating skills needs, supporting upskilling and reskilling for both jobseekers and companies, and guiding labour market transitions. Making the labour market greener goes hand in hand with the digital transition, as it requires PES operators to develop competencies that address both. As part of this effort, practices that promote sustainable skills, corporate transformation, and targeted support for emerging green sectors have become a focus of mutual learning and exchange. The green transition has therefore been included in the NET PES Benchlearning methodology as a priority transversal issue. Project partners have assessed how PES align training, guidance, and employer engagement with sustainability objectives and have conducted self-assessments to improve their performance. This proactive approach aims to build a workforce ready for the future, promote environmental responsibility, and reinforce economic resilience in the face of climate and technological change.

Common points	<ul style="list-style-type: none"> • Strategic commitment to green transition: the PES are actively integrating the green transition into their employment strategies, aligning with national and EU sustainability goals. • Incorporation of green skills in training: green skills are being embedded into vocational training to prepare jobseekers for emerging sectors like renewable energy and the circular economy. • Employer engagement: PES are collaborating with employers to ensure that training and services meet the evolving needs of the green labour market. • Territorial and collaborative approaches: there is a shared emphasis on place-based strategies and partnerships with local actors to adapt to regional green job opportunities and skills demands.
Specific strengths	<ul style="list-style-type: none"> • France Travail Auvergne-Rhône-Alpes: structured ecological strategy aligned with the Paris Agreement, strong green training offer (e.g. DOMEX, MEDEF partnership), and innovation through The LAB and projects like The Bifurcators. • Veneto Lavoro: integrated use of data for green labour market analysis, internal Veneto Lavoro Academy for staff upskilling, and strong emphasis on green networks and partnerships. • Le Forem stands out for its institutional strategy on green skills, its sectoral competence centres, public-private partnerships in energy, construction, and recycling, as well as its CSR policy and the AMEF observatory for tracking green job trends. • SOC (Catalonia): innovative projects like the Green Hydrogen Production Project, territorial cluster-based strategies, and strong commitment to the services' alignment with the EU/SDG sustainability goals. • Helsinki Employment Services: clear commitment to the green transition through targeted training and strong partnerships, especially with Sykli Environmental College and Haaga-Helia University. The Vihta project has strengthened staff understanding of green economy needs, while co-developed, employer-aligned training with Sykli delivers high employment outcomes. • Agencia para el empleo de Madrid: green transition embedded in Employment Strategy 2024–2027, the Green Trades School in Usera which serves as a model for green skills training, and flexible, modular training aligned with emerging sectors. • ARTI: In accordance with national and regional legislation Arti provides services consistent with green policies. We also have cooperation with companies in ecological sectors, also regarding new emerging green jobs to promote specific guidance and training. • City of Stockholm: strategic integration of sustainability and green transition in labour market policies, strong employer cooperation in green and digital sectors, and flagship circular-economy initiatives such as Stocket Återbruk and Stocket Byggåterbruk.
Common areas for improvement	<ul style="list-style-type: none"> • Ensure continuous staff training on the green economy and emerging sectors. • Improve labour market intelligence and skills forecasting for green jobs. • Raise awareness and visibility of green career paths among jobseekers and employers. • Strengthen partnerships with companies and local actors to align training with real needs. • Embed sustainability more deeply in internal operations and organizational culture.

4.2. Digital transition - comparative analysis

The digital transition is a core transversal issue in the project, embedded across its phases and aligned with broader goals of innovation, employability, and an inclusive, future-oriented labour market. It refers to the shift towards an increased use of digital and AI technologies that is reshaping the labour market, redefining job roles, required skills, and the ways individuals engage with work and training. Public Employment Services (PES) play a central role in managing this transition by forecasting skills needs, supporting digital upskilling and reskilling for individuals and employers, and ensuring inclusive access to digital opportunities. As with the green transition, this shift requires PES to equip their staff and services to respond to emerging digital trends and challenges.

The development and exchange of practices that promote digital literacy, support for digital innovation in enterprises, and the integration of digital tools into PES services have therefore become key areas of mutual learning. Recognising its strategic importance, the digital transition has been embedded as a focus area in the NET PES project and its application of the Benchlearning methodology. Project partners have examined how PES strategies for training, guidance, and employer collaboration are being aligned with digital transformation goals, using self-assessments to strengthen their capacity. This forward-looking approach aims to foster a digitally capable workforce, reduce digital divides, and enhance labour market resilience in an increasingly technology-driven world.

Common points	<ul style="list-style-type: none"> • Strategic embrace of digitalisation: all PES are actively embedding the digital transition into their service delivery and organisational strategies, viewing it as a key driver for modernising public employment services and improving access for both jobseekers and employers. • Digital skills development and inclusion: there is a shared commitment to fostering digital skills across the workforce, with targeted programs to support both jobseekers and internal staff. Initiatives range from basic digital literacy to advanced training in ICT and data science, with special focus on vulnerable groups at risk of digital exclusion. • Modernisation of service delivery: PES have significantly increased the level of advancement of the digitalisation of services, introducing user-friendly portals, CRM systems, and AI-based tools for job matching and performance monitoring. • Focus on interoperability and data-driven services: the partners are increasingly leveraging data analytics and working toward better interoperability between information systems to create more comprehensive user profiles, enhance service coordination, and inform labour market strategies. • Internal capacity building: recognising that digital transformation is also cultural, most PES have invested in upskilling their staff and supporting internal change management. Programs include mandatory digital training, the establishment of digital ambassadors or facilitators, and ongoing learning opportunities.
Specific strengths	<ul style="list-style-type: none"> • France Travail Auvergne-Rhône-Alpes: strong focus on e-accessibility and personalised digital services, long-standing investment in digital tools for skills identification and job matching, and partnerships for digital training in high-demand sectors such as cybersecurity and web development. • Veneto Lavoro: integration of digital literacy within the GOL programme, use of AI and data analytics to align services with labour market needs, and the Veneto Lavoro Academy provides advanced training for staff on digital innovation. • Le Forem stands out for its robust digital ecosystem, inclusive multichannel services, strategic partnerships, and digital skills programs such as DigComp and Digistart. • SOC (Catalonia): comprehensive digital infrastructure upgrade, including an improved job portal and unique user file, as well as targeted digital upskilling for jobseekers (e.g., MES Talent, ADA), and structured internal training fostering a digital-ready workforce. • Helsinki Employment Services: strategic use of tools like Power BI for performance monitoring; tailored digital skills training based on user profiles, and upcoming national platform (Job Market Finland) to facilitate data-driven job matching and company engagement. • Agencia para el empleo de Madrid: implementation of the SALTA platform integrating job offers, CRM, and training, establishment of the San Blas School for Digital Skills, strong commitment to digital inclusion and use of AI to personalise services. • ARTI: accessible digital services supported by digital mediators, online training available for all citizens and focused digital capacity building for employment office staff. • City of Stockholm: strong use of digital platforms like VERA, systematic staff upskilling through the ESF+ Digital Competence Development project and responsible, skills-focused integration of AI.
Common areas for improvement	<ul style="list-style-type: none"> • System interoperability: information systems often remain fragmented. Better integration between PES and other public databases (e.g., education, taxation, social security) would enable more holistic, personalised services. • Staff upskilling: continued investment in advanced digital skills for PES staff is essential to sustain innovation and service quality. • User-centric design: while many digital tools exist, their usability—especially for disadvantaged users—needs improvement through simplification and more intuitive interfaces. • Strategic alignment and evaluation: Digital transformation strategies should be more systematically linked to long-term employment goals, including SDG alignment, and supported by robust monitoring frameworks to assess impact.

4.3. Integration of vulnerable groups

The integration of vulnerable groups into the labour market is a key priority for public employment services across Europe. Ensuring that individuals facing multiple barriers—such as unemployment, disability, low qualifications, or social exclusion—receive tailored and effective support is essential for building inclusive and resilient labour markets. This is one of the main goals of the NET PES project, which brings together employment services from different countries to learn from each other and improve strategies and practices for reaching and supporting the most disadvantaged groups.

Common points	<ul style="list-style-type: none"> Services target a wide range of vulnerable groups, including long-term unemployed, NEET youth, people with disabilities, migrants, women victims of violence. Offer a personalized approach, supported by strong local partnerships. Combine professional and social support to adapt services to everyone's specific needs.
Specific strengths	<ul style="list-style-type: none"> France Travail Auvergne-Rhône-Alpes: wide and regionally adapted offer, intensive support, innovative programs (e.g., <i>Equip'Emploi</i>). Veneto Lavoro: strong employer engagement, active local network, targeted programmes (disability, youth). Le Forem stands out for its comprehensive inclusion (targeted programs such as <i>Coup de Boost</i> for NEETs, migrant integration, <i>Impulsion 55+</i>, and support for people with disabilities), its immediate mobilisation of all new registrants through a strong partner network, and its measurable results. SOC (Catalonia): advanced intersectional approach, strong policy framework, targeted initiatives (gender, youth, rural areas). Helsinki Employment Services: data-driven and needs-based approach, early risk identification, fine segmentation of target groups (migrants, seniors, NEETs), specialized services (Ohjaamo, Youth Workshops), regulated integration of newcomers, and multisectoral partnerships. Agencia para el empleo de Madrid: individualised pathways, strong employment-social integration, effective public/private cooperation and practical support for inclusion. ARTI: comprehensive support (social, professional, psychological), strong entrepreneurial support and territorial cooperation. City of Stockholm: tailored support combining career, social and psychological services; targeted youth and FOP programmes grounded in a rights-based approach; dedicated projects for foreign-born women, unemployed youth and NEETs; strong NGO collaboration enabling adapted services.
Common areas for improvement	<ul style="list-style-type: none"> Strengthen digital accessibility and develop more user-friendly platforms. Coordination between actors can be complex; services are sometimes fragmented. Insufficient monitoring and evaluation of impacts, particularly regarding intersectional effects. Underrepresented groups and strengthen skills development for migrants at the end of their integration period, seniors, women victims of violence. Continuous training for counsellors should be developed to manage complex cases. Integrate temporary projects into permanent services.

4.4. Gender transversality

Gender transversality in Public Employment Services (PES) is essential to ensure that all individuals have equal access to employment opportunities, regardless of their gender or background. Integrating a gender perspective across policies, services and partnerships not only helps address structural inequalities in the labour market but also supports more inclusive and effective service delivery.

This topic is particularly important for the NET PES project, which aims to support PES in adapting to digital and green transitions while promoting social inclusion. By examining how gender is addressed across different regional employment services, the project contributes to identifying good practices, common challenges, and strategies for more equitable and responsive labour market policies.

Common points	<ul style="list-style-type: none"> • Strong institutional commitment: all services have integrated gender equality into their strategies, policies, programs and actions. • Increasingly intersectional approach: gender is increasingly considered alongside other factors (age, origin, disability, ethnicity, etc.). • Targeted programs and measures: Initiatives promote women's access to underrepresented sectors, work-life balance, mentoring, and support for vulnerable groups. • Structured partnerships: collaboration with NGOs, companies and institutions to strengthen impact.
Specific strengths	<ul style="list-style-type: none"> • France Travail Auvergne-Rhône-Alpes: highly structured approach with performance indicators (equality score 99/100), strong focus on diversity (LGBTQIA+, disability, secularism), and widespread training. • Veneto Lavoro: innovative "Equamente al lavoro" campaign, strong focus on employer engagement, and anti-discrimination culture. • Le Forem: Strong commitment to equality and inclusion through a structured Equality & Diversity Plan, compulsory staff training, gender-neutral communication, and targeted initiatives such as <i>Ladies in Construction</i>, supported by an active EDI unit aligned with regional and EU objectives. • SOC (Catalonia): comprehensive Gender Mainstreaming Plan (2023–2027), strong intersectional approach, and DOT network supporting women victims of violence. • Helsinki Employment Services: institutional framework supported by Equality and Equal Opportunities Plan and national legislation, anonymous recruitment to reduce sectoral segregation, gender-responsive service design (IPS model), targeted initiatives for men 50+, and growing awareness of long-term unemployment affecting men. • Agencia para el empleo de Madrid: integrated transversal gender strategy, sectoral programs like "Women Can Build," and targeted actions for vulnerable women. • ARTI: support for women's integration through internships, training, and dedicated funds; promotion of work-life balance. • City of Stockholm: strong integration of gender equality across services, gender-sensitive guidance and training to enhance women's participation, and targeted initiatives supporting gender-balanced career opportunities for underrepresented groups.
Common areas for improvement	<ul style="list-style-type: none"> • Better monitoring and evaluation of the real impact of gender policies (beyond quantitative data). • Strengthen efforts to reduce occupational segregation (e.g., women in tech, men in care sectors). • Ensure continuous staff training on gender equality and diversity. • Expand collaboration with employers to support diversity and inclusion initiatives. • Guide SMEs on bias-free recruitment and inclusive job design. • Further structure and formalize strategies in some cases (further formalize gender strategies and embed intersectional analysis into profiling and service delivery).

4.5. Communication strategies

Effective communication is a key pillar in strengthening the visibility, accessibility, and impact of public employment services. As one of the core objectives of the NET PES project, improving communication strategies is essential to better engage job seekers, employers, stakeholders and to ensure that services are inclusive, transparent, and aligned with users' needs. By analysing and comparing the approaches of different PES, valuable insights can be drawn to support mutual learning and continuous improvement across the network.

Common points	<ul style="list-style-type: none"> • Multichannel communication combining digital and in-person tools, social media and on-site events. • Targeted campaigns addressing specific issues. • Use of testimonials and success stories to engage audiences. • Partnerships with local, national and European stakeholders. • Efforts to differentiate PES identity from other public actors.
Specific strengths	<ul style="list-style-type: none"> • France Travail Auvergne-Rhône-Alpes: multichannel strategy, successful rebranding, focus on accessibility and CSR values. • Veneto Lavoro: dynamic campaigns, empathetic communication, strong content production, transparency through the Labour Market Observatory.

	<ul style="list-style-type: none"> • Le Forem has a recognizable brand and a strong digital presence. The communication combines an updated website, active use of social media, and targeted campaigns for specific groups, supported by partnerships with sectoral actors. • SOC (Catalonia): comprehensive internal and external communication, strong branding, and storytelling (#SOCSolidària). • Helsinki Employment Services: highly inclusive multichannel strategy, multilingual communication, strong institutional credibility and strategic use of communication for engagement and behavioural change. • Agencia para el empleo de Madrid: inclusive and accessible communication, innovative digital and physical tools, strong local and European outreach. • ARTI: visual and youth-oriented campaigns, humanized image through staff involvement and testimonials. • City of Stockholm: strong, recognisable branding aligned with city values; multi-channel, citizen-focused communication through digital platforms, campaigns, and events; tailored messaging for different stakeholder groups; and inclusive, visible storytelling and co-created content.
Common areas for improvement	<ul style="list-style-type: none"> • Strengthen user engagement, interactivity and participatory communication (France Travail, Le Forem, ARTI, Helsinki). • Improve internal coordination and staff training on strategic communication (Veneto Lavoro, Le Forem, SOC, Helsinki). • Enhance visibility and differentiation of the PES brand (Helsinki, AE Madrid, SOC). • Implement systematic evaluation of communication effectiveness and adjust messaging accordingly (Le Forem, Helsinki, AE Madrid, Veneto Lavoro).

Additional information about the 5 transversal issues can be found in each partner's feedback report:

[1. France Travail Auvergne-Rhône-Alpes](#) | [2. Veneto Lavoro](#) | [3. Le Forem](#) | [4. Servei públic d'Ocupació de Catalunya](#) | [5. Helsinki Employment Services](#) | [6. Agencia para el Empleo De Madrid](#) | [7. ARTI - Centro per l'impiego Tuscany](#) | [8. Arbetsmarknadsförvaltningen, Stockholms Stad](#)

5. Lessons learned

Lessons Learned from the study visits (LDDs) and from all the 32 best practices

The evaluation of the 6 LDDs, together with partners' feedback on each best practice, has offered valuable insights into the strengths, challenges, and opportunities for enhancing transnational cooperation among European Public Employment Services (PES). These lessons support the continued development of inclusive, innovative, and sustainable employment practices, especially in the context of green and digital transitions.

1. Participant experience and feedback

Participants valued the richness and diversity of the LDDs, which allowed them to exchange knowledge and observe a variety of successful practices across European PES. The combination of structured presentations, Q&A sessions and site visits offered practical insights into daily operations and fostered mutual learning. Hosts' professionalism and hospitality were highlighted, alongside the wide range of topics covering inclusive employment, digital innovation, and ecological transitions. These experiences were praised for providing inspiration and actionable ideas for implementation in local contexts.

However, several challenges emerged. Tight schedules limited time for reflection and discussion, and language barriers occasionally hindered understanding of presentations. Participants expressed a need for more immersive exposure to operational PES centres, concrete data, and measurable outcomes to evaluate the impact of showcased practices. Presentations on less relevant topics sometimes diluted the focus on practices directly connected to green and digital transitions.

2. Recommendations for future LDDs

Future study visits could benefit from allocating at least 2.5 days per LDD, separate them from transnational project meetings, to allow sufficient time for observation, reflection, and interaction. Structured comparison and reflection among partners should be enhanced through dedicated sessions to discuss the rationale behind ratings, share observations, and elaborate proposals. This would promote mutual understanding and enable a more rigorous assessment of practices' effectiveness.

A recurring recommendation was to deepen the understanding and analysis of best practices. Participants expressed a clear need for more time during study visits to observe, reflect on, and critically assess practices in depth. Single presentations followed by brief Q&A sessions were considered insufficient. Suggested enhancements included the use of concrete case examples, role-play, testimonials, simulations, and greater analytical depth supported by expert involvement. Several participants also noted difficulties in linking observed best practices to follow-up questionnaires and evaluation tools, indicating a need for stronger coherence between learning activities and assessment methods.

Another key recommendation was to narrow the overall focus of the project. Covering too many topics and sub-areas limited the ability to explore issues in depth. Participants suggested focusing on two to four core themes and simplifying the overall scope and methodology. Feedback also emphasized the need to strengthen structure, methodology, and consistency. This included simplifying and better aligning tools such as self-assessments and questionnaires with the actual content of study visits. The Benchlearning methodology should be introduced more clearly and at an earlier stage of the project. Improved alignment between evaluation processes and best practice reporting was also highlighted as a priority.

Participants called for increased space for reflection and group discussion. More time should be allocated for joint reflection, either following each presentation or at the end of each LDD. The current format was perceived as overly presentation-heavy, limiting opportunities for shared learning and collective analysis.

Workload and expectations were also identified as an area for improvement. Several participants felt that the required effort and time commitment had been underestimated. Additionally, participants recommended placing greater emphasis on addressing diversity among PES models. More systematic attention to differences in national and regional structures, stakeholders, and regulatory frameworks would support mutual understanding. A comparative mapping of approaches was suggested as a useful tool.

Finally, participants highlighted the importance of clearly presenting organizational and contextual backgrounds. A stronger introduction at the start of each LDD, explaining local and national contexts, would enhance understanding. Involving more field practitioners with hands-on experience was also recommended to ground discussions in practical realities.

3. Lessons learned across best practices

Analysis of the eight showcased practices highlights four key areas of learning:

Benchlearning area	Lessons learned
Sustainable activation and management of transitions	<ul style="list-style-type: none"> To ensure sustainable activation and effective management of transitions, it is essential to implement robust monitoring and evaluation tools that measure results and allow successful actions to be scaled. Services should be made more accessible and inclusive, particularly in the green and digital sectors, while digital and hybrid tools can enhance communication and extend their reach. Regular training for Public Employment Services (PES) staff on holistic support approaches, green transitions, and data utilization strengthens overall service delivery. Furthermore, close collaboration between PES, educational institutions, and social services fosters integrated support systems that address diverse needs. Sharing success stories and implementing clear, impactful communication strategies not only increase visibility but also inspire replication of best practices across regions.
Relations with employers	<ul style="list-style-type: none"> Dedicated employer units and continuous dialogue between employer-focused teams and jobseeker support services significantly enhance engagement and responsiveness to labour market needs. Implementing diversity and gender strategies helps attract women and underrepresented groups into key sectors, fostering a more inclusive workforce. Data-driven monitoring of job placements, retention rates, and satisfaction provides valuable insights for assessing the effectiveness of interventions and guiding improvements. Close collaboration with chambers of commerce, industry clusters, and training providers ensures alignment between skills development and employer demand. Additionally, promoting ethical and sustainable recruitment practices, supported by transparent data-sharing platforms, strengthens trust and efficiency across all stakeholders in the labour market.
Evidence-based design and implementation of PES services	<ul style="list-style-type: none"> Integrated data systems that connect Public Employment Services (PES), education providers, and social services are essential for effective planning and responsiveness to labour market changes. Robust evaluation frameworks that combine quantitative metrics with qualitative insights enable informed decision-making and continuous improvement. Equipping staff with training in data interpretation and forecasting further strengthens service quality and adaptability. In addition, partnerships with universities and NGOs foster co-design of innovative solutions and help anticipate future labour market needs, ensuring that employment strategies remain relevant and forward-looking.
Management of partnerships and stakeholders	<ul style="list-style-type: none"> Clear partnership structures with well-defined roles and regular follow-up mechanisms are essential to ensure continuity and accountability in collaborative efforts. Effective communication through events, newsletters and consultations strengthens engagement and fosters trust among stakeholders. Providing partner training on PES tools, gender equality, and green transition topics builds capacity and enhances the quality of joint initiatives. Co-design and participatory workshops encourage shared ownership of solutions, making partnerships more impactful and sustainable. Finally, long-term agreements supported by shared funding mechanisms secure the durability of these collaborations and enable consistent progress toward common goals.

6. Conclusions

This practical guide demonstrates the strong added value of transnational cooperation and benchlearning among Public Employment Services in addressing today's labour market challenges. The 32 best practices presented in this guideline illustrate how the eight participating Public Employment Services (PES) across Europe are developing effective and innovative responses to current labour market challenges. Together, they show how PES are strengthening support to jobseekers and employers while improving cooperation within local and regional employment ecosystems.

Across the four benchlearning areas, the practices share common principles: the use of labour market and sectoral intelligence, personalised support to jobseekers, proactive engagement with employers, strong partnerships with local stakeholders, and a clear commitment to inclusion. Recurring approaches include the promotion of digital and green skills, effective matching of labour supply and demand, proven coaching methods, sector-specific training pathways, and the development of networks supporting social inclusion.

A key conclusion is that **successful labour market transitions require integrated, person-centred and ecosystem-based approaches**. The most effective practices combine employment services with training, guidance and social support, involving a wide range of actors such as companies, training providers, social services and NGOs. This integrated logic is particularly relevant for supporting vulnerable groups and ensuring sustainable labour market integration.

The guide also highlights the **evolving role of PES as coordinators of local labour market ecosystems**. Beyond their traditional intermediation role, PES increasingly act as strategic facilitators, anticipating skills needs, supporting employers during transitions, and fostering cooperation across sectors and territories. Employer services, one-stop-shops and sectoral partnerships emerge as key tools in this process.

Another important lesson concerns the value of **evidence-based design and continuous improvement**. Many practices rely on data, monitoring systems and feedback mechanisms to adapt services over time. At the same time, the guide identifies challenges related to impact measurement and data integration, pointing to the need to further strengthen analytical capacities within PES.

From a transversal perspective, the practices confirm that **green and digital transitions must go hand in hand with inclusion and gender equality**. Inclusive service design, targeted support for vulnerable groups, and a balanced combination of digital and face-to-face services are essential to ensure equal access to opportunities and avoid reinforcing existing inequalities.

This guideline supports future activities by enabling learning and adaptation, strengthening staff capacities, supporting strategic planning, and encouraging innovation and knowledge sharing. The impact of this guide can be observed at multiple levels. At **regional level**, it supports better matching between jobseekers and employers, strengthens responses to skills shortages and fosters the development of growing sectors. At **national level**, it can contribute to greater coherence of employment services across territories and encourage cooperation between regions. At **European level**, it reinforces mutual learning between countries, supports mobility, and promotes fair, innovative and inclusive labour markets in line with shared EU priorities.

In conclusion, this practical guide is both a collection of tested practices and a strategic tool for future action. It supports the objectives of WP4 by encouraging transferability, reflection and local adaptation, and by strengthening the capacity of Public Employment Services to respond to green and digital transitions while promoting inclusive and resilient labour markets across Europe.

7. GLOSSARY OF ACRONYMS AND KEY TERMS

ALMP-measures: Active Labour Market Policies (ALMPs) describe measures to help individuals enter the labour market or to prevent already employed individuals from losing their jobs. ALMPs include various measures, from training to job search assistance, subsidies, supported employment opportunities and programmes to support entrepreneurial activities.

ATI project – Anti-Violence Training/Support Initiative (ARTI, Tuscany).

Benchlearning: Benchlearning aims at creating a systematic and integrated link between benchmarking and mutual learning activities. It supports Public Employment Services (PES) to improve their performance by comparing themselves with peer PES and learning from them via qualitative and quantitative assessments of PES performance.

Benchlearning areas: there are 4 Benchlearning areas selected by project partners: 1/Sustainable activation and management of transitions, 2/Relations with employers, 3/Evidence-based design and implementation of PES services and 4/Management of partnerships and stakeholders.

DOMEXs – *Areas of excellence* in France Travail Auvergne-Rhône-Alpes targeting specific sectors (including digital and ecological ones), including specialized guidance and training for jobseekers and companies.

DUE – Direction Unique Employeur (Le Forem) / A specific department dedicated to employers.

ESF – *European Social Fund*, EU funding supporting employment, education, and social inclusion programs.

GOL – Garanzia Occupabilità dei Lavoratori (Italy).

ICT – Information and Communication Technologies; tools and systems used for managing data and supporting services.

IIEFP – Istruzione e Formazione Professionale (Vocational training pathway, Italy).

IPS – *Individual Placement and Support*, a methodology combining employment, health, and social services to support people with complex challenges in accessing and maintaining jobs (Helsinki/ Stockholm).

LAB is a way of working and a place where people from different backgrounds come together to think about complex problems and find new solutions.

LDDs – *Learning Deep Dives*, study visits organized to observe, analyse, and document PES best practices.

NEETs – Young people Not in **Employment**, Education, or Training.

OTLAV – Lifelong Guidance System (*Orientation Tout au Long de la Vie*).

PES - Public Employment Service.

Power BI – A cloud-based business intelligence tool from Microsoft used for reporting, analytics, and visualization of employment and labour market data.

PRW – Plan Régional de Wallonie (Walloon Regional Plan).

SALTA – Madrid Employment Agency's digital platform centralizing user data for guidance, training, and job intermediation.

VET (Vocational Educational and Training) provider refers to an individual or corporate body that administers work placements, apprenticeships, and internships. These providers offer vocational educational programs at further education or higher levels.

WAI – *Work Ability Index*, a tool used by Helsinki Employment Services to assess and monitor individual employability.

WP – Work package. The NET PES project is composed of five WPs: 1. Project Management; 2. Finetuning a Common Definition; 3. Implementing Learning and Benchlearning; 4. Capitalization and Transferability of the Lessons Learned; 5. Communications, Dissemination and Sustainability of the Project.