

A short description of each best practices

1. Sustainable activation and management of transitions

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

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

3. « Coup de boost » (Le Forem) : The goal of Coup de Boost is to accompany, support and remobilize NEETS. The dynamic is inspired by the department dedicated to collective redundancies (Cellules de reconversion) with collective workshops based on interests and personal particularities. “Coup de boost” is composed of three steps: - Mobilization; - Support (the aim at the end of this step is to find a job or start training) - Follow-up.

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

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

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

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

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



2. Relations with employers

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

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

3. Direction unique employeurs (DUE) (Le Forem) : The DUE is a specific direction dedicated to employers. It has more than 200 business advisors who help companies in their development. The specificity is : each company has a dedicated counsellor. This counsellor is specialised in his sector and is the privileged contact of the company. The services offered are: recruiting staff; supporting worker training; hosting trainees; advising on public financial grants for the recruitment of staff.

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

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

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

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

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



3. Evidence-based design and implementation of PES services

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

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

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

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

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

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

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

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



4. Management of partnerships and stakeholders

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

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

3. One stop shop (Le Forem) : As part of the “Walloon Recovery Plan”, this project aims to create local counters to: provide free front-line information ; support the target public, Non registered and long- term unemployed, in the first steps (virtual or physical depending on the person's degree of digital autonomy); if necessary, link up with the relevant specialist services to ensure follow-up (GDPR framing).

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

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

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

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

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

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