

Self-Assessment Tool: France Travail Auvergne-Rhône-Alpes

The self-assessment document is a tool created within the WP2 activity in order to identify strengths and weaknesses, to understand promising areas for improvement and to explore potential actions. The self-assessment is considered as a preparatory step to the implementation of LDDs, but at the same time it will provide new competences and perspectives for the involved staff. Each PES partner conducts a self-assessment on the 4 areas of Benchmarking and on the 5 transversal issues and sends it before the LDD to all partners in order to gain a deeper understanding and analyse all the performance enablers drawn up by partners.

Working areas and performance enablers

1. Sustainable activation and management of transitions

- 1.1 Holistic profiling
- 1.2. Segmented and tailor-made action plan and ALMP-measures to enhance workforce inclusivity and diversity management
- 1.3. Users' accessibility and engagement

2. Relations with employers

- 2.1 Specialized Units for Employer Services
- 2.2 Matching Labour Supply and Demand to Overcome Labour Shortages
- 2.3 Employer Engagement Strategy

3. Evidence-based design and implementation of PES services

- 3.1 Promotion of Local Labour Market Understanding and Knowledge
- 3.2 Monitoring and evaluation systems
- 3.3 Policy design through change and innovation

4. Management of partnerships and stakeholders

- 4.1 Perception of PES and impacts on the users' and stakeholders' engagement
- 4.2 Building Strategic Partnerships
- 4.3 Resource Allocation and Funding



Working area	1. Sustainable activation and management of transitions						
Performance enabler	1.1 Holistic profiling						
Description of the ideal performance	<p>A PES bases the assessment of an individual's employment potential (profiling) on a holistic approach. The profiling is based on information about an individual jobseeker's employment record, work experience and formal qualifications ('hard facts') and on the full spectrum of competences/skills of a jobseeker (skills-based profiling).</p> <p>In order to succeed in the implementation of this approach and to achieve ideal standards of performance, PES should consider the following key elements:</p> <ul style="list-style-type: none"> ▪ PES encourages multi-level cooperation in the public sector (social services, health services, education and training organisations, etc.) in order to take into account the different aspects that contribute to the understanding of the user's profile ▪ In the profiling phase, there are multidisciplinary teams working together within the PES ▪ In the PES there is a system of IT cooperation between different public administrations and other (private) service providers that allows a real-time exchange of information regarding PES users ▪ The PES has developed a personalised, individualised and reinforced psychological support system with the assistance of specialised advisers to end-users (promoting specific training for operators to acquire these skills) 						
Score	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	
Description Holistic profiling at France Travail is based on a global and individualised approach to understand the specific needs of job seekers and aims to offer personalised support to job seekers by taking into account his level of qualification, his employment situation, his aspirations, and, where applicable, the particular difficulties he encounters, particularly in terms of health, housing, mobility and childcare or relating to their caregiver situation. Here is how it works: 1. The job seeker registers online: www.francetravail.fr / 2. An initial face-to-face interview will take place with an FT advisor in order to collect detailed information on the job seekers' career path, skills, qualifications, aspirations, constraints and personal situations, as well as their needs and expectations in order to define clear objectives. Digital tools and software can be used to analyse the data collected. These tools help identify transferable skills, training opportunities and potential employment sectors/ 3. A personalised action plan: Based on these assessments, a personalised action plan is developed. It may include training, workshops, connections with employers, and							



other support services tailored to the person's specific needs / 4. **Workshops led by France Travail or by service providers: job seekers take part in group or individual workshops** 5. **(Personalised) monitoring and adjustments:** The advisor provides regular monitoring to assess progress, resolve any obstacles and adjust the action plan based on changing needs and opportunities / 6. **Feedback: at the end of a program, a service, a workshop, a training course, an interview is carried out between the referent advisor and the job seeker/** 7. When developing or updating the job seeker's professional project for a return to work, the job seeker and the advisor define the criteria for the job he is looking for and determine the "reasonable job offer". The reasonable job offer is determined based on: his education/training, qualifications, professional knowledge and skills, his personal and family situation, the situation of the local job market, the nature and characteristics of the job he is looking for (permanent contract, fixed-term contract, full-time or part-time, etc.), the geographical area of the job search, and the expected salary.

At France Travail, there are **advisors for job seekers, advisors for employers, compensation advisors** (who calculate unemployment benefits and explain the rules), **work psychologists** (who help job seekers overcome personal or professional difficulties that may hinder their return to work), and **advisors for people with disabilities** (who work to adapt job offers and work environments to their needs, inform them about specific measures, and collaborate with businesses to promote inclusion. They also ensure the recognition of disabled worker status and access to available financial aid).

Collaboration between different types of advisors is important to provide personalised support to each job seeker. Shared IT tools and databases ensure that each advisor has access to the necessary information.

Since December 2023, the law for "full employment"* has been validated by the Constitutional Council. It defines **the framework of France Travail, the new public employment service operator**, which replaced Pôle emploi on January 1, 2024, with expanded missions and enhanced support for job seekers and businesses. **France Travail has become an operator dedicated to the cooperation of various employment actors, responsible for organising the conditions of their collaboration.**

The law provides for the creation of an **Employment Network (RPE- Réseau Pour l'Emploi)*** to meet the needs of both job seekers and employers. It involves the coordination of missions related to reception, orientation, support, training, and integration, managed by: **France Travail operator, which retains all its missions; Local Missions*, which remain the primary contacts for young job seekers; Cap emploi* network, which serves as the main contact for workers with disabilities; Various public services managed by the State or local authorities (regions, departments, municipalities)** that can meet the needs of job seekers and employers. **This Employment Network will be equipped with a common information system accessible to all involved actors, ensuring the protection of personal data.**

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

*la loi pour "le plein emploi" - the law for "full employment: <https://travail-emploi.gouv.fr/emploi-et-insertion/france-travail/> + <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000048581935>

*Réseau Pour l'Emploi : <https://travail-emploi.gouv.fr/france-travail>

*Missions Locales : <https://www.missions-locales.org/>

*Cap emploi : <https://www.capemploi.info/>

Critical Issues



Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

In a context of great diversity of actors, practices, offers, and tools, the risks of disruption in the employment pathway and distance from employment remain too high:

- **Multiple entry points (channels, institutions) and access modalities (registration and benefit applications), largely dominated by the use of online procedures:** The diversity of channels and institutions for registration and benefit applications can create confusion and complexity for users; The dominant use of online procedures for registration and benefit applications can exclude people who have difficulties with digital tools; Although support options exist (civic services, partners, telephone), they may not be sufficient for all users, especially those with specific needs.
- **Tedious registration and benefit application procedures, which are not interconnected and whose data is sometimes little used in subsequent support:** Online procedures for registration with France Travail or applications for the Active Solidarity Income-RSA can be perceived as long and complicated, especially for people who are not comfortable with digital tools; The need to provide numerous administrative documents can be seen as a constraint; Information already provided in previous procedures is not pre-filled, which wastes time and gives the impression of a lack of communication between administrations; The information collected is mainly administrative, with few socio-professional data collected.

Areas for improvement

Multi-level cooperation could be more integrated with information coming from education system

Efforts should be made to generalise the approaches to reach out to the public by systematically organising connections with local actors (associations fighting exclusion, sports clubs, neighbourhood associations, prevention clubs, municipal social action centers, etc.) and preventing disruptions through a proactive approach:

1/ Identify all individuals who could benefit from employment support and offer them support services:

- **Deploy and amplify outreach projects to ensure no one is left behind** (Implement a shared action plan for “100% identification” of individuals who could be supported towards employment in each employment area; Amplify “outreach” events by the France Travail network; Expand digital outreach to identify “invisible” youth through social media, especially targeting those who have dropped out of education and employment, building on successful initial experiences, etc.);
- **Reach out to young people to prevent severe exclusion and facilitate their integration into professional life** (Facilitate the intervention of youth integration actors with students at risk of dropping out without compromising their school status; Ensure better social and professional integration for young people leaving child welfare services; Offer tailored support to young people in their final year of vocational high school or at the end of their university studies to help them find their first job);
- **Prevent disruptions in career paths by supporting transitions and starting support as early as possible** (Facilitate access to France Travail services for all individuals at the end of their contracts who are likely to enter a job search (dismissal, mutual termination, long-term non-renewed fixed-term contracts) without waiting for the end of a potential notice period; Simplify access to RSA (Active Solidarity Income) for individuals at the end of their entitlement by automating information flows from France Travail to the CAF (Family allowance funds); Improve information for newly arrived foreigners to promote their rapid integration into the labour market and systematically register them with France Travail in collaboration with the French Office for Immigration and Integration; Anticipate the release of individuals under judicial supervision and better support their reintegration by generalising and strengthening contact points between the penitentiary administration and France Travail and reinforcing the partnership with IAE (integration through economic activity) in detention).



To ensure no one is left without a solution and to provide support as early as possible with solutions tailored to their needs and abilities, it is necessary to streamline and simplify the processes of registration, orientation, and assessment for individuals:

2/ implement facilitated registration, quick entry into the program, and a shared assessment as the first step of support:

- **Enable systematic, facilitated and accelerated registration with France Travail** (examples: Facilitate registration with France Travail by allowing everyone to register via a shared digital portal and a network of nearby physical offices; Develop more attractive France Travail spaces, “less than 5 km from home,” to better welcome and support users and companies in their future projects; Simplify registration with France Travail by automatically pre-filling user information according to the “Tell us once” principle; Improve knowledge of the individual by conducting an initial assessment of their situation during the registration phase; Link the Active Solidarity Income application to registration with France Travail)

- **Implement quick orientation from the registration phase at France Travail** (Ensure quick program entry with possible orientation from the registration phase based on a shared framework; Facilitate and speed up access to the first appointment by implementing an online appointment scheduling tool with reminders)

- **Implement a diagnosis covering both professional and social aspects in a harmonised manner: the socio-professional diagnosis** (Implement a multimodal and adaptable France Travail assessment based on a common framework and a shared tool; Make the assessment and the signing of a commitment contract the first acts of support to avoid repetition and to mobilise – as much as possible – the support person and the supported individual in a pathway from the first appointment). It is not exclusive to France Travail but to the entire Network for Employment (Departmental Councils, Local Missions, Cap emploi).

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. **Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
x	x	x	X

Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

We consider that holistic profiling involves all four steps of the PDCA cycle. Example:



Plan: (The job seeker registers on the www.francetravail.fr website): During the first interview, an advisor meets with the job seeker to collect detailed information about their professional background, skills, qualifications, aspirations, constraints, and personal situation. Digital tools and software are used to analyse this data and identify transferable skills, training opportunities, and potential employment sectors. Based on the collected information, clear objectives are set for the job seeker.

Do: A personalised action plan is developed, including training, workshops, networking with employers, and other support services tailored to the individual's specific needs..

Check: The advisor conducts regular follow-ups to assess the job seeker's progress, take in consideration any obstacles, and adjust the action plan according to evolving needs and opportunities. At the end of a program, service, workshop, or training, an interview between the advisor and the job seeker is planned.

Act: Based on feedback, adjustments are made to the action plan to better meet the job seekers' needs. France Travail collaborates with various partners, such as training centers, associations, and employers, to provide additional resources and opportunities for job seekers.

Performance enabler	1.2. Segmented and tailor-made action plan and ALMP-measures to enhance workforce inclusivity and diversity management						
Description of the ideal performance	<p>The PES designs effective employment policies through the knowledge about the different specificities of the various groups to which the policies want to impact, with a particular focus to the most vulnerable ones.</p> <p>In order to succeed in the implementation of this approach and to achieve ideal standards of performance, PES should consider the following key elements:</p> <ul style="list-style-type: none"> ▪ The PES groups job seekers according to their likely level of need based on the holistic profiling <ul style="list-style-type: none"> ▪ in-depth knowledge of different needs ▪ taking into consideration the intersectional aspects of vulnerable job seekers ▪ PES builds and implements individual Action Plans on the results of holistic profiling <ul style="list-style-type: none"> ▪ adapting active labour market measures to the needs of jobseekers, especially vulnerable groups ▪ PES employs training and qualification measures for jobseekers (especially in transition-related sectors) <ul style="list-style-type: none"> ▪ There is a collaboration of PES with vocational education/training providers ▪ There is a collaboration between PES and companies on training issues ▪ PES has the capacity to identify specific sectors facing shortages and understand evolving skills needs in the labour market ▪ There are fast and agile training solutions for applicants who only need specific and sectoral skills ▪ PES assesses the efficiency of active labour market policies <ul style="list-style-type: none"> ▪ Periodic evaluations ▪ User opinions and concerns are collected ▪ PES trains internal staff for guidance on issues related to the green and digital transitions 						
Score	<p>Fill-in-the-blanks</p> <p>Level of evidence</p>	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas



The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	
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Description
Provide more details on the current PES performance on that topic including some evidence
<p>France Travail is a public institution with a tripartite governance structure (State-France Travail-Unédic*). The tripartite agreement sets the strategic directions for France Travail for the period 2024-2027, as well as the associated performance indicators and the financial resources needed to achieve them and carry out its transformation. France Travail implements all actions related to its mission as assigned by the State, local authorities, and Unédic. Regarding active labour market policies in France, France Travail implements several measures and programs to promote employment and professional integration and reduce unemployment:</p> <p>1. Personalised Supports: Currently, at France Travail, there are four main types of support to ensure a more personalised service offering, based on the needs of the job seeker: New Follow-up support: For job seekers who are closest to the labour market and most autonomous in their job search; Guided support: For job seekers whose profiles are fairly well-suited to the labour market but who need regular support; Reinforced support: For job seekers who are further from the labour market and need strong support from their advisor, Global support: This is personalised and intensive support provided by a dedicated France Travail advisor and a social worker from the Departmental Council. Additionally, other specific types of support are developed by France Travail: Long-term job seeker support; Senior support; Support for job seekers with disabilities; Support for individuals following economic layoffs within a Professional Security Contract; Support for job seekers wishing to work abroad (by EURES advisors); Support for intermittent workers; Support for entrepreneurs; Support for individuals under judicial supervision; Support for former executives; Support for migrants/new arrivals. Since the Full Employment Law, the entry keys are no longer public but rather need-based.</p> <p>Starting January 1, 2025, a new process for registration, orientation, and support for job seekers will be implemented.</p> <p>2. Professional Training: Continuing education programs are offered to improve the skills of job seekers and employees: a) State Programs: The Personal Training Account (CPF- Compte personnel de formation), the Professional Transition Project (PTP- Projet de Transition Professionnelle); b) France Travail Programs: AFC (Action de Formation Conventionnée - Conventional Training Action): Collective training purchases funded by the Regional Directorate of France Travail - Catalog; AIF (Aide Individuelle à la Formation -Individual Training Aid): Training purchases by France Travail for individuals; FOAD (formations ouvertes à distance - Open Distance Learning). Alongside Regional Councils, we are among the main funders of training for job seekers. Training organisations must have the QUALIOPI quality certification. France Travail works closely with training organisations as well as other local ecosystem actors to enhance the employability of job seekers and meet the skills needs of companies.</p> <p>3. Financial Aid: See section 1.3 - Mobility aid (accessibility for job seekers).</p> <p>4. Hiring Aid: See section 2.2.</p>



5. Government Initiatives: For example, for young people with the Youth Engagement Contract or the experimentation of new support modalities for beneficiaries of RSA (Active Solidarity Income), etc.

6. Partnerships with Companies: France Travail collaborates with companies to identify and offer job opportunities directly to job seekers (part developed in other sections of the document).

To better understand and apply Active Labour Market Policies, SPE staff are regularly trained, starting with a specific training program for job seekers and employers advisors. See more information in section 1.3 on the accessibility for SPE staff .

Best Practice: The POC Bifurcators (POC- Proof of Concept - Pilot Project): “Bifurcators” are individuals who make a significant change in their professional or personal life due to ecological, social, or ethical motivations. In response to the climate emergency, France Travail, in partnership with local ecosystem actors, aimed to co-create, prototype, and test a support pathway for candidates wishing to redirect towards a regenerative economy, either as employees or entrepreneurs, by involving France Travail collaborators and in connection with companies moving towards the transition. **The objectives** of this experiment are: 1. To facilitate and accelerate the ecological conversion projects of job seekers & 2. To be attentive to the emerging needs of companies in ecological redirection. The content of the POC includes internal support attentive to the emerging needs of candidates, companies, and collaborators around **three axes**: 1. Creating an internal service aimed at detecting individuals wishing to pivot: project emergence or initiation; 2. Creating a support pathway for employment or business creation that respects the habitability of the earth, relying on the existing ecosystem and leading on these topics; 3. Creating solutions that meet the needs of companies moving towards a regenerative economy.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

***Unédic** :The four missions of Unédic are: to inform and enlighten social partners and the French public; to prescribe and secure the rules; to guarantee funding; and to support the implementation of unemployment insurance: <https://www.unedic.org/>

**In addition, France Travail remains at the service of public policies. Examples of priority reforms: 1. Strengthen support for beneficiaries of the Active Solidarity Income towards employment; 2. Deploy the “emplois francs - subsidised jobs” or “subsidised employment.” This term refers to a program that provides financial incentives to employers for hiring job seekers from certain priority neighbourhoods”; 3. Ensure the opening of unemployment insurance for self-employed and resigned workers; 4. Develop apprenticeships; 5. Deploy the skills investment program; 6. Guarantee support for young people without employment or training (NEETS); 7. Deploy the personal training account; 8. Deploy the right to make mistakes in the administration; 9. Ensure transparency of the results of public services; 10. Deploy a France Services offer in all territories

* **QUALIOPI**: Since April 1, 2022, a training organisation that does not hold the Qualiopi quality certification can no longer benefit from public funding. This certification aims to attest to the quality of the process implemented by providers of skills development actions, whether it be: training actions; skills assessments; actions to validate acquired experience; or apprenticeship training actions. The Qualiopi quality certification is a state mark. It is issued by type of action, by a certifying body accredited by Cofrac or by a labelling body. For more information, visit [le site travail-emploi.gouv.fr](https://site.travail-emploi.gouv.fr).

* beneficiaries of the Active Solidarity Income experimentation:

<https://solidarites.gouv.fr/rsa-extension-de-l experimentation-47-departements#:~:text=Dans%20le%20cadre%20de%20I,%C3%A0%20partir%20de%20mars%202024.>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

1. Supports:

-structured support that requires more intensification.

- **A multiplicity of support actors** that raises questions about clarity and effectiveness: Integration pathways are often segmented and compartmentalised by type of public rather than by nature of needs, complicating transitions and increasing the risk of disruptions for users. Work has been done with public employment and integration service consortia to break down service silos, but further efforts are needed. Consequently, the service offer is not very clear for Difficult To Employ people, and professionals rarely prescribe services outside their organisation.

- **Re-examined follow-up and support methods:** Various employment support actors, such as France Travail, Cap emploi, local missions, APEC (Association pour l'emploi des cadres- Association for the employment of former executives), associations, and local authorities, offer specific support modalities to their publics, with varying levels of intensity, frequency, and regularity of contact. Since 2013, France Travail, formerly Pôle emploi, has used a model based on job search autonomy and the alignment of job seekers' profiles with the local labour market. However, this model shows its limitations and may not meet the needs of all those far from employment.

2. Training: Training is a major lever to promote the return to employment for unemployed people, especially those furthest from employment. Significant progress has been made with nearly doubling the training of job seekers due to strong joint investment by the State and regions, particularly within the framework of the Skills Investment Plan, as well as the development of the Personal Training Account.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

France Travail will gradually harmonise practices among professionals by co-constructing with all stakeholders a set of commitments and common services for all people in need of employment. For example: having a dedicated and accessible contact person, receiving responses within a maximum timeframe, benefiting from a personal digital tracking space, being welcomed unconditionally, receiving socio-professional support, participating in enhanced company immersions and experiences, etc.

1/ Supports

- **Ensure support tailored to the situation of individuals, with more intensive support, thus accelerating the return to employment for the greatest number:**

- o **Intensive and autonomous pathways:** Intensive pathways (Offer 15-20 hour programs for people far from employment, especially beneficiaries of the Active Solidarity Income); Autonomous pathways (Enhance pathways for people close to employment with digital services); Structuring solutions (Increase offers of subsidised contracts, training, and other schemes like adapted civic service); Delegated support (Use programs as "100% inclusion", etc); Simplification of prescriptions (Expand the prescription capacities of services for people far from employment).
- o **Strengthening the employment target:** Company experiences (Intensify connections and experiences in companies within support pathways); Subscription to offers (Systematize subscription to job and training offers for those registered with France Travail); Private operators (Strengthen the use of private operators in specific segments).
- o **Continuity and security of transitions:** Single point of contact (Systematise a single point of contact for support and establish a France Travail facilitator); Regular reviews (Define regular milestones to facilitate transitions); Active mediation (Develop mediation to reduce contract terminations); Transitions to other rights (Secure transitions to other social rights such as disability and retirement).
- o **Simplification and collaboration:** Shared file (Implement a shared file among professionals to monitor the progress of pathways); Online space (Create an online space for beneficiaries to track their progress); Common portal (Develop an integrated portal for access to all services of the France Travail network).

- **A unique reciprocal engagement contract for all supported individuals and a harmonised framework of rights and duties, simpler, fairer, and more progressive:** a unique reciprocal engagement contract to establish a common base of rights and duties for all those registered with France Travail, with specificities based on orientation



and individualised obligations according to the person's needs; and a systematic, clear and understandable information points on rights and duties throughout the pathway.

2/ Training : Proposal: More targeted access to training for those furthest from employment, with training purchases more directly dictated by employers' needs and the creation of digital commons to make everything accessible and manageable. The skills assessment at the start of the pathway could also be strengthened to detect needs in key skills and to combat illiteracy and digital illiteracy, and to respond by deploying an accessible, available, and adapted offer across the entire territory. To promote accessibility to training, a unified training catalogue will be implemented. **The Ouiform tool** should be generalised, and its ergonomics and adoption improved to open up prescription possibilities by advisors from all France Travail partners. In the interest of both efficiency and simplification for individuals' pathways, the mobilisation of the France Travail network **will rely on and contribute to all government schemes and plans aimed at facilitating or impacting the return to employment of individuals or addressing the recruitment challenges of companies, professional sectors or territories.**

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. **Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT
Planning is based on the organisations' / clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
x	x	x	x

Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

We consider that the "segmented action plan and PAMT measures" go through all four steps of the PDCA cycle. Example:

Plan: France Travail offers four types of support (new follow-up, guided, reinforced and global) based on the needs of job seekers. Specific support is also developed for particular groups (long-term job seekers, seniors, people with disabilities, etc.). Starting in January 2025, a new process for registration, orientation, and support will be implemented. Various continuing education programs are offered to improve the skills of job seekers and employees. France Travail provides mobility and hiring aids to facilitate access to employment.



Do: France Travail advisors implement the different types of support based on the needs of job seekers. Training programs are deployed to improve the skills of job seekers and employees. Financial and hiring aids are distributed to eligible job seekers. The measures of the “1 young people, 1 solution” plan are also implemented. Partnerships with companies are activated to offer job opportunities.

Check: Advisors conduct regular follow-ups with job seekers to assess progress and adjust action plans. Training programs are evaluated to measure their effectiveness and impact on participants’ employability. Financial and hiring aids are monitored to ensure they reach the intended beneficiaries. The measures of the “1 young people, 1 solution” plan are tracked to evaluate their impact. Collaborations with companies are assessed to measure their effectiveness.

Act: Based on evaluations, support modalities are adjusted to better meet the needs of job seekers. Training programs are improved based on feedback and evaluations. Financial and hiring aids are optimised to maximise their impact. Partnerships with companies are renewed and expanded to offer more opportunities to job seekers.

Performance enabler	1.3. Users’ accessibility and engagement						
Description of the ideal performance	<p>The PES combines channels, tools and strategies to encourage accessibility, commitment, motivation and engagement of the job seekers, such as the following ones:</p> <ul style="list-style-type: none"> Combination of different channels of service provision (online, face-to-face, telephone, etc.) <ul style="list-style-type: none"> Digital literacy programmes for users and staff Procedures for monitoring and evaluating the usability, effectiveness, and efficiency of different channels User Support/Help Systems Preserves physical local agencies and meet face-to-face with job seekers Development of strategies to encourage the commitment, motivation and proactivity of job seekers in their efforts to find work and/or improve their employability. These strategies feature: <ul style="list-style-type: none"> Early intervention of PES as soon as situations of unemployment occur and constant contact between the jobseekers and the counsellor Regular reporting and monitoring of work availability and job-search actions Direct referrals of unemployed jobseekers to vacant jobs and/or ALMP to prevent loss of motivation, skills and employability as a result of the increased duration of unemployment Establishment of individual action plans according to a tailor-made approach PES facilitation of the mobility of jobseekers (e.g. to go to training, job interviews, etc.) 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas



The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>Digital accessibility is provided for by law and is a Social and Environmental Responsibility commitment of France Travail. Universal e-inclusion guarantees all our users equal access to information and the job market. It allows us to fight against discrimination and social exclusion that can be caused by the digital divide. Our multi-year plan involves all professions. There are several training courses and tools: emploi-store; sphere emploi; pix-emploi; etc.</p> <p>When we talk about accessibility, we must talk about:</p> <p>1/ Accessibility for Job Seekers: France Travail ensures easy access to its services through three channels: a) Our network includes more than 890 local agencies (104 in our region) across the country, allowing physical meetings with our advisors: registration, rights calculation, support interviews, job search assistance workshops. b) Our telephone platform 3949 for assistance with online registration, scheduling an interview with an advisor, informing us of a change in situation, or filing a complaint. c) Our website francetravail.fr: for CV submission, pre-registration, management of compensation files, access to legal and regulatory information. d) Video conferencing is also a contact method that allows remote exchanges with job seekers, recruiters, and partners. To enable a video interview, the job seeker must first select the “videoconference” contact preference from their personal space. Depending on needs, telephone or physical interviews can also be offered.</p> <p>To facilitate access to training or ease the return to employment, there are several mobility aids. The Mobility Aid is a financial assistance provided by France Travail. It covers all or part of accommodation, meal and travel expenses incurred during training or during job searches, recruitment interviews, job resumption, or participation in a public competition. Other aids include: Childcare Assistance in the event of returning to work or entering training; Assistance for entering training far from home; France Travail’s assistance in obtaining a driving licence (permit B).</p> <p>2/ Accessibility for Companies: a) Companies can visit one of the France Travail agencies where nearly 800 companies advisors are available to assist them. b) Telephone platform for companies: 3995 for information on how to post a job offer, advice on hiring assistance programs, managing an employer account, administrative questions, etc. c) Companies can have an employer account on francetravail.fr: this space allows access to all of France Travail’s online recruitment services. Employers can thus be more autonomous in their candidate search. (Monday to Saturday)</p> <p>3/ Accessibility for SPE staff: Since 2023, France Travail has implemented an agreement regarding the training of France Travail agents, signed between the trade unions and the Ministry of Labour and Employment to strengthen the collective commitment to make skills development a more personalised response to transformation and performance challenges, as well as to the professional development aspirations of the agents. SPE agents have the option to choose several types of training from the internal catalogue (5 days per year) as well as from our e-learning platform (e-university, created during COVID-19), where agents are entitled to choose up to 15 hours per year (including training modules related to digital transition and green transition). Without forgetting, of course, accessibility to all internal tools (intranet, tools for job seekers, tools for companies) and newsletters to stay informed (national or regional).*</p>							



Resources
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described
<p>* francetravail.fr : the first job website in France</p> <p>* emploi-store: a web platform of services around employment, orientation, training;</p> <p>* sphere emploi: (employment sphere) : a collaborative platform dedicated to employment that allows the exchange of good practices between job seekers, access to information on the job market, the creation of a professional network;</p> <p>* pix-emploi : a device that allows you to measure the level of digital skills, conduct surveys while browsing the web, stimulate the use of video tools, etc.</p> <p>* Some examples of training: "Developing digital skills"; "Digital culture"; "Promoting green economy professions and sectors"; "Combining energy sobriety and economic responsibility"; "Raising awareness of Social and Environmental Responsibility", etc.)</p>
Critical Issues
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage
<p>1/ Issues for Job Seekers: Some people have limited or no access to the internet, which makes it difficult to use France Travail's online services. Job seekers may lack the digital skills needed to navigate the France Travail website or use its mobile applications. Job seekers living in rural or remote areas may have difficulty physically accessing France Travail agencies. People who are not proficient in French may find it difficult to access France Travail services or understand the available information.</p> <p>2/ Issues for Companies: There is a need to redesign the employer account on the France Travail platform to personalise online paths and highlight job offers and companies. The ergonomics of online services have been questioned: closed job titles, unsuitable specific sections, predefined expressions for qualitative search filtering, etc. There is a lack of visibility on the services and aids available online: There are more than 35 national aids for training and hiring, not counting local aids. Companies are sometimes required to consult several platforms to mobilise them. In recent years, there has been a proliferation of job boards, sometimes without interoperability, and public sites. Different job references between actors can sometimes confuse companies trying to describe a specific job in a job offer and make collaboration between partners on job offers more difficult.</p> <p>3/ Issues for SPE staff: Employment and integration advisors, advisors dedicated to companies, social workers, educators, as well as management and executive support functions in the sector are often penalised by the administrative burden, reporting load and coordination times. This often takes up a good part of their time and energy, to the detriment of their mission for users and their working conditions. This affects their well-being at work and the attractiveness of the professions.</p>
Areas for improvement
Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance
<p>1/ To improve accessibility for Job Seekers: Enhancing Information: Continue using various channels (agencies, telephone, website, video) to inform job seekers about available services and benefits ; Visibility and Accessibility of Services: Ensure that the service offers are visible and accessible, in collaboration with the State, local</p>



authorities, and relevant stakeholders ; **Accessibility of Training:** Make training accessible to all job seekers regardless of their status and reduce financial barriers to entering training ; **Innovative Training:** Develop innovative training programs and methods to overcome mobility barriers and other obstacles to enter into training ; **Simplifying Access to Information:** Create a unified catalogue of training offers to provide reliable and relevant information to users.

1 & 2 / For Job Seekers and Companies: Develop more attractive France Travail spaces less than 5 km from home to better welcome and support users and companies in their future projects. This involves evolving physical spaces in their practice and identity to make France Travail's offer more visible and embody the change in public service as a true facilitator of their support. Specifically, these France Travail spaces will become professional living spaces for all by diversifying the on-site service offers in spaces that can accommodate them, including: **Company Reception Areas:** Create dedicated spaces for job offers and meetings between job seekers and companies ; **Shared Spaces for Companies and Partners:** Dedicated to organising job fairs and events, in a third-place logic, allowing collaboration between recruiters, operators, and France Travail partners ; **Co-working Spaces:** Set up shared spaces for France Travail users, including modules for training, collective workshops, associative permanences, and temporary childcare ; **Incubation Spaces:** Dedicated to job seekers in the process of starting a business ; **Training and Collective Workshop Spaces:** Equip spaces for training and collective workshops in each agency.

France Travail will also rely on third places bringing together network partners to facilitate joint reception of the public, coordination of services offered by each, whether for users (support, training, etc.) or companies, and the use of spaces to organise events.

2/ To improve accessibility for companies: Optimise digital interfaces for companies with a personalised, seamless online service offering that is clearer on aids/programs and enhances job offers and employer branding ; **Allow companies to publish their recruitment needs "once for all"** by better aggregating job postings across various public and private job boards and improving the interoperability of the France Travail digital platform with all partners (public employment service, private sites, local authorities, etc.).

3/ To improve accessibility for SPE collaborators and facilitate cooperation with other local ecosystem actors, improve skills, and share practices, France Travail is launching the France Travail Academy, both physical and digital, starting in September 2024 (for SPE agents and their partners). It allows the pooling of existing pedagogical resources for support, training, and assistance within the networks, benefiting the largest number of professionals. It will promote exchanges and mutual aid among professionals, as well as the sharing of practices, expertise, and experiences. To simplify access, a new digital platform will be made available from September, complementing the existing internal offer for SPE staff..

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. **Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis



x	x	x	x
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
<p>We consider that “users’s accessibility and engagements” go through all four stages of the PDCA cycle. Example:</p> <p>Plan: Accessibility for Job Seekers: France Travail plans accessibility to its services through multiple channels ; Mobility Aids: France Travail provides financial assistance to cover travel, accommodation, and meal expenses related to training, job search, recruitment interviews, returning to job and participation in public competitions ; Accessibility for Companies: France Travail plans accessibility for companies through agencies with dedicated advisors, a telephone platform (3995) and an employer account on the website ; Accessibility for SPE Personnel: France Travail plans continuous training for its agents, offering training through an internal catalogue and an e-learning platform.</p> <p>Do: Implementation of Services for Job Seekers: Services are implemented through agencies, the telephone platform, the website, and video interviews ; Distribution of Mobility Aids: Financial aids are distributed to eligible job seekers to facilitate their access to training and employment ; Services for Companies: Companies can access services through agencies, the telephone platform, and the online employer account; Training for SPE Personnel: Agents follow training through the internal catalogue and the e-learning platform to develop their skills.</p> <p>Check: France Travail checks the effectiveness of access channels and adjusts based on user feedback. Aids are evaluated to ensure they meet the needs of job seekers and facilitate their access to training and employment. Services for companies are evaluated to measure their effectiveness and impact. Training programs are evaluated to measure their impact on the skill development of agents.</p> <p>Act: Based on evaluations, services for job seekers are adjusted to improve accessibility and effectiveness. Supports are optimised to better meet the needs of job seekers. Services are improved based on feedback from companies. Training programs for SPE staff are adjusted and improved to better meet the professional development needs of agents.</p>			

Working area	2. Relations with employers
Performance enabler	2.1 Specialized Units for Employer Services
Description of the ideal performance	<p>To manage relations with employers, the PES establishes specialised units (department or team). For this reason, it is necessary that the PES foresees:</p> <ul style="list-style-type: none"> The staff of these units is made up of a multi-level team of counsellors, advisors and other professionals with a strong set of competencies and skills: <ul style="list-style-type: none"> Profound knowledge of the regional/local labour market’s composition and dynamics, within the broader framework of the transformations and challenges that national and international labour markets are constantly facing, especially within the Twin transition; Skill forecasting and knowledge of emerging professional profiles which can be relevant at local/regional level, to boost innovation drivers within companies; Proactivity and customer-oriented approach, in order to identifying and implementing tailor-made solutions to support employers effectively;



		<ul style="list-style-type: none"> - Mediation and facilitation skills; - Ability of working in team, with a collaborative attitude; - Communication and marketing skills, especially to support companies in enhancing the attractiveness job offers; - Constant update on regulations/laws that can be relevant for employer customers, especially in terms of hiring incentives, subsidies and ALMPs. may be relevant to employer clients, especially in terms of hiring incentives, subsidies, and active labour market policies ▪ Ongoing training to acquire and improve their strategic skills and knowledge supported by a wide range of ICT tools and methodologies, including mentoring and coaching programmes ▪ Specialised units dealing with companies/employers and those dealing with unemployed people and jobseekers 					
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>France Travail has 6,062 advisors (including 789 advisors in ARA) specialised in supporting employers. They are responsible for guiding them through the range of solutions offered by France Travail and advising them by sharing diagnostics based on an in-depth knowledge of local employment areas. These advisors develop expertise in the local labour market and are trusted contacts for companies. They offer: Expert advice to accurately calibrate a recruitment need ; Quality sourcing and pre-selection: These specialised advisors work closely with France Travail advisors who support job seekers ; Assistance in choosing a program: Pre-employment qualification, more in-depth training, an apprenticeship contract, financial aid, etc. ; A range of complementary services: Job analysis, recruitment by simulation, support for job interviews, and possibly follow-up in employment ; Mobilisation of training actions to adapt the candidate's skills to the company's needs ; Or simply posting the job offer on the portal.</p> <p>1/ Free Access Tools: Thanks to their dedicated account on francetravail.fr, employers can directly manage their recruitment needs: post their job offers, present their activities, and contact job seekers matching their profiles. To autonomously publish their job offers, get guidance in writing job offers, and access the largest profile database in France, employers have access to francetravail.fr and the mobile app: "je recrute."</p> <p>2/ Personalised Support: France Travail offers tailored support services to employers facing difficulties in recruiting or defining their needs. These services are particularly suited to small companies or those in niche sectors. France Travail advisors can conduct job analysis, provide support for job interviews, pre-select candidates, and carry out actions to adapt job seekers to the proposed positions.</p>							



3/ Recruitment Solutions: Professional immersion, the Simulation Recruitment Method (MRS), hiring or training assistance programs, with possible France Travail funding. We offer tailored services, and we can provide an example of an action: “Action Recruit Interview,” which is a key moment in the relationship with recruiters. For any job offer not filled 30 days after its publication, this involves: systematically conducting an in-depth interview with the recruiter; developing a detailed and shared diagnosis of the recruitment difficulty risk and jointly deciding on an appropriate solution and a completion deadline. An example of a personalised service: interview assistance. France Travail provides recruiters with interview support co-constructed between the advisor and the employer. The goal is to make the recruiter autonomous in conducting their job interviews and selecting the new hire in compliance with regulations.

4/ Events: to facilitate meetings between employers and job seekers and to promote the professions that are recruiting, they can organise events (all events are visible on the online platform “My job events- Mes événements emploi”) and online recruitment fairs (with the “Online fair-Salon en ligne” too*I).

The advisors for companies have access to a range of training programs, available online or in-person, to refine their skills: “Succeeding in Employer Interviews,” “Job Analysis,” “Negotiating with Employers Facing Recruitment Challenges,” “Acting on Key Drivers of Employer Satisfaction,” etc.

Resources

Include links, regulations, decrees, or other “sources” that can help verify and delve into the details of the actions described

* salon en ligne : <https://salonenligne.francetravail.fr/candidat/>

examples of thematic weeks: Re'start, business creation and takeover week, Pharmaceutical industry week, Digital careers week, European Disability Week, etc.)

* [Site France Travail entreprise, besoin en recrutement](#) (France Travail company website, recruitment needs)

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

- The number of public and private actors capable of supporting companies in their recruitment projects is very large, and there is a myriad of aids, tools, and support mechanisms. However, companies, especially small and medium-sized enterprises (SMEs), report that they struggle to navigate these resources, and recruitment remains one of the main obstacles to their development today. They demand simplicity, clarity, and efficiency of services.

- France Travail is currently using a reinforced prospecting strategy, coordinated with its partners.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

- To achieve this, France Travail will provide a platform of personalised and interoperable digital services among all actors in the France Travail network, including skills operators, consular chambers, local authority services, private placement operators, etc. This will allow, at a minimum, the posting of job offers “once for all,” the pooling of service offers, and access to the “profile bank” to better target job offers to potential candidates.



- Develop outreach to companies and ensure more regular contact with VSEs/SMEs: develop prospecting with better-trained advisors, effective management and support from partners; set up Business Task Forces in each employment area to coordinate prospecting; ensure a proactive and high-quality service to employers with the deployment of a Business CRM.
- Speed up connections between candidates and employers.
- Enhance the support pathway and strengthen HR support and companies' engagement: improve the diagnosis of the company's needs to personalise advice and offer the right service; implement follow-up in employment to improve integration and retention in the company; strengthen HR support for companies.
- Optimise access to online services for companies and improve self-service pathways: enhance the company interface with a unique employer account and streamline the recruitment process.
- Strengthen and coordinate the sectoral and "big companies" approach in the territories: develop the sectoral approach with partners and raise awareness among communities of advisors in strategic sectors; strengthen the "big companies" approach with strategic companies in a territory and multi-establishment companies.
- Implement the new Pro brand: France Travail Pro – become the HR partner of all companies with proactive, more accessible and personalised services.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. **Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT
Planning is based on the organisations'/ clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
x	x	x	x

Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

We consider that "specialised units for employer services" go through all four stages of the PDCA cycle. Example:

Plan: Specialised advisors to diagnose recruitment needs ; Free access tools on francetravail.fr and the "je recrute" app (i'm recruiting) ; Tailored support services (job analyses, interview support) ; Recruitment solutions (professional immersion, MRS, hiring aids) ; Events and recruitment fairs.



Do: Implementation of expert advice and quality sourcing ; Use of free access tools by employers ; Conducting job analyses and interview support ; Implementation of recruitment solutions ; Organization of events and recruitment fairs.

Check: Evaluation of service effectiveness and necessary adjustments ; Measurement of the use and effectiveness of free access tools ; Monitoring personalised support and its impact on recruitment ; Evaluation of recruitment solutions ; Measurement of the success of events and recruitment fairs.

Act: Adjustment of specialised advisor services ; Improvement of free access tools ; Optimization of personalised support ; Strengthening recruitment solutions ; Improvement of events and recruitment fairs.

Performance enabler	2.2 Matching Labour Supply and Demand to Overcome Labour Shortages
Description of the ideal performance	<p>PES offers adequate solutions and measures, which are consistent with the specific dimensions of the market mismatch and features of the issue at local level, always considering the impact of the twin transition.</p> <p>Services offered by PES to companies in order to address labour market mismatch must:</p> <ul style="list-style-type: none"> • Support companies in identifying their needs (in terms of professional profiles, tasks, skills required) and improving the attractiveness of their job offers, also by rising employers' awareness regarding innovative organisational assets, welfare solutions, flexibility, work-life balance, sustainability, etc. • Take an active role in communicating the needs of the companies to educational institutions, so that they can provide the proper customised training in order to improve the skills of job seekers and to offer skilled workforce to the companies. • Offer transparency and visibility to the job vacancies acquired from companies, taking care of the communication aspect; • Provides support and advice in all phases of the selection and recruitment process. AI can support matching processes and ICT drives automated skill-based matching, with a further selection by the employment counsellors. • Provide training programs or other on-the-job learning measures aimed at improving candidates' skills based on the specific needs of companies, on the one hand, and labour market emerging needs (e.g. twin transition) on the other hand, thus facilitating transitions to the labour market; • Organise initiatives, job fairs and public events. • Participate in specific training and stay informed regularly (via specific tools: employment observatories, regional newsletters, etc.) in order to know the regional/local labour market and the diagnosis of the territory and in order to respond better and quickly to job seekers and companies.



Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>To overcome labour shortages, France Travail strategically and coordinately adapts labour supply and demand:</p> <p>1/ Analysis and Forecasting of Needs: Across the entire territory, France Travail advisors prospect companies to identify opportunities for the job seekers they support. Candidate profiles are also proactively sent to recruiters in anticipation of their recruitment needs. Additionally, France Travail sends a questionnaire - the Labour Needs Survey (BMO- besoins en main d'oeuvre) - to establishments to understand their recruitment needs by sector and employment area. This survey is an essential element of labour market knowledge. It helps anticipate recruitment difficulties, improve the orientation of job seekers towards training or jobs that match labour market needs, and inform job seekers about labour market trends and promising professions.</p> <p>2/ Training and Requalification: France Travail offers a variety of training and requalification programs to meet labour market needs and facilitate the professional integration of job seekers (both in-person and online). Some examples include: Individual/Collective Operational Preparation for Employment : This program allows companies to train candidates for specific positions before hiring them ; Apprenticeship Training: France Travail offers professionalisation and apprenticeship contracts, allowing candidates to combine theoretical training with practical experience in a company.</p> <p>3/ Partnerships with Companies: More information in point 2.3.</p> <p>4/ Geographic Mobility: See the financial aids offered to job seekers mentioned above.</p> <p>5/ Digitalization and Automation of Services: Use of digital platforms, AI to analyse labour market data and provide personalised recommendations to job seekers. For example, algorithms can suggest training or job offers suited to users' skills and experiences. Automation of administrative tasks, such as processing files and managing registrations, online training, chatbots, etc.</p> <p>6/ Awareness and Communication: France Travail launches targeted communication campaigns to promote in-demand professions. In collaboration with companies, France Travail organises job fairs and open days to allow job seekers to discover in-demand professions and meet recruiters directly. France Travail actively uses social media to disseminate information about job offers, available training, and employment-related events. Webinars and online workshops are organised to inform job</p>							



seekers about the skills employers are looking for and the training available to acquire these skills. France Travail regularly publishes reports and studies on labour market trends, in-demand professions, and skill needs. These publications are used to inform public policies and guide the actions of various employment actors.

7/ Hiring Aids for Companies: As a central pillar of employment in France, France Travail offers a wide range of aids and measures to promote hiring. These programs aim to support employers in their recruitment efforts while facilitating job seekers' access to employment.

8/ Development of New Recruitment Methods: (See details of each method in the 'Resources' section): The Simulation Recruitment Method; From the Stadium to Employment; The place for Employment and Training; Professional Immersion; Recruitment Initiative for the 2024 Olympics; the "la bonne compétence pro" platform (the good professional skills); AFEST (Work-Based Training Action); "Job Offer Aggregation Partnership"; "The Art of Employment" and "Recruit Your Boss".

9/ Potential detection allows to enhance potential, to encourage vocations and to offer job seekers training courses, professional immersions or even direct entry into employment. It is based on a series of steps: the discovery of a sector of activity, the workshop, a debriefing, an individual restitution interview. 3 workshops are led using tablets in ARA: industry, digital and commerce.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

2. To find training: <https://candidat.francetravail.fr/formations/accueil>

7. Aid and measures for companies: <https://entreprise.francetravail.fr/aides-embauche/touteslesaides>:

8. New forms of recruitment: The Simulation Recruitment Method (MRS) which proposes to approach recruitment in an innovative way, without taking into account the candidate's experience and level of education, based on the skills required to occupy a job, the MRS consists of identifying all the skills necessary to carry out a job, then constructing exercises allowing them to be assessed in candidates. **From the Stadium to Employment** is an innovative event that draws on the values of sport to boost recruitment. This national initiative brings together job seekers and employers by using sport and soft skills as a lever to recruit differently. **La Place de l'emploi et de la formation (The place for employment and for training)** is a travelling village outside the walls that travels through the region, with employment and integration stakeholders, to offer sustainable solutions to those who need them most. **Professional immersion** is an excellent way to reveal new talent. It allows companies to showcase their professions or sectors of activity and to identify potential collaborators. Thanks to the Immersion Facilité platform - [Immersion Facilitée](#), the process is fast, simple and efficient. Objectives: To introduce the professions of the company or their sector / Confirm a professional project / Initiate a recruitment process. **The 2024 Olympic Games recruitment initiative:** Olympic Games in Paris 2024 were the largest event ever held in France, particularly in Paris, which generated an increased demand for security guards. Indeed, beyond the sites in our region, the advisors of our Auvergne-Rhône-Alpes region also recruited for the Olympic sites in the Ile de France region. In addition to www.francetravail.fr, where we can find job offers, **"la bonne compétence pro" (the good professional skills) platform** allows companies that encounter recruitment difficulties to have direct contact via francetravail.fr, with interns who are training in the professions and skills they are looking for. **AFEST** (Action de Formation en Situation de Travail - Work Situation Training Action) is an educational method which trains learners directly in their workplace, allowing them to self-assess after role-playing. This training targets specific skills, observed and transformed into learning, and leads job seekers to analyse their professional actions and the results obtained. AFEST is a lever for professional integration, meeting the needs of trainees and the recruitment challenges of companies. We have the **"Job Offer Aggregation Partnership"**. In order to offer a maximum number of job offers to job seekers, France Travail publishes on its website, thanks to mass offer acquisition partnerships, offers from different online employment actors (Job boards, aggregators, etc.), institutional actors (job exchanges of professional federations or local authorities) or certain large companies (EDF, Carrefour, etc.). FT is responsible for the offers broadcast on its channels regardless of the origin and therefore has the obligation to ensure quality and legality control, including for partner offers, before broadcasting on francetravail.fr. **The Art of Employment** = Carrying out innovative support and recruitment actions within a cultural venue by allowing the most vulnerable job seekers and companies to meet through art. **"Recruit your boss"** = During this initiative, presented in the form of a reverse "job dating", companies, unlike the traditional approach, will meet job seekers to present their activity, their internal organisation, as well as their values and commitments, with the aim of finding the winning combination. This innovative and experimental event was designed in collaboration with local stakeholders to meet recruitment challenges and enable companies to attract the necessary skills.



Critical Issues
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage
A need to better adapt support and training offers to sector-specific needs
Areas for improvement
<p>Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance</p> <p>Regarding Training: Making professional training efforts more effective for priority groups and employer needs:</p> <ul style="list-style-type: none"> - Continue the massive investment by the State alongside the Regions in the training of job seekers: Renew a massive State investment plan in training alongside the regions, with a contract prioritising the integration of those far from employment and particularly targeting in-demand professions. - Better target training efforts towards those who need it most: Ensure systematic detection of illiteracy in France Travail diagnostics and support; More widely deploy training offerings in socio-behavioural skills accessible to job seekers, etc. - Ensure better alignment of training offerings with the needs of companies and sectors in tension: Promote the adaptation of offerings to labour market needs by providing real-time dashboards and shared diagnostics; Based on actions already undertaken, ensure systematic evaluation of training for job seekers; Increase company access to Operational Preparation for Employment ; Develop work-based training periods and Work-Based Training Actions (aFEST). - Simplify the overall system and facilitate access to training for individuals and the professionals who support them: Simplify user access to reliable and relevant information through a unified training catalogue; Facilitate access to training offerings for professionals by developing the sharing of practices and making the Ouiform tool more accessible and user-friendly; Better localise training offerings at the living area level and improve training management within the regional governance body of France Travail, co-chaired by the State and the region. <p>Regarding the adaptation of supply and demand: The challenge for France Travail is to better take into account sector-specific needs in employer support, improving job attractiveness, and planning skills that effectively meet the needs of local companies, while better serving economic development projects led by the State, regions, and local authorities:</p> <ul style="list-style-type: none"> - Work better with the economic world to adapt to the needs of each sector and improve job attractiveness. - Better meet the recruitment needs of each sector by promoting the deployment of “sector pools” and developing sector/job/major account expertise among advisors for companies. - Strengthen the job attractiveness and better plan the skill needs of companies in the territories by working more effectively with the economic world (companies, branches, sectors, consular networks, etc.).
PDCA (Plan, Do, Check, Act)
<p>The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. Mark which stage of the process has been covered</p>



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x	x	x	x
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
<p>We consider that this enabler goes through all four stages of the PDCA cycle. Example:</p> <p>Plan: France Travail plans surveys like the Labour Needs Survey (BMO-besoins en main-d'oeuvre) to understand recruitment needs by sector and employment area. Advisors prospect companies to identify opportunities and proactively send candidate profiles. Training programs are to adapt job seekers' skills, collaborations with companies to better understand and meet their needs, mobility aids to facilitate access to employment in different regions, the use of digital platforms and AI to analyse labour market data, targeted communication campaigns to promote in-demand professions, hiring aids, and innovative recruitment methods (MRS, professional immersion) are planned.</p> <p>Do: Advisors conduct surveys and prospect companies to identify recruitment needs and send candidate profiles. Training programs are implemented to adapt job seekers' skills to company needs. Collaborations with companies are activated to meet their recruitment needs. Mobility aids are distributed to facilitate access to employment in different regions. Digital platforms and AI are used to analyse labour market data and provide personalised recommendations. Communication campaigns are launched, and social media is used to promote in-demand professions and disseminate information about job offers and available training.</p> <p>Check: The results of surveys and prospecting are verified to ensure they meet the needs of companies and job seekers. Training programs are evaluated to measure their effectiveness and impact on participants' employability. Collaborations with companies are evaluated to measure their effectiveness. Digital platforms and AI are evaluated to measure their effectiveness. Innovative recruitment methods are evaluated to measure their impact.</p> <p>Act: Surveys and prospecting are adjusted based on results to better meet the needs of companies and job seekers. Training programs are improved based on evaluations to better meet labour market needs. Collaborations with companies are strengthened to better meet their needs. Mobility aids are optimised to better facilitate access to employment. Digital platforms and AI are improved based on evaluations. Hiring aids are optimised to better support employers.</p>			

Performance enabler	2.3 Employer Engagement Strategy
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Description of the ideal performance	<p>The PES builds a mutually beneficial relationship of trust between PES and enterprises, strengthening employers' commitment and active participation. With this aim, the PES should consider the following key elements:</p> <ul style="list-style-type: none"> • Goal-oriented approach • Existence of a one-stop-shop for employers, with individual contacts for each employer • Uses segmented and/or tailor-made employer services and target-oriented tools such as newsletters, seminars, conferences, etc. • Ability to build a relationship with the employer according to its characteristics (with respect to size, economic sector, geographical location, level of development of the human resources department, etc.) • PES should engage employers in long-term partnerships to develop and find customised solutions • In order to reduce tensions in recruitment PES must: <ul style="list-style-type: none"> - Invite employers to events such as hiring and information fairs - Find other recruitment methods to attract all types of public (including vulnerable people) 						
Score	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>To meet the needs of companies in our region, 13 priority areas or domains of excellence (DOMEX) have been identified as key areas providing opportunities for candidates.* From January 1, 2025, there will be 17 DomEx, supported by 9 sector representatives.</p> <p>Best practice: The Digital and Ecological Transition and 3R (Recycling, Reuse, Repair) DOMEXs</p> <p>The Digital DOMEX focuses on several key aspects to meet the growing needs of the digital and telecommunications sector. France Travail ARA offers standard pathways to guide candidates towards digital professions. These pathways include specific training to develop the necessary skills in this field. The LAB France Travail ARA organises creative sessions to develop and test innovative projects in collaboration with startups, partners, and users. These initiatives aim to improve the attractiveness of digital professions and facilitate professional reconversion. The digital sector in Auvergne-Rhône-Alpes offers a multitude of opportunities, ranging from cybersecurity jobs to web developers, including 5G and fibre optic specialists. The goal of this Digital DOMEX is to reduce tensions by: Stimulating vocations among job seekers: workshops, webinars, serious games, exhibitions, job discovery events, Digital Week, etc. ; Changing the way companies think about their recruitment</p>							



processes ; Promoting and sharing projects: regional intranet page dedicated to digital professions ; Developing partnerships: Digital League, Numeum, Opiec, L Digital, Fédération Cinov, Atlas.

The goal of the Ecological Transition & Recycling, Reuse, Repair DOMEX is to reduce labour market tensions. This Domex is a key initiative for the green economy, also focusing on the 3Rs. Its main objectives include: a) **Identification and Training:** Identify and catalogue new green jobs & Provide targeted training (related to ecological transition and circular economy) to equip workers with the necessary skills and meet the needs of local businesses. b) **Professional Integration:** Facilitate professional integration in promising sectors & Support companies in their search for qualified talent. c) **Promotion and Partnerships:** Promote sustainable development through forums, workshops, and strategic partnerships & Collaborate with various actors to encourage waste reduction, material reuse, and recycling: FEDEREC, ENVIE, MOBILIANS, RCUBE. d) **Ecological Planning:** The ARA region has implemented an ecological planning strategy with regional Conferences of the Parties (COP) to set concrete goals for emission reduction and biodiversity protection. e) **Community Engagement:** Adopt a participatory approach involving local authorities, businesses, and civil society to develop roadmaps and concrete commitments. f) **Key Sectors:** Recycling, reuse and repair, aiming to extend the lifespan of products and reduce resource consumption and waste.

Atom'Emploi, the team dedicated to nuclear energy: As ARA is the leading nuclear power region in France, FT ARA is the national reference for the nuclear sector. This team works for job seekers and companies by promoting nuclear professions, identifying potential candidates, defining needs, and supporting companies.

Each region leads a specific sector: For France Travail ARA, it's **plastics, chemistry, nuclear, recycling-repair-reuse**. The objective is to capitalise on professional sector information, map key influencers, monitor sector developments, understand the professions, participate in strategic bodies, and propose proactive action plans.

Besides the DOMEX, there are other types related to the employer engagement strategy:

1/ Promoting Inclusive Recruitment: Raising awareness and mobilising as many companies as possible to develop more inclusive recruitment practices (youth, seniors, people with disabilities) are major challenges to promote employment. The "Les entreprises s'engagent" community (the companies are getting involved) brings together companies of all sizes, state services, and all stakeholders in integration within departmental clubs. Across the region, France Travail is involved alongside them to advance the inclusion of the most vulnerable in employment: organising dedicated events, intervening with members to present recruitment aids, highlighting actions, etc.

2/ Promoting Integration through Economic Activity: Integration through Economic Activity (IAE) allows people who are furthest from employment, due to particular social and professional difficulties, to benefit from reinforced support. Overseen by the State as part of public employment policies, this program enables candidates to develop their autonomy, gain experience, and acquire skills through individualised reinforced support. In 2023, in Auvergne-Rhône-Alpes, more than 10,000 people will benefit from a work contract within an Integration through Economic Activity Structure: Intermediate Associations, Integration Enterprises, Workshops and Integration Projects, or Temporary Integration Employment Enterprises.

3/ The committed sports clubs represent the community of sports associations aiming to inspire and make engagement for integration through and in sports accessible to as many people as possible. This initiative, funded by the Ministry of Labor and Employment and the Ministry of Sports, has been entrusted to France Travail to ensure its deployment in full cooperation with integration and employment services across the national territory. On September 19, France Travail launched the platform "Les clubs sportifs engagés." (the committed sports clubs) The goal is to use sports as a lever for professional integration for people far from employment.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

* the 13 DOMEX (Domaines d'excellence - area of excellence): Aerospace and metallurgy / Agriculture, food, forestry and landscaping / Building and public works / Energy / Sales, catering / Industry of the future and industrial production / Mobility and intelligent transport systems / Nuclear / Polymers and composites / Ecological transition and 3R (Recycling, Reuse, repair) / Digital / Health and personal services / Sports and mountain tourism

* « Les entreprises s'engagent » (Companies get involved) : <https://lesentreprises-sengagent.gouv.fr/>

* Les SIAE (Structure d'Insertion par l'Activité Economique- Structure for Integration through Economic Activity) : <https://travail-emploi.gouv.fr/emploi-et-insertion/insertion-activite-economique/>

Les « clubs sportifs engagés » (Committed sports clubs) : <https://lesclubs-sportifs-engages.francetravail.fr/>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Key Findings: Recruitment tensions encourage companies to diversify profiles and, beyond the issue of employment, to rethink their engagement and role in society:

- **An improvement in company engagement has been observed in recent years, but obstacles remain:** Current employment tensions are also an opportunity for companies to think differently about recruitment, diversify profiles, and go beyond recruitment to engage more broadly and have a concrete impact on their territory.
- **There are still many challenges to be met in order to mobilise all companies and help them to engage :** **Regarding youth:** The 15-24 age group remains the most affected by unemployment (twice as much as the general population), especially in priority neighbourhoods (QPV- Quartiers Prioritaires de la Ville) where less than 50% of young people aged 16 to 29 are active ; **Regarding people with disability:** Only 30% of companies meet their obligation to employ at least 6% of employees with disabilities.
- **It is sometimes difficult to engage, especially for SMEs:** Many existing programs, a lack of knowledge about the target groups, a lack of time and resources, and a multitude of actors in the territories can make the organisation of engagement services difficult to understand.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

The goal for France Travail is to become an accelerator of engagement to support as many companies as possible in recruiting people far from employment, mobilising for their territory, and finding meaning in their actions.

Simplify companies' engagement pathways by leveraging the development of the "Les entreprises s'engagent" community (the companies are getting involved): Increase from 70,000 to 150,000 companies actively engaged in the inclusion programs of the "Les entreprises s'engagent" community by the end of 2027 by building simplified, personalised, and progressive "engagement pathways" that capitalise on the solution offerings of the France Travail network partners (training, tools, diagnostics, etc.).



Promote inclusive recruitment and management practices among companies to better value all potentials: Raise awareness and mobilise as many companies as possible to develop more inclusive recruitment practices (youth, seniors, people with disabilities) by “talking engagement” more systematically in business relations and training employers.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. **Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
x	x	x	x

Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

We consider that this enabler goes through all four stages of the PDCA cycle. Example:

Plan: Digital Domex: Standard pathways to guide candidates towards digital professions ; **Ecological Transition Domex:** Initiatives for the green economy, focusing on the 3Rs (Reduce, Reuse, Recycle) ; **Atom'Emploi:** Actions to promote nuclear professions, identify candidates, define needs, and support companies ; **Inclusive Recruitment:** Actions to raise awareness and mobilise companies towards inclusive recruitment practices ; **Integration through Economic Activity (IAE):** Actions to promote the integration of people far from employment ; **Committed Sports Clubs:** Actions to promote integration through sports.

Do: Implement standard pathways and initiatives through workshops, webinars, exhibitions, and events ; Develop partnerships and share projects via the regional intranet ; Carry out actions to promote nuclear professions and support companies ; Implement actions to raise awareness and mobilise companies towards inclusive recruitment practices ; Execute actions to promote the integration of people far from employment ; Promote integration through sports with sports associations.

Check: Verify the results of standard pathways and initiatives to ensure they meet objectives ; Evaluate the effectiveness of actions to promote nuclear professions and support companies ; Monitor actions to raise awareness and mobilise companies towards inclusive recruitment practices ; Evaluate actions to promote the integration of people far from employment ; Measure the success of actions to promote integration through sports.

Act: Adjust standard pathways and initiatives based on results ; Improve actions to promote nuclear professions and support companies ; Strengthen actions to raise awareness and mobilise companies towards inclusive recruitment practices ; Optimise actions to promote the integration of people far from employment ; Adjust actions to promote integration through sports.

Working area	3. Evidence-based design and implementation of PES services						
Performance enabler	3.1 Promotion of Local Labour Market Understanding and Knowledge						
Description of the ideal performance	<p>PES should foster a better understanding of the local labour market both internally (PES employees at all levels) and externally (stakeholders), in order to shape their services according to the real needs of the local ecosystem. With this aim, the PES should consider the following key elements:</p> <ul style="list-style-type: none"> The PES produces and disseminates both quantitative data (administrative and statistical) and qualitative data collected through field research, which integrates a system of support to interpret and contextualise the data numbers The PES has a local labour market research observatory/department The PES works in synergy with universities, research centres, and employers' associations to develop knowledge about the local labour context PES ensures the accessibility of this type of information to other public administrations, partners, stakeholders and civil society, by implementing and constantly updating their own data navigation system or open datasets. Both internal staff and external organisations (public and private) need to have the right methodological tools and knowledge on how to make the best possible use of available information and data to design and implement evidence-based services and measures. PES should identify concrete actions in the labour market to raise awareness among businesses in order to accelerate the digital and green transitions while training jobseekers and employees in digital and environmental skills. <ul style="list-style-type: none"> To pursue this goal, PES must have a digital/green transition expert working with businesses and labour market actors to support them in the green and digital transitions. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	



Description

Provide more details on the current PES performance on that topic including some evidence

All collaborators integrate their knowledge of the labour market into their activities: **The advisor for job seekers :** Guides skill development and job search, **The work psychologist:** Evolves the professional project according to capacities and opportunities ; **The advisor for companies :** Adapts recruitment advice and proposes adaptation measures, **The advisor for the job seekers' compensation:** Informs about events and recruitments impacting compensation ; **The SPE management team:** Leads actions to guide France Travail in the territory. **For the company:** Adapt expectations and practices to the resources of the territory to accelerate recruitment. **For the candidate:** Adapt the project and job search strategy to meet recruiters' needs.

France Travail is recognized as the expert on the labour market. At France Travail, there is a "Statistics, Studies, and Evaluation-SEE" service that conducts analyses, studies, forecasts, and surveys to help various operational actors understand the evolution of employment and unemployment at the local level. Support the dissemination of practical information on labour market and regional employment dynamics both internally and externally ; Contribute to results-based management by studying the impact of agency actions on their results and participating in comparative performance studies ; Evaluate the services and programs deployed by the region as part of the adaptation of the national service offering and/or specific experiments ; Guide the development of regional strategy through decision-support tools. The outputs are intended for various audiences: internally and externally (other regional public employment services - the prefecture, the regional council, employment houses, the general public, local economic and social bodies, the press, etc.). There are partnerships with other key labour market actors: DREETS, Carif-Oref, INSEE, Banque de France, Via Compétences, Opale*.

The SEE service offers: **A structural approach:** A snapshot of the labour market with deliverables such as unemployment sheets, sectoral profiles (supply and demand), characteristics of specific groups (youth, executives, seniors, long-term unemployed), training entries and the FOR1 indicator, as well as various studies (cross-border workers, green economy, etc.). **A cyclical approach:** Analysis of labour market trends by examining key cyclical indicators (job seekers at the end of the month, temporary employment, Unemployment Duration Cyclical Indicator) & Illustration of employment and unemployment trends (hirings, salaried employment, job resumptions, unemployment rate, job offers posted by FT, compensated job seekers, etc.). **An evaluative approach:** Measurement of action effectiveness by analysing tripartite agreement indicators (ACO1, ACO3, FOR1)/ Evaluation of service offerings and experiments (qualitative/quantitative cross-analysis)/ Evaluation of public policy implementation with partners if necessary. **A global vision:** Adaptation of actions to territorial needs by conducting socio-economic diagnostics, highlighting the strengths and weaknesses of the territory by analysing the local labour market context, demographic specifics, territorial planning, employment and labour data, the territory's economy, and service delivery locations. **Deliverables, examples:** socio-economic diagnostic of the region, territory profiles, customised data (Employment Observatory), etc.

The regional Employment Observatory is aimed at institutions, employment partners, elected officials, journalists, researchers, students, and the general public. Its purpose is to share France Travail's expertise on the regional employment market and provide insights into the functioning of the labour market by offering: statistical studies, videos, and infographics, categorised by themes (unemployment figures, employment and recruitment, target groups, compensation, training, etc.) & "Data on demand": access to data for a territory (municipality, canton, district, department, etc.) on job demand and supply, hirings, population, salaried employment, etc.*

Collective intelligence is the key to addressing tomorrow's challenges. France Travail provides its **data and API (Application Programming Interface)** catalogue for free to those who want to enrich or create tools to aid in returning to employment (17 APIs are available). The Labor Market API aims to decipher companies' recruitment conditions.

This API includes a recruitment outlook indicator (developed by DARES and France Travail) that helps understand and measure labour market tensions (jobs, sectors, and skills).

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

*Maison de l'emploi (Employment house): <https://travail-emploi.gouv.fr/ministere/acteurs/partenaires/article/maisons-de-l-emploi>
 *DREETS - Directions régionales de l'économie, de l'emploi, du travail et des solidarités - Regional Directorates for the Economy, Employment, Work and Solidarity : <https://auvergne-rhone-alpes.dreets.gouv.fr/>
 * Carif-Oref are animation, resource and information centres on training (including regional employment-training observatories) and have nearly 600 employees spread across the entire territory: <https://www.intercariforef.org/>
 *INSEE - L'Institut national de la statistique et des études économiques - The National Institute of Statistics and Economic Studies : <https://www.insee.fr/fr/accueil>
 * Banque de France - An institution at the service of citizens to respond to the economic issues and challenges of our society in France and in Europe: <https://www.banque-france.fr/fr>
 *Via Compétences - The site for professionals in guidance, training and employment in Auvergne-Rhône-Alpes: <https://www.via-competences.fr/>
 *Opale (Partnership observatory for economy, employment and integration) : <https://www.urbalyon.org/fr/opale-economie-emploi-insertion>
 * **part of the Strategic Indicators:** ACO1: Number of returns to employment; ACO3: Number of long-term job seekers; FOR1: Employment access rate 6 months after the end of training
 * [Observatoire de l'emploi en Auvergne-Rhône-Alpes](#)
 * other tools to find out about/know the job market: [la bonne boîte](#) – the right box(national, regional, departmental, local level) | [Data Emploi](#) - data employment- national, regional, departmental level | [Diagnostic territorial](#) - Territorial diagnosis - local | [MétierScope](#) information about the labour market at national, regional, departmental level | [Observatoires de branches](#) - Branch observatories at national, regional level | [Portraits sectoriels](#) - Sectoral portraits at national level Institutional sites ([francetravail.org](#), [Insee](#), [DARES](#)) at national, regional level | [Veille économique locale](#) - Local economic monitoring (national, regional, departmental, local level)

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Some examples:

1/ **Data Reliability:** The declarative nature of the information in the job seekers' files can impact the reliability of the data derived from their use, due to the possibility of inaccurate declarations (intentional or not), unverifiable data (as it cannot be verified by another source), obsolete data, or data outside of shared standards or classifications; **Data Security** (security incidents, such as cyberattacks, can compromise the integrity and confidentiality of data); **Data Quality** (Data quality can be affected by data entry errors, duplicates or incomplete information, which can hinder decision-making and the efficiency of services).

2/ **Certificate for people with disabilities:** Impact on Statistics (figures related to certificates can be biased if certificates are not presented or updated regularly, which can distort statistical data).

Areas for improvement



Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

It would be desirable for France Travail to implement measures to improve the reliability and frequency of data updates. This could include modernising IT systems, training agents in data management, and automating certain processes to reduce human errors. For the management of certificates for people with disabilities, complete digitalization of the process and automatic reminders could simplify and make the procedure more reliable.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. **Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.
x	x	x	x

Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

We consider that this performance enabler goes through all four stages of the PDCA cycle. Example:

Plan: Conducting analyses, studies, forecasts, and surveys to understand the evolution of employment and unemployment at the local level ; Disseminating information on deliverables such as unemployment sheets, sectoral profiles, and specific studies ; Analysing labour market trends and measuring the effectiveness of actions ; Conducting so territories.

Do: Carrying out the planned analyses, studies, forecasts, and surveys ; Producing unemployment sheets, sectoral profiles, and specific studies ; Analysing labour market trends and measuring the effectiveness of actions ; Conducting socio-economic diagnostics.

Check: Verifying the results of analyses, studies, forecasts, and surveys ; Evaluating the impact of unemployment sheets, sectoral profiles, and specific studies ; Checking the accuracy of labour market trend analyses ; Assessing the effectiveness of actions and socio-economic diagnostics.

Act: Adjusting analyses, studies, forecasts, and surveys based on the results ; Improving unemployment sheets, sectoral profiles, and specific studies ; Optimising labour market trend analyses ; Strengthening actions and improving socio-economic diagnostics.

Performance enabler	3.2 Monitoring and evaluation systems						
Description of the ideal performance	<p>Promoting evidence-based design and implementation of active employment services and policies is a crucial step in improving the effectiveness and efficiency of PES. To achieve this goal, PES have robust monitoring and evaluation systems, which contribute to the continuous improvement of the policy cycle. Monitoring and evaluation systems should cover the entire political process. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> ▪ An ex-ante evaluation system to assess specific objectives and expected effects/impacts ▪ A data collection system that allows PES to monitor progress and results achieved from a quantitative point of view; ▪ An ex-post evaluation system that integrates qualitative aspects into quantitative data <ul style="list-style-type: none"> - The results of the evaluation are made available and regularly communicated to all PES organisational levels, relevant stakeholders and the general public - PES integrate evaluation results into the design of programmes and services, ensuring a transparent change and innovation management system ▪ The PSE regularly measures user satisfaction by collecting user feedback through surveys, interviews, and direct interactions <ul style="list-style-type: none"> - The information obtained helps to verify compliance with the key performance indicators established in each organisation, to identify possible critical aspects and weaknesses, areas for improvement, etc. ▪ Evaluation of pilot projects on a small scale, the results of which should be monitored and evaluated 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>At France Travail, monitoring and evaluation systems play a central role in ensuring the effectiveness and optimisation of services for job seekers and employers. They ensure rigorous monitoring and continuous evaluation of services, with the aim of better matching labour supply and demand and improving the efficiency of all mechanisms:</p> <ol style="list-style-type: none"> 1. Beneficiary Monitoring: Each job seeker has an individual digital file that centralises all their information, including their steps, completed training, and job searches. This allows for continuous and personalised tracking of their progress. Advisors conduct regular interviews (in person or remotely) to assess beneficiaries' progress, adjust action plans, and make necessary adjustments based on changes in their situation. 							



2. **Company Monitoring:** Companies use a dedicated portal (www.francetravail.fr) where they can track their job offers, receive applications, and benefit from a communication space with their company advisors. Each company has an individual digital file that centralises all job offers (tracking and contact with job seekers), recent contacts, proposed aids and measures, the referring advisor, etc.
3. **Monitoring and Reporting Tools:** These include dynamic and interactive dashboards, fed by real-time data. These tools allow tracking various performance indicators such as the employment return rate, user satisfaction rate, and the effectiveness of implemented mechanisms (i.e., the SISP tool).
4. **External Evaluations and Audits:** From time to time, independent evaluations are commissioned from audit firms or research institutions to obtain an external and impartial perspective on the effectiveness of programs and policies. Internal audits are also conducted to verify compliance with procedures and the efficiency of internal operations.
5. **User Feedback: Job Seeker Satisfaction:** Satisfaction surveys are regularly sent to job seekers to gather their opinions on the services received, completed training, and overall support (strategic indicators: ACO2, ACO4, IND2*) ; **Company Satisfaction:** Surveys and satisfaction questionnaires are sent to companies to assess the quality of services offered and gather improvement suggestions (ENT2).
6. **Data Analysis and Artificial Intelligence (mainly at the national level):** Using data analysis tools to understand trends, successes, and obstacles encountered by users. This allows for informed decision-making and action adjustments based on collected data and predictive AI models that help anticipate potential challenges and implement proactive solutions, for example, by identifying job seekers most at risk of long-term unemployment.
7. **Pilot Programs and Experiments:** Launching pilot projects to test new approaches, with continuous monitoring and evaluation to measure their impact before potential generalisation (i.e., POC Bifurcators, or experiments with new support modalities).

The evaluation of the effectiveness of Active Labor Market Policies (ALMP) at France Travail is carried out by the Directorate for Research, Studies, and Statistics (DARES*) and also internally, depending on the programs and mechanisms. DARES is a directorate of the Ministry of Labor and Employment responsible for producing studies and statistics on the labour market, employment, and vocational training.

There are also **four national satisfaction barometers** (for job seekers; online services for job seekers; companies; and online services for companies). The results of these barometers help identify the impact of transformations carried out within the framework of strategic orientations for each target group by comparing them with previous barometers. Ultimately, they allow for the management and continuous improvement of existing services. **Service Surveys:** Outsourced services are an integral part of the service offering and contribute to the personalization of responses to user needs. **Training Surveys:** These feed into regional dialogue with providers to ensure optimal training quality in a continuous improvement approach. **Complaint Management:** All complaints from job seekers and employers are handled regardless of their relevance and subject. They fall under the responsibility of the agency to which the complainant belongs. **Public Services+ Diagnosis:** A common approach to all public services led by the State to improve the quality of the service relationship with users, forming the basis of France Travail's quality approach. In this context, the PS+ self-diagnosis, carried out annually, is integrated into the overall quality approach of each agency, just like France Travail's quality evaluations. The PS+ diagnosis allows each agency to position itself in relation to the achievement of PS+ commitments and to identify gaps between expected service delivery and the real-time situation. **Verbatims:** These are the feedback comments from our users collected through local surveys, service surveys, or training surveys and complaints. They complement quantitative results by providing a more precise understanding of the reasons behind the declared satisfaction levels.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described



* **SISP** is a tool for analysing and managing results, and not just a tool for reporting results; performing comparisons and cross-analyses in dynamic mode; equipping managers with graphic and cartographic reports; dynamically reporting the results of comparative performance; monitoring the achievement of service commitments.

* **some strategic indicators:** ACO2 - Satisfaction of job seekers with their support from an advisor, ACO4 - Ease of obtaining a response from France Travail, IND2 - Satisfaction of job seekers with information on topics related to unemployment benefits, ENT2 - Satisfaction of companies with France Travail services

* **DARES:** Here are some of their specific missions: Analysis and Evaluation: DARES analyses data to assess the impact of public policies on employment and training. Reports and Publications: They regularly publish reports and studies that provide insights on the effectiveness of the different measures implemented. Conferences and Seminars: DARES organises events to discuss the results of their research and best practices in active labour market policies: <https://dares.travail-emploi.gouv.fr/>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

France Travail (ARA) has implemented systems for steering, management, evaluation, and monitoring. A major challenge with the Network for Employment is to share indicators on the various actions for job seekers and companies. Results-based management must become a central pillar of the territorial governance of the Network for Employment.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

The common base of indicators monitored at the different levels of governance of the network for employment will be co-constructed (and enriched over time and based on progress in data sharing), while respecting a results-based management logic. France Travail provides dashboards to the entire network for employment. The key points will be:

1. Common indicators: Shared at all levels of governance, they materialize common and shared objectives
2. Shared dashboards: These common indicators are integrated into shared dashboards, which gives the territories the ability to analyze the evolution of these indicators and allows them to identify levers to improve these indicators.
3. Identified priorities: using territorial diagnostics and dashboards, the territories identify priority themes.
4. Co-constructed roadmap: Concrete actions developed collectively.
5. Subsidiarity: In a logic of subsidiarity, if the skills are not assured on a problem at the local level, the action is brought up to the departmental, regional or national level (where the skills and funding are)
6. Cooperation tools: Various tools to produce the roadmap.
7. Collaborative work: Collaboration using operational tools.
8. Monitoring of actions: Monitoring of roadmaps with indicators specific to territories / local actions.



PDCA (Plan, Do, Check, Act)			
The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. Mark which stage of the process has been covered			
PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.
x	x	x	x
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
<p>We consider that this performance enabler goes through all four stages of the PDCA cycle. Example:</p> <p>Plan: Planning dynamic dashboards to track performance indicators ; Planning independent evaluations and internal audits to verify program effectiveness ; Planning satisfaction surveys for job seekers and companies ; Planning the use of data analysis tools and predictive AI models ; Planning pilot projects to test new approaches.</p> <p>Do: Beneficiary Monitoring: Conducting regular interviews to assess progress and adjust action plans ; Company Monitoring: Using dedicated portals by companies to manage job offers and applications ; Monitoring and Reporting Tools: Using dashboards to track performance indicators ; External Evaluations and Audits: Conducting independent evaluations and internal audits ; User Feedback: Sending satisfaction surveys to job seekers and companies ; Data Analysis and Artificial Intelligence: Using data analysis tools and predictive AI models ; Pilot Programs and Experiments: Launching pilot projects and monitoring their impact.</p> <p>Check: Evaluating the use and effectiveness of dedicated portals ; Verifying performance indicators ; Evaluating the results of evaluations and audits ; Analysing the results of satisfaction surveys ; Data Analysis and Artificial Intelligence: Verifying trends and predictive models ; Evaluating the impact of pilot projects.</p> <p>Act: Beneficiary Monitoring: Adjusting interviews and action plans based on results ; Optimising dashboards and performance indicators ; External Evaluations and Audits: Implementing recommendations from evaluations and audits ; Adjusting services based on user feedback ; Adjusting actions based on data analysis ; Adjusting and generalising pilot projects based on results</p>			



Performance enabler	3.3 Policy design through change and innovation						
Description of the ideal performance	<p>PES strategically embraces change and innovation. It anticipates and proactively manages these processes, perceiving them as avenues to enhance performance and to enable evidence-based design and redesign of public employment services. Engaging employees, customers, and relevant partners from the outset and throughout the process is integral to the PES approach with the aim to trigger change and innovation, and leverage expertise across all levels of the organisation. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> - The creation of collaborative workspace where employees, partners, job seekers, and companies come together to exchange ideas and co-create innovative solutions to design and redesign public services based on evidence. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>France Travail adopts a proactive approach to design public policies by integrating change and innovation*. This approach aims to identify new ideas to be implemented in order to improve the service for job seekers and for companies, as well as the efficiency of the processes and organisation of our PES.</p> <p>1/ set up “Labs”: The Lab is a workspace where employees, partners, job seekers and companies exchange and co-create innovative solutions to address complex issues. The goal is to tackle complex problems and build solutions together!</p> <p>2/ launch demonstrators (POC- proof of concept, POV- point of view): A demonstrator is composed of several elements: a value-added hypothesis that needs to be tested; qualitative and quantitative indicators to measure and validate or invalidate the hypothesis; implementation of the test under real usage conditions; and an assessment to conclude on the added value and provide follow-up actions.</p> <p>3/ create a collaborative platform (in France, it is called “Fabrique de l’inspiration”- Inspiration Factory) where SPE employees share their best practices. The ambition of the Inspiration Factory is to analyse and document, then bring together and make accessible, practices that have proven their effectiveness in the field and provide</p>							



added value on a daily basis for users and agents.

4/ Develop intrapreneur projects (incubator): These are projects designed and developed internally within the PES (by employees). Intrapreneurs present a great opportunity to transform the organisation of work without losing a certain vision of the company. The services they have invented are useful tools for job seekers, advisors, and companies.

5/ Implement experiments and piloting: France Travail sets up pilot projects to test new approaches before deploying them on a larger scale. This allows for evaluating the effectiveness of innovations and adjusting strategies based on the results obtained.

6/ Emphasise continuous training: To support innovation, France Travail invests in the continuous training of its agents. This includes skill development programs in project management, the use of digital technologies, and agile working methods.

7/ Escape games: By observing and evaluating the participants' reactions, the recruiter can pre-select candidates based on their interpersonal skills.

8/ Virtual reality: To address recruitment challenges in certain high-demand professions, the DREETS* and FT ARA have signed a regional agreement to equip all agencies in the region with virtual reality headsets and create immersive virtual reality films to promote these professions.

Best Practice: The LAB is a transformation tool for France Travail and an environment for accelerating solutions. It accelerates complex and multidimensional projects and the production of services for job seekers, companies, partners, and collaborators of France Travail from the network and executive functions. The LAB is recognized for its ability to drive transformations in all areas. It has provided its expertise to train ambassadors of creativity and collective intelligence by offering advice on the right postures to adopt, preparation, and techniques to use and to develop collective intelligence in projects. It is also the first network of LABs in France within the same organisation and a reference in public innovation in France and internationally. It has a large opening, both internally and externally, and inspires the creation of LAB systems across the territory. The LAB brings added value to the labour market and the ecosystem by: Improving or creating services for PES users (job seekers and employers); Finding new modes of collaboration between France Travail and its partners; Improving working methods within France Travail; Developing projects at a much faster pace (a few weeks instead of several months). The LAB is also the name of the place that hosts LAB sessions: meeting and workshop rooms designed to foster creativity and collective intelligence. Some topics already covered by the LAB Auvergne-Rhône-Alpes: Services for youth, former executives, art and culture actors, priority neighbourhoods; POC bifurcators"; International mobility; Aggressions in PES agencies. In 2019, the European Commission cited the LAB as an inspiring practice for European PES.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

* innovation at France Travail : <https://www.francetravail.org/digitalinnovation/>

*LAB at FT ARA : <https://www.francetravail.org/regions/auvergne-rhone-alpes/digital-innovation/le-lab-france-travail-auvergne-rhone-alpes.html?type=article>

* Virtual reality for job seekers: <https://www.francetravail.org/regions/auvergne-rhone-alpes/digital-innovation/la-realite-virtuelle-au-service-des-demandeurs-demploi.html?type=article>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage



Areas for improvement			
Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance			
PDCA (Plan, Do, Check, Act)			
The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. Mark which stage of the process has been covered			
PLAN	DO	ACT	CHECK
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.
x	x	x	x
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			



We consider that this performance enabler goes through all four stages of the PDCA cycle. Example:

Plan: Labs: Co-construction spaces for innovative solutions ; Demonstrators (POC, POV): Hypothesis tests with measurement indicators ; Collaborative platform: Sharing best practices (Fabrique de l'Inspiration) ; Intrapreneur projects: Internally developed projects to transform the organisation ; Experiments and piloting: Pilot projects to test new approaches. ; Continuous training: Skill development programs ; Escape games: Pre-selection of candidates through observation ; Virtual reality: Promotion of high-demand professions with VR headsets.

Do: Implement Labs to co-create solutions ; Launch demonstrators to test hypothesis ; Use the collaborative platform to share effective practices ; Develop intrapreneur projects internally ; Conduct pilot projects to test new approaches ; Provide continuous training for agents to support innovation ; Use virtual reality to promote high-demand professions.

Check: Evaluate the results of Labs and demonstrators; Monitor the effectiveness of practices shared on the collaborative platform ; Assess intrapreneur projects and pilot projects ; Verify the impact of continuous training programs.

Act: Adjust Labs and demonstrators based on results; Optimise intrapreneur projects and pilot projects ; Strengthen continuous training programs ; Create additional escape games

Working area	4. Management of partnerships and stakeholders						
Performance enabler	4.1 Perception of PES and impacts on the users' and stakeholders' engagement						
Description of the ideal performance	<p>PES' reputation is shaped by their adaptability, collaboration and commitment to address labour market challenges, but some endogenous factors can influence it. Sometimes PES perception may be affected by stereotypes or disinformation. Ideally, PES develop their own brand and recognizable identity to enhance their reputation positioning. Accessible and creative communication strategies and tools should be used, including social media, TV and the radio. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> ▪ PES develop their own brand and recognizable identity to enhance their reputation positioning. ▪ PES must use accessible and creative communication strategies and tools, including social media, television, and radio. ▪ PES should promote a positive image of services, emphasising the willingness to be agile while respecting equity and inclusion, to provide added social value and generate a positive impact on the beneficiaries. ▪ PES must activate clients by involving them in service planning, regularly collecting feedback on services, or organising client councils. ▪ PES must launch targeted promotional campaigns to raise awareness about the services offered. ▪ A strong reputation strategy should also include transparent information on the impact of funding and resource allocation ▪ PES develops internal communication on evidence-based outcomes and storytelling as inspirational tools ▪ PES includes in its communication policy transparent information on the impact of funding and resource allocation ▪ The level of user satisfaction is monitored. 						
Score	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	1	2 Some weak evidence,	3	4 Strong evidence related to most areas	5	6



		No evidence or some ideas	related to some areas	Some good evidence related to relevant areas		Very strong evidence related to all areas	Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				x		
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>Some actions:</p> <ol style="list-style-type: none"> Meet with decision-makers and influencers in the political and economic spheres: France Travail maintains long-term cooperative relationships with elected officials, companies and influencers from the political and economic worlds in Auvergne-Rhône-Alpes to act in synergy with them. Our objectives: to regularly inform about the reality of the local job market, about the evolution of our services and about recruitment systems. These relationships also help to develop the image of France Travail among stakeholders in the economic world. Our ambition is that they are ambassadors of France Travail's service offer to their peers or members. Strengthen our organisation by sectors: several DOMEX have been identified as strategic sectors for the Auvergne-Rhône-Alpes region => DOMEX project manager has precise knowledge of the trends in the labour market and the companies in his sector, he proposes initiatives and innovations in his field. The objective is to bring our added value, our expertise to meet recruitment needs Communicate in a targeted manner: The actions of France Travail ARA managers are crucial in implementing this influence strategy. A newsletter for economic partners and influencers: Highlight our actions, feature testimonials from companies, and demonstrate the effectiveness of our service offer. Support the action of the General Directorate of France Travail in the sectors: Each Regional Director is the privileged contact for a professional sector. France Travail Auvergne-Rhône-Alpes covers plastics, nuclear power, chemistry and the "recycling, reuse and repair" sector. The principle of this organisation is to capitalise on information from professional sectors, map influential companies and organisations, monitor sectors, have knowledge of professions, participate in strategic bodies and propose action plans in anticipation. <p>Elected officials plan: From an educational perspective, the regional director and departmental directors meet with elected officials in the territories; This action is even more important as the establishment of employment committees is being set up in the territories (a regional employment committee, departmental committees and local committees). The meetings allow elected officials (deputies, senators, presidents of departmental councils, presidents of communities of communes, mayors, etc.) to understand the range of services offered by France Travail and our challenges. The impact is greater when elected officials come to the agency or to events (job fairs, from stadium to employment; Place for employment; etc.). The "Partenaires.net" tool, a database supplied by a service provider at the national level, allows meetings with elected officials to be planned and reported on; It is a tool that has a dual purpose: to develop targeted action plans and to trace the evolution of relations in a territory</p>							

Resources
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described
Stakeholders in Auvergne-Rhône-Alpes : https://www.francetravail.org/regions/auvergne-rhone-alpes/acteurs-de-lemploi/en-direct-des-territoires.html
Critical Issues
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage
Services for companies at France Travail suffer from a lack of awareness among VSEs/SMEs who may also have a rather negative perception of the establishment due to past experience. As a result, only 30% of companies use France Travail's services, but when they do use them, they are satisfied at +86%.
Areas for improvement
Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.
<p>Launch of the new brand « France Travail Pro ». The challenges are to reach out to companies and better understand their recruitment needs and concerns:</p> <ul style="list-style-type: none"> • Promote the France Travail's service offer for companies • Become the "HR partner" for companies that do not have one, especially VSEs/SMEs, to simplify recruitment, training, and skills management processes. • Make companies ambassadors of our service offer <p>With this new brand, there will be more proactive, accessible, and personalised services. Actions to be implemented: Proactivity: 150,000 companies prospected/visited (3 times more than last year) by the end of October 2024; establishment of a company task force in all employment areas (Q12025). Accessibility: 3995 accessible from 7 AM to 8 PM, Monday to Saturday; opening of callback requests with online appointment scheduling. Personalization: New company page to improve its employer brand and check if one measure is available for a candidate based on the employer's profile.</p> <p>France Travail Pro = support the FT's ambition towards companies, support the evolution of service offer and embody the markers of change, allowing companies to better identify us.</p>
PDCA (Plan, Do, Check, Act)



The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. Mark which stage of the process has been covered			
PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
x	x	x	x
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
<p>We consider that this enabler goes through all four stages of the PDCA cycle. Example:</p> <p>Plan: Territorial strategy: Position agencies at the heart of local and national strategies. ; Influence strategy: Create relationships with elected officials, influencers, and partners to improve the image of France Travail; Use newsletters to highlight actions and demonstrate service effectiveness ; Sector support: Each Regional Director as the main contact for specific sectors ; Launch of France Travail Pro: Improve the reputation and perception of services for companies, especially among VSEs/SMEs.</p> <p>Do: Regular meetings: Maintain relationships with decision-makers and influencers. ; Sector initiatives: Propose initiatives and innovations in strategic sectors ; Newsletter distribution: Regularly communicate with economic partners and influencers ; Support actions: Capitalise on sector information and propose action plans ; Promotion of France Travail Pro: Promote the service offer for companies and become the HR partner for VSEs/SMEs.</p> <p>Check: Evaluate relationships: Assess the effectiveness of relationships with decision-makers and influencers ; Monitor initiatives: Evaluate the impact of sector initiatives ; Analyse communications: Measure the effectiveness of newsletters and other communications ; Follow-up on support actions: Assess the effectiveness of support actions for sectors ; Feedback on France Travail Pro: Gather feedback on the perception and use of services.</p> <p>Act: Adjust relationships: Improve relationships with decision-makers and influencers based on feedback ; Optimise initiatives: Adjust sector initiatives to maximise their impact ; Improve communications ; Strengthen support actions ; Optimise France Travail Pro: Adjust services to better meet the needs of companies</p>			
Performance enabler	4.2 Building strategic partnerships		



Description of the ideal performance	<p>The PES establishes formal and informal partnerships, which consist of multi-level, multi-stakeholder cooperative relationships. For this reason, it is necessary that the PES strategies and tools:</p> <ul style="list-style-type: none"> ● Building alliances that contribute to the overall objectives of national, regional and local policies <ul style="list-style-type: none"> - They can be used to design, develop and implement innovative policy measures and specific initiatives/projects - They are specific partnerships, including sectoral ones, to remove social barriers to the employment and employability of jobseekers, to facilitate cooperation between the different services and to mobilise targeted support. ▪ Developing tools to measure the effects of partnerships 						
Score	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	<i>Mark the relevant column</i>						x
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>With our partners (actors from the Network for employment, local authorities, ministries, associations, foundations, etc.), we mobilise the complementarity of our expertise to meet the needs of territories, job seekers, and companies. Thanks to this structured and proactive partnership policy, we multiply initiatives and programs to boost employment and achieve our three objectives: Remove social obstacles; Facilitate cooperation in the territories ; Mobilise specific and personalised services and support</p> <p>Several types of partnerships: Institutional: Contribute to public policies by supporting institutional actors in implementing their actions; contribute to the general objectives of state policies; contribute to public policies alongside local authorities. Operational: Contribute to the qualitative and quantitative improvement of services provided; develop complementary expertise to meet the needs of specific audiences. Economic: Aim to communicate and inform companies through legitimate company representatives. Sectoral: Capitalise on information from professional sectors, map key actors, monitor sectors, understand professions, participate in strategic bodies, and propose proactive action plans.</p> <p>At France Travail ARA, agreements are classified based on the referencing proposed by the General Directorate, to which we have added the categories “economic sphere and large-scale companies” and “international” to ensure the monitoring of significant regional agreements. Distribution of agreements: 32.9% on developing complementarities with partners to better meet the needs of specific audiences; 11.7% on facilitating cooperation in the territories; 7.6% on removing social barriers; 44.4% on the economic sphere and large-scale companies; 3.4% on international.</p>							



Some examples of partnerships: With EUROPE DIRECT (as part of the program: Create Europe in AuRA) ; AGEFIPH (Association for the Management of the Fund for the Professional Integration of Disabled Persons) ; With the Interregional Directorate of Penitentiary Services ; Action Logement (employment-housing link) ; 60000 REBONDS (Support for entrepreneurs who have lost their business) ; E2C – Second Chance School offers a solution to young people who leave the school system each year without a diploma or qualification and face difficulties entering the workforce ; ADIE is a public utility association that helps people distant from the labour market and the banking system to obtain microcredit financing ; Regional Delegation for Women’s Rights and Equality ; OFII is the State’s sole operator in charge of legal immigration.

Applications and IT tools are used within the framework of partnerships and institutional relations: Partenaires.net; Dokéo; Part’nCo; FT & Partners Service Offer Catalog; Guide to Relations with Elected Officials; Regional Partnership Booklet.

MEDEF (Mouvement of Enterprises in France) is the leading regional network serving companies and entrepreneurship. MEDEF ARA represents companies of all sizes and sectors in our region, with 90% of companies with fewer than 50 employees. MEDEF is connected with the local ecosystem and supports local companies in their development. The two partners are committed to work together for sustainable and quality employment in the region, contributing to economic growth, business competitiveness, and the maintenance and development of local skills. The common goal is to achieve a better understanding of the skills needs of regional companies on one hand, and the skills and professional projects on the other. The objective of this cooperation agreement is to streamline contacts, share information, and coordinate common actions in the region regarding employment and professional training, tailored to local actors and socio-economic realities. The partners’ commitments lie in their collaboration: Sharing employment-related information; Organizing visits to partner companies; Promoting each partner’s service offerings (programs, aids, and digital tools, etc.); Helping businesses define and formalise their actual skills needs; Sharing hard-to-fill job offers; Participating together in European projects.

Nuum Factory (2018): The first school for digital transformation. **Dual objective:** promote the employability of learners and boost the digital transformation of companies. For companies, students, job seekers, and people undergoing professional retraining.

Climate Factory (2023): The school for ecological transition and social and environmental responsibility. **Objective:** Train talents to enable companies to meet challenges related to the environment, water, energy, waste, and infrastructure for more responsible growth. For companies, youth, students, job seekers, and people undergoing professional retraining.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

* “Create Europe in Aura” -The aim of this network is to strengthen cooperation between all actors at the regional level and to offer citizens, economic and associative actors, etc. a better understanding of what the European Union can offer them.

***Applications and IT systems tools are used in the context of partnerships:** **Partenaires.net**, an internal platform for managing relationships with partners including elected officials and socio-economic stakeholders; **Dokéo** is an internal platform whose objective is to provide detailed information on all partners, on cooperation, on the actions to be carried out by France Travail, and used only by France Travail employees; **Part’nCo** is the management tool for recording partner agreements/conventions; **FT & Partners Service Offer Catalog** - Focused on the relationship with job seekers. It is an internal tool to direct job seekers to the partnership structures in their area; **Guide to the relationship with elected officials** which includes: some methodological benchmarks and the stakeholders (national and local elected officials and territorial stakeholders), **Regional partnership booklet:** monitoring the dynamics of our strategic partnerships in the region.

* **Decree No. 2024-560 of June 18, 2024 relating to territorial employment committees:** <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000049746070>

*MEDEF: Mouvement des Entreprises de France - Movement of Enterprises in France: <https://medef-aura.fr/fr/>

*Nuum factory: <https://thenuumfactory.fr/>

*Climate Factory: <https://climatefactory.fr/>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Acting for full employment requires the coordination of many topics (economic development, professional training, removal of peripheral obstacles, etc.) and requires continuous coordination at all levels, involving actors with very diverse standards and practices. However, the governance of employment, training, and integration policies faces complexities that can generate identified difficulties:

- A lack of knowledge of respective service offer and sometimes fragile collaboration among solution providers, impacting the quality of pathways.
- A “competition effect” that may be felt by employment and integration operators.
- Too many existing bodies are often limited to sharing information (necessary but insufficient), involving significant organisational costs but still limited results.
- A lack of data sharing and interconnection of information systems to make the right decisions (training needs, supported publics, etc.), leading to inefficient management. A lack of consideration of users’ opinions/ feedback.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

To gain clarity and streamline collaborations between the different stakeholders, in the service of people and companies, it will be a question of renovating the ecosystem of employment, training and integration. The **Network for employment** will then be made up of: the State; the regions, departments, municipalities or groups of municipalities; the France Travail operator; the specialised operators Missions Locales (young people) and Cap emploi (people with disabilities). The following may also participate: organisations that contribute to the identification, support, integration, training and placement of job seekers; economic integration structures, temporary employment agencies; business creation support structures; etc.

To break out of silos and act as close as possible to the field, **simplified and territorialized governance** will be put in place, ensuring management based on shared objectives: => consolidate and clarify the role of each actor within an ecosystem that is more readable for users and actors & create the conditions for good collaboration between the members of the network for employment federated around principles, practices and tools shared through the commitment charter and a common heritage.

Network governance:

- **The national employment committee**, chaired by the minister responsible for employment, composed of • The State, the regions, the departments and the municipalities, France Travail, the Local Missions and Cap emploi; • The representative trade union organisations at the national interprofessional level; • The representative employer organisations at the national interprofessional and multi-professional level; • Associations representing users; • Unedic. it: • Ensures consultation between members of the network; • Defines the strategic orientations of the actions assigned to the network; • Evaluates the resources allocated to carrying out the actions; • Defines a common base of services; • Defines the orientation criteria for people registered on the list of job seekers and sets the list of information to be transmitted; • Issues an opinion on the State, Unedic and the France Travail operator agreement; • Establishes the indicators necessary for steering, monitoring and evaluating the actions of the network members.



- **The territorial employment committees** are responsible for:
 - Steering, coordinating and adapting the implementation of national guidelines to local situations;
 - Participating in monitoring the execution of agreements concluded between the State and the region or department;
 - Convening conferences of financiers for social and professional integration.
- **The regional employment committee:**
 - Co-chaired by the regional prefect and president of the regional council;
 - Established within the CREFOP (Regional Committee for Employment, Training and Vocational Guidance);
 - By way of exception and with the agreement of the two co-presidents, the CREFOP takes the name of "regional employment committee" and also exercises all of the missions and attributions of the CREFOP.
- **The departmental employment committee:**
 - Co-chaired by the departmental prefect and president of the departmental council;
 - May have audits carried out on operators on compliance with the missions entrusted to them and the quality of the service offer;
 - May also have audits carried out on the delegates of local authorities with the agreement of the local authority concerned.
- **The local employment committee:** a scope determined by the State representative in the department after consultation with the presidents of the regional council and the departmental council; co-chaired by the State representative of the territorial jurisdiction and one or more representatives of local authorities designated by the State representative in the department after consultation with the representatives of the local authorities on the local committee.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. **Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.
X	X	X	X

Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

We consider that this enabler goes through all four stages of the PDCA cycle. Example

Plan: Institutional Partnerships: Contribute to public policies and support institutional actors. **Operational:** Improve the service provided and develop complementary expertise. **Economic:** Inform businesses through legitimate representatives. **Sectoral:** Capitalise on information from professional sectors and propose action plans.



Do: Implementation of partnerships: Collaborate with partners like EUROPE DIRECT, AGEFIPH, and Action Logement. **Use of IT tools:** Use Partenaires.net, Dokéo, Part'nCo to manage partnerships. **Coordination:** Establish Territorial Committees for Employment to coordinate actions

Check: Evaluation of partnerships: Measure the effectiveness of collaborations and tools used. **Monitoring agreements:** Ensure the follow-up of significant regional agreements. **Analyse results:** Verify the impact of partnerships on objectives (removal of social barriers, cooperation, personalised services).

Act: Adjust partnerships: Improve collaborations based on evaluations. **Optimise IT tools:** Adapt tools to better manage partnerships. **Strengthen actions:** Adjust action plans to maximise their effectiveness.

Performance enabler	4.3 Resource Allocation and Funding						
Description of the ideal performance	<p>To support and strengthen strategic partnership, PES combine EU, national and local public funds but also resources from private stakeholders with the following characteristics:</p> <ul style="list-style-type: none"> The PES combines EU, national and local public funds, but also private stakeholder resources. Funding should be devoted to long-term development and innovation programmes and aim at supporting evidence-based design of services, especially in the field of vocational and training programmes and in the design of countercyclical policies Resource allocation should also cover training needs, especially to deal with the emerging challenges posed by the twin transition. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				x		
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>The funding of France Travail relies on several sources and mechanisms to ensure the proper functioning of its services and programs:</p> <ol style="list-style-type: none"> State Budget: A significant portion of France Travail's funding comes from the state budget. This funding is essential to cover operational costs and job seeker support programs. 							

2. **Contribution from Unédic:** Unédic, which manages unemployment insurance in France, also contributes to the funding of France Travail.
3. **Specific aids:** France Travail offers specific financial aids, such as the Individual Training Aid (AIF), which helps cover the educational costs of training for job seekers. These aids can cover all or part of the training costs.
4. **European Social Fund:** This fund covers part or all of some support programs: global support, Territorial Support System, Youth Engagement Contract, Intensive Youth Support etc.
5. **Funding within the framework of ERASMUS+ projects:** KA1 (for the mobility of job seekers) and KA2 (for strategic partnerships: NET PES, COM-IN, LICEAL) or INTERREG France-Switzerland or Alcotra France-Italy.

In July, the prefect of our region officially launched the new edition of the Regional Skills Investment Pact for the period 2024-2027, in the presence of the Regional Director of DREETS and the Regional Director of France Travail. With a budget of 98.5 million euros for 2024, this plan aims to meet the skills needs of local companies and facilitate hiring. FT ARA will be responsible for its implementation, with an ambitious target of 31,400 training entries for 2024. The new plan will continue to focus on priority groups, including beneficiaries of Active Solidarity Income, people with disabilities, seniors over 55, and young people under 26 without a degree higher than a bachelor's degree. Priority sectors have been identified for training, including construction, hospitality and catering, and transport and warehousing, etc.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Areas for improvement

Provide feedback on areas or levers for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

Diversification of funding sources: For example, using the Just Transition Fund (FTJ- Fonds de Transition Juste) managed by the DREETS of our region. The FTJ was created to support the energy and industrial transition of territories with high CO2 emissions towards a carbon-neutral economy, in line with the European Union's objectives under the Paris Agreement. The FTJ aims to support the reskilling or upskilling of workers and job seekers, as well as the social support for this ecological transition and the anticipation of economic changes in territories eligible for this fund. A call for projects will be launched soon.



PDCA (Plan, Do, Check, Act)			
The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved. Mark which stage of the process has been covered			
PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.
X	X	X	X
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
<p>We consider that this enabler goes through all four stages of the PDCA cycle. Example:</p> <p>Plan: State Budget: Planning the funding to cover operational costs and support programs. Contribution from Unédic: Allocation of unemployment benefits. Specific aids: Planning financial aids such as the Individual Training Aid (AIF). European Social Fund: Planning funding for various support programs. ERASMUS+ and INTERREG projects: Planning funding for mobility and strategic partnerships. Regional Skills Investment Pact: Planning investments to meet skill needs. Just Transition Fund (FTJ): Planning funding for the energy transition.</p> <p>Do: Implementation of funding: Utilising state budgets, Unédic contributions, and specific aids. Deployment of European funds: Using funding from the European Social Fund and ERASMUS+ and INTERREG projects. Execution of the Regional Pact: Implementing targeted training and programs.</p> <p>Check: Monitoring funding: Verifying the use of budgets and contributions. Evaluation of specific aids. Monitoring European funds: Verifying the use of funding from the European Social Fund and ERASMUS+ and INTERREG projects. Evaluation of the Regional Pact: Monitoring the results of training and programs.</p> <p>Act: Adjusting funding: Modifying budgets and contributions based on results. Optimising specific aids. Adapting European funds: Adjusting funding from the European Social Fund and ERASMUS+ and INTERREG projects. Strengthening the Regional Pact: Improving training and programs.</p>			



TRANSVERSAL SECTION

Transversal topics	1. Twin transition (digital and green transition)
Guiding questions	How has the green and digital transition influenced the services offered by your PES? Can you describe specific activities, projects, or measures that your PES has implemented to promote the green and digital transition?
FOCUS ON DIGITAL TRANSITION	
Description of your performance	
Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best	
<p>Since 2009, France Travail has offered personalised digital services accessible to all users (jobseekers and companies): www.francetravail.fr , www.emploi-store.fr (a web services platform powered by France Travail and oriented towards the digital services of France Travail and specialised publishers) , www.francetravail.io * , www.francetravail.org , online job fair, mobile applications.</p> <p>The Covid-19 crisis accelerated the deployment of France Travail's digital services, equipping all employees and improving access for jobseekers/companies. All SPE agencies are equipped with digital media to remain available and contact jobseekers: open line, reception in the agency, emails, telephone contacts. There are also digital ambassadors in the French PES. Their mission is to raise awareness, train and support their colleagues in the use of digital tools and online services offered by France Travail.</p> <p>France Travail supports job seekers in the digital transition through several initiatives:</p> <ul style="list-style-type: none"> - in the reception area of each PES agency, there are young people in a civic service program who help jobseekers with their Internet/online procedures. They help them to use the new digital tools needed to find jobs and training. The aim is to support the digital inclusion of users and reduce the digital divide felt by our customers who are furthest from the new job search methods. - employment advisors lead workshops for job seekers on digitalization to develop their digital skills - they offer specific training courses to develop the necessary digital skills, such as web development, cybersecurity and digital project management, which job seekers can choose from the training catalogue - they provide online resources, such as courses and webinars, to facilitate distance learning of digital skills (emploi-store, pix-emploi, etc.). - the advisors for companies work with companies and organisations to create training and employment opportunities in the digital sector (see Digital DOMEX, a strategic initiative to strengthen and promote skills in the digital field. By identifying emerging professions, it enables us to anticipate market needs and effectively guide training programs. Training and support initiatives are essential to equip workers with the skills required for digital transformation. In addition, by facilitating professional integration, Digital DOMEX plays a decisive role in reducing unemployment and optimising companies' human resources. - the advisors also inform the job seekers about the Nuum Factory school, job seekers who wish to return to school or reorient themselves towards the digital sector. 	

- **Digital inclusion (digital illiteracy):** France Travail is setting up services to help people acquire and develop digital skills, and to this end: 1/ rapidly detects people with digital difficulties in order to help them in their efforts (identify the needs of job seekers: to co-construct a diagnosis of digital autonomy with the job seekers, the advisor relies in particular on: the answers declared in the registration script to identify the points to be explored in the interview and the 1st level of services to be mobilised and the “Pix Emploi – Initial Diagnosis” tool to quickly objectify the fundamental digital skills to be mobilised in the professional environment) and 2/ offers services tailored to the needs of these people to enable them to progress and accelerate their return to work (**support by France Services digital advisors:** offer digital support to all French people, close to home; - **advice workshops:** Led by France Travail advisors to discover and use France Travail services, enhance your profile on social networks, etc.; - **training courses:** France Travail finances digital training courses, available face-to-face or online; - **free access:** services available on francetravail.fr, videos on YouTube, emploi-store; - **partnerships:** agreement with Orange to support job seekers far from the digital via the “Coup de pouce internet- Internet boost” offer and Orange's Digital workshops, deployed in 7 départements; - **regional actions:** Google Digital workshops program to organise workshops and webinars in the ARA region. - dedicated page: <https://candidat.francetravail.fr/metierscope/metiers-avenir/transition-numerique>

France Travail also supports companies in their digital transition through a range of services and initiatives:

- offers tailor-made support to help companies identify their digital skills needs and set up appropriate training plans;
- collaborates with skills operators and other partners to finance and support the training actions required for the digital transition;
- provides companies with digital platforms and tools to facilitate human resources management, recruitment and e-learning. These tools are often accompanied by guides and tutorials to maximise their use;
- informs companies about financial aid and subsidies available to support digital transition projects, etc.

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Currently, information systems are specific to each actor who supports people towards employment and training. The virtual absence of “digital commons” backed by a shared definition of basic data penalises both support providers and users:

- for individuals, the need to provide information several times to different structures, with interruptions in the process in the event of a change of referring advisor;
- for advisors in the various support networks, the need to spend a disproportionate amount of time entering information that is already known, and missed opportunities due to a lack of visibility on the person's career path and the range of services available;
- for companies, a lack of visibility of services and an over-solicitation or, on the contrary, a lack of solicitation of certain employers;
- for public actors, institutions and operators, a lack of consolidated data to ensure management in their respective fields of expertise and a lack of knowledge of all the solutions available in a territory and the proportion of the public they welcome.

The difficulties some people face in mastering digital tools are an obstacle in finding a job. Today, 13 million French people struggle with digital technology. Digital technology has become essential in our daily lives, including for job searching. However, 12% of job seekers do not use the internet in their job search.

Areas for improvement and mutual learning

Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others

Initiatives already exist to start creating these “commons” (inclusion platform, Ouiform, ROME 4.0, skills passport, etc.), but deserve to be expanded. The ambition is to move from a situation with isolated information systems and data exchanges in pairs, to a platform approach. This would be developed with and for the user, with the aim of improving the experience, and would bring together :

- unique data, referencing and shared between all stakeholders – in strict compliance with the GDPR;
- APIs allowing stakeholders to integrate data into existing information systems (reading and updating);
- common tools for professionals, support for the implementation of professional actions common to all France Travail stakeholders;
- unique digital services enabling beneficiaries to access their files and France Travail services
- steering and management services built on common data and producing the indicators necessary for the governance of France Travail.

The first challenge for France Travail is to develop a platform approach that pursues three main objectives:

- **improve the support experience with easy-to-use and continuously improving digital public services;**
- **reduce the cost of access to information for all.** Creating tools isn't enough: it is also necessary to allow a multitude of actors whose work environments are not similar to access information that does not need to be duplicated (in "tell us once" mode);;
- **enable local actors to make better decisions by providing them with a common management tool based on shared pathway data.**

=> **Build digital commons within a IT platform** to enable information systems to communicate and share services and data between actors, for the benefit of users; deploy digital tools and services, built with and for users, meeting the needs identified in the field; meet the immediate skills needs and anticipate the needs of France in 2030, via a hub of digital data and services on skills needs for all economic stakeholders and the employment and training ecosystem, which can be adapted to the level of each region; develop the platform based on user needs by promoting impact-based management through governance dedicated to the IT platform.

Expand the “zero digital illiteracy” experiment to other territories, which is an initiative aimed at reducing digital illiteracy, i.e. the difficulties encountered by certain people in using digital tools. For example, the Allier department in France is a pilot in this experiment. The objective is to promote mastery of digital tools, in particular to help with job searches. This initiative includes training and adapted resources for people who have difficulty with digital technology, in order to enable them to become more independent and better integrate into today's digital society.

FOCUS ON GREEN TRANSITION

Description of your performance

Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best

France Travail supports jobseekers and companies in the ecological transition through several initiatives:

- leads workshops for jobseekers on the green transition;
- offers specific training courses for green and greening professions ;
- collaborates with entities such as **ADEME** (Agence de la transition écologique- Ecological Transition Agency) to support the development of markets and jobs in green



industries;

- **works with companies and organisations to create training and employment opportunities in the ecological transition sector (i.e. Ecological Transition & Recycling, Reuse, Repair DOMEX**, which contributes to shaping the future of the green economy. By focusing on the 3R sectors, it aims to create a solid structure for emerging green professions. The objectives of this initiative are multiple: to identify and catalogue new green jobs, to provide targeted training to equip workers with the necessary skills, to facilitate professional integration in these promising sectors, and to support companies in their search for qualified talent. Through forums, workshops and strategic partnerships, DOMEX is committed to promoting sustainable development while meeting today's environmental challenges. This approach represents a significant step forward in the transition to a more environmentally-friendly economy, where recycling, reuse and repair are at the heart of professional and environmental concerns).

- **organises events and awareness campaigns to inform job seekers and employers** about the opportunities offered by the ecological transition

- **informs the job seekers about the Climate Factory school, job seekers who wish to discover green and greening professions/ to reorient themselves towards this sector**

- **develops innovative initiatives such as The “Bifurcators” project is an innovative France Travail initiative**, designed to support those wishing to embark on careers aligned with the values of the ecological and solidarity-based transition. By offering tailored guidance, targeted training and support for professional integration, this project aims to facilitate professional retraining and promote forward-looking professions. Through workshops, coaching and partnership the Bifurcators project strives to prepare individuals for the challenges and opportunities of the changing job market, while contributing to a greener and more inclusive economy.

- dedicated page: <https://www.francetravail.fr/actualites/le-dossier/environnement.html>

France Travail supports the PES staff in the green transition by offering various services and initiatives:

- **The Social and Environmental Responsibility policy:** there are 4 areas for action:

1/ offering 100% accessible and inclusive services: pay particular attention to our disabled public, whatever the type of disability, visible or invisible. An example: ADEDA is a system designed to provide a physical and telephone reception service for hearing-impaired jobseekers and companies, in order to better address the issue of inclusion of people with disabilities;

2/ responding to the climate emergency by reducing our carbon emissions: reducing our carbon footprint: the organisation has implemented a global ecological transition plan aimed at reducing its own CO2 emissions by 35% by 2030. This includes measures such as temperature control in buildings and optimization of energy consumption. **Deploying the Energy Sobriety Plan, called now the “Low Carbon Trajectory”:** many actions are being carried out, grouped into four main themes: **buildings, mobility, digital, purchasing;**

3/ encouraging diversity and reducing discrimination in employment: France Travail includes social integration clauses in its contracts to help the most disadvantaged people back into employment. Actions are taken to promote gender equality internally, and to promote gender diversity externally, particularly in recruitment. France Travail is a signatory, along with the Defender of Rights and the ILO (International Labor Organization) of the Charter of Employment Intermediaries, which commits the company to fighting and promoting equality in access to employment.

4/ develop the solidarity commitment of employees and promote dialogue with stakeholders: deploy the climate fresco, organise solidarity actions; participate in CSR trophies and lead the network of Social and Environmental Responsibility ambassadors (Their mission is to raise awareness, inform and mobilise employees around the issues of the Social and Environmental Responsibility policy, which include environmental, social and economic aspects).

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Job seekers:

- training and skills: job seekers may need new skills to adapt to green jobs. This requires adapted and accessible training programmes;
- access to opportunities: there may be a disparity in access to green jobs, particularly for those living in rural or disadvantaged areas;
- adaptability: some job seekers may be reluctant to change sectors or acquire new skills, which can slow down their transition to green jobs.

Companies:

- initial investments: the green transition may require significant investments in terms of technology and infrastructure, which can be a barrier for small and medium-sized enterprises;
- regulatory compliance: companies must comply with new environmental regulations, which can lead to additional costs and administrative challenges;
- culture change: adopting sustainable practices may require a change in culture within the company, which may encounter internal resistance.

Providers:

- adaptability: providers must adapt their services to meet new environmental requirements, which may require investments in training and equipment;
- collaboration with businesses: it is crucial that providers work closely with businesses to understand and meet their green transition needs;
- quality of services: maintaining the quality of services while integrating sustainable practices can be a challenge, especially if it involves significant changes to existing processes;

France Travail's staff:

- training and awareness: agents must be trained and made aware of the challenges of the green transition in order to effectively support job seekers and companies;
- change management: the implementation of new practices and policies may encounter internal resistance and require effective change management;
- resources and support: agents need adequate resources and support to implement green initiatives, which may include tools, training and adapted infrastructure.

Areas for improvement and mutual learning

Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others

In line with France's national low-carbon strategy, France Travail has identified action levers with the aim of taking concrete action to reduce the carbon emissions linked to its activities by 35% by 2030. It is also in line with the European Union's "Fit for 55" objective, which sets out the European Union's ambitions in terms of climate and energy. The levers for action cover 4 emission areas:

1. **The buildings we occupy:** emission reduction target: -17% (by 2030). Levers for action: maintain maximum temperature control 26°C minimum 19°C / limit energy consumption by grouping staff together on low-presence days / replace incandescent bulbs with LEDs.
2. **Our (professional and home-work) travel:** emissions reduction target: - 19% (by 2030). Levers for action: promote cycling and the electrically assisted bicycle : install secure bicycle shelters on France Travail sites / equip France Travail agency electric recharging stations / provide better information on the Sustainable Mobility Package- Forfait mobilité durable (FMD), which offers financial assistance for the use of bicycles and/or car-pooling for commuting / follow up training/awareness-raising on eco-driving / develop car-pooling as part of company vehicle travel / replace combustion-powered cars in the company car fleet with electric vehicles / decarbonize appointments with job seekers, in particular by developing "going towards";.



3. **Use of digital tools:** emission reduction target: -3% (by 2030). Levers for action: extend the lifespan of equipment (from five to seven years for IT equipment) / eliminate individual printers and reduce the number of screens / cool servers (data centers) with an energy-efficient solution / continue digital computer cleaning operations and maintain the good habit of turning off your computer and screen at the end of the working day.
4. **what we buy for our operations** (furniture, supplies, but also services such as jobseeker services or maintenance of green spaces): emissions reduction target: -10% (by 2030). Levers for action: increase the use of products labelled "green" and the share of products from reuse, reconditioned or recycled in the supply or equipment markets.

Transversal topics	2. Labour inclusion of vulnerable groups
Guiding questions	Which specific activities described in the four working areas contribute to the socio-occupational inclusion of vulnerable targets? Can you provide concrete examples of interventions or projects carried out?
Description of your performance	
Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best	
<p>France Travail is implementing different monitoring and support methods to ensure greater personalisation of the service offer, according to the needs of the job seeker:</p> <p>Intensive Youth Support (under 26) aims to accelerate and secure access to sustainable employment by promoting a constructive path towards employment for all, which can involve a subsidised contract, civic service or work-study or training and by securing transition periods (immersion, short-term contract, short training) and sustainable professional integration (employment of more than 6 months or more, long qualifying training). It is implemented in the form of mainly individualised support lasting 6 months. Since January 2021, this scheme has been funded by the European Social Fund.</p> <p>Youth Engagement Contract - Contrat Engagement Jeunes (CEJ) is aimed at any young person under 26 (or under 30 for young people with disabilities). This scheme offers personalised support with a dedicated advisor who follows the job seekers throughout his/her pathway and until he/she finds sustainable employment; an intensive program of at least 15 to 20 hours per week made up of different types of activities and an allowance of up to 528 euros per month depending on his/her resources and provided that he/she respects the commitments of the contract. It is offered by France Travail and the Missions Locales-Local Missions (co-financed by FT and the ESF).</p> <p>The Territorial Support System for Women with Integration Difficulties aims to reduce the persistent inequalities that women face in the job market. Implemented in ARA since 2021, the system aims to remobilize female job seekers, restore their confidence and remove the often multiple obstacles to returning to work.</p> <p>Job seekers with disabilities: All job seekers with disabilities are supported within France Travail agencies by a France Travail or Cap emploi advisor. The two networks work in synergy to provide an appropriate and coordinated response to the needs of job seekers and employers.</p> <p>Beneficiaries of the Active Solidarity Income (RSA): The RSA is a system that guarantees a minimum level of resources and promotes integration through personalised social and professional support towards employment. Since spring 2023, 47 departments have embarked on experiments focusing on the renovation of the support methods for RSA beneficiaries around a few pillars, including a joint entry into the process by France Travail and the departments, reinforced and more intensive support towards returning to employment as well as mobilisation of companies at all stages.</p>	



Global support: this is personalised and intensive support, provided by a dedicated France Travail advisor and a social worker from the Departmental Council. The objective is to promote access to employment by resolving or reducing the social and professional difficulties encountered (co-financed by FT and ESF).

Persons placed under the supervision of justice system: Since 1993, we have been committed alongside integration and probation services to facilitate the return to employment of persons placed under the supervision of justice, secure the transition inside/outside and prevent the risk of recidivism. 18 Employment Justice Advisors, voluntary and committed advisors, act in the various ARA penitentiary establishments.

Employment Team (Equip'emploi) Territorial Support System is a support system to actively support job seekers from priority neighbourhoods of the city. It is structured around several strategic axes: close collaboration with job seekers, involving all the agency's resources, as well as the integration of companies and partners in the support process.

Support for long-term job seekers: a remobilization pathway, increased access to training, a health employment pathway benefit, workshops (co-)facilitated with other local or national partners. **The Health Employment Pathway:** this service aims to address peripheral health-related barriers, particularly to help long-term job seekers return to employment, especially those who do not have recognition as disabled workers. It helps individuals become aware of the impact of their health situation, overcome existing obstacles, and benefit from psychological solutions and medico-social insights.

The exclusive social monitoring aims to allow the job seekers concerned to put their obligations to France Travail on hold while the social obstacles that block any professional integration process are sufficiently removed. Job seekers are referred to a social professional who can provide social support before the job search.

In addition, in order to better support them, France Travail has set up a few partnerships: 1/ Through the network of "France services" counters, France Travail has additional local roots close to the most precarious job seekers. In the same spirit, **2/ "Third Places" are a lever in favour of employment and professional integration.**

These are open and shared spaces that encourage meetings and collaborations. For example, Le Manu'village is a Third Place launched at the initiative of AFPA (National Agency for Adult Vocational Training) in partnership with France Travail. Given the lack of awareness among young people of the business world and the employment prospects in the sectors, **3/ the National Education and France Travail have decided to set up "Avenir Pro".** In concrete terms, France Travail advisors work with students in their final year of vocational high school with the aim of entering the job market. These interventions take place within the framework of a 91-hour "Professional Integration" teaching module. Some of these actions are carried out in partnership with companies.

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

According to statistics published by France Travail, 2 million job seekers are affected by these individual issues, with the main difficulties being digital (58% of difficulties reported), health (23%), mobility (21%), financial insecurity (18%), family constraints (12%), mastery of basic knowledge including illiteracy (12%).

Areas for improvement and mutual learning

Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others

Improve the resolution of barriers to employment (housing, health, mobility, family constraints, illiteracy, digital illiteracy, etc.) by systematising the identification and promoting access to appropriate solutions:

- **better organise services in order to quickly identify and address peripheral obstacles** (ensure the identification of personal constraints hindering integration into employment at the time of the socio-professional diagnosis and deepen it with targeted expert diagnoses if necessary; ensure the visibility and accessibility of the existing range of solutions and adapt this offer according to needs with the State, communities and the various stakeholders concerned);
- **adapt the responses to the reality of the needs of each person supported and the services offered in each territory** (systematise the identification of situations of digital illiteracy among all people registered with France Travail and offer training in mastering basic digital skills to all those who need it; promote the management of health issues restricting pathways by relying on existing offers and structuring new ones if necessary; promote access to suitable reception methods for parents looking for work as part of the construction of the public early childhood service; develop joint employment-housing support as part of the "Housing First 2" plan; improve the consideration of the needs of access to or return to employment in housing and housing policies at the local level; Strengthen, in conjunction with local authorities, actions promoting inclusive mobility for people looking for work; make all individual aids useful for removing social obstacles to returning to work more readable and accessible to their potential beneficiaries (calculation simulator, dedicated expert support, aid funds), and investigate the relevance of an individual fund to cover additional costs related to returning to work);
- **better take into account the specificities of people in work situations with disabilities and promote their potential** (Allow all people with disabilities who need it to benefit from support towards employment; guarantee that France Travail's training offer is accessible to all disabled job seekers, regardless of their disability; guarantee that the France Travail job board promotes the meeting between the job offer of committed employers and the job demand of job seekers with disabilities).
- **further promote DORA platform** to vulnerable populations: it is a digital public service supported by the Ministry of Labor, France Travail, facilitates the connection between providers of integration services and support professionals, thus helping to remove barriers to employment. With up-to-date data on the integration service offerings, DORA allows for the quick identification of relevant services for a person seeking employment and the easy mobilisation of these services online or through direct contact information. For professionals, this represents a significant time saving and administrative simplification.

Transversal topics	3. Communication and PES reputation
Guiding questions	How do the activities in the four working areas influence the reputation of your PES? What communication strategies does your PES use to promote the services and measures offered, and how do these strategies improve the perception of the service among users and the community?
Description of your performance	
Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best	
<p>At France Travail ARA, communication and reputation management play a vital role in establishing and maintaining trust with job seekers, employers, and the general public.</p> <ul style="list-style-type: none"> - External communication: France Travail uses various channels to communicate with the public, including social networks, websites.. The goal is to promote the services offered, inform about the available schemes, and raise awareness of employment and training opportunities. - Employer brand: employer branding is a key element in attracting and retaining talent. France Travail highlights its values, its commitments to social responsibility, and its working conditions to create a positive and attractive image among potential candidates. 	



- **Public relations:** play a crucial role in managing France Travail's reputation. This includes proactive media relations and systematically responding to their requests. France Travail organizes numerous events and also participates in reference events in the field of employment.
- **Internal communication:** effective communication within the organisation is essential to unite employees around common goals. France Travail organizes seminars and webinars and uses newsletters and internal platforms to ensure the proper circulation of information.
- **Online reputation management:** with the rise of digital tools, France Travail actively monitors its online reputation. This includes managing reviews and comments on social networks and review sites, as well as publishing positive content to strengthen the organisation's image.
- **Awareness/media campaigns:** launch awareness campaigns on specific themes, such as youth employment, professional retraining, occupations in tension or company recruitment. These campaigns may include radio announcements, street posters and publications in the written press.

The missions of our communication department at the FT ARA Regional Directorate:

- develops, implements and evaluates regional internal and external communication plans, in line with strategic orientations;
- contributes to the development of France Travail's influence and image strategy, and monitors its reputation;
- facilitates, advises and supports employees in their communication strategy and action plans;
- manages and leads France Travail media in the region: intranet, francetravail.fr, francetravail.org, regional social networks and newsletters;
- ensures regional media relations;
- coordinates and develops the skills of communication correspondents, Facebook animators and social network ambassadors;
- manages regional events.

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

A public employment service whose missions and services remain poorly identified by users. Indeed, **the public employment service currently has a level of awareness that varies depending on the structure:** the French people's knowledge of the public employment service remains very relative: while France Travail is known to 3/4 of those questioned, the other organizations have lower rates of appropriation of their missions by the general public and the ability of the French to identify the right person to talk to is also lower: 78% of French people aged 18 to 65 feel that they would know who to turn to in the event of a question about employment (search for training and compensation), but only a third of them say so with certainty.

It is the very image of this public service that is in question: the positive opinion rate is in fact around 52%, far from the best standards observed in the public (with the police and gendarmerie services grouping 68% of favorable expressions and those of Social Security 67%). Two elements, however, weigh up this last observation: • the progression noted in the public perception of the public employment service in 5 years; • the image difficulty inherent in a structure that intervenes, in the general mind, in times of personal and professional difficulties.

Areas for improvement and mutual learning

Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others



Communication about the registration at France Travail for everyone: In collaboration with our partners (The network for employment), prepare the communication for individuals who will need to register on January 1, 2025, at France Travail on the website www.francetravail.f

Creation of a Network for Employment label:

The creation of the network for employment pursues several objectives:

- improve the readability of the service offer of the integration, training and employment ecosystem
- embody the creation of a network of actors who play collectively in the service of users
- promote the memorization and appropriation of the brand and services offered by the France Travail network
- promote a feeling of belonging to a common cause vector of cooperation between the actors
- strengthen coordination in terms of communication, particularly on common offers (receptions, diagnosis, courses, etc.)

Regarding the launch of the "France Travail Pro" brand: a major advertising campaign starting October 28 (at the national and regional level: a media campaign, a campaign on social networks, launch events open to the press, and at the local level: interviews in the PQR*, specialised local press, CCI*; highlighting testimonials from local companies on social networks under the *#Jerecruteavecfrancetravail* (i'm recruiting with France Travail hashtag); launch events open to the press).

*PQR - regional daily press

*CCI - Chamber of Commerce and Industry.

Transversal topics	4. Gender transversality
Guiding questions	How are gender issues addressed in the policies, measures, and services offered by your PES? Can you describe specific initiatives or projects aimed at promoting gender equality and supporting women's participation in the labour market?
Description of your performance	
Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best	
<p>Gender transversality at FT is demonstrated by the systematic integration of gender issues in all of the organization's policies and actions and implements measures to promote gender equality, such as equal pay, the fight against sexist and sexual violence and the promotion of parity in decision-making positions. Some examples concerning this theme: 1/ France Travail publishes a national study each year on female job seekers registered with France Travail, in order to objectify the situation of women on the labour market; 2/ Training and awareness-raising for employees, some examples: "Strengthening professional equality between women and men and supporting diversity in employment", "Preventing sexism and sexual violence", "Improving their interactions with people with disabilities", "Fighting discrimination and promoting diversity", "The essentials on secularism and neutrality at FT", etc.; 3/ Professional diversity: Mobilization and promotion among partners of France Travail's mechanisms to combat gender stereotypes (example: France Travail's "Engaged Days"); 4/ Communication: National publications to combat gender stereotypes and promote professional diversity (Podcast #WomenInTech, testimonials from women working in male-dominated professions (plumber, aeronautical mechanic, construction) and men working in so-called female professions (early childhood educator); 5/ Female entrepreneurship - personalised support in cooperation with other</p>	

regional stakeholders; **6/ Diversity at FT:** Signatory of the Diversity Charter and the Parenthood Charter, the establishment is committed to 4 dimensions: preventing and acting in the event of discrimination, combating stereotypes, promoting equal opportunities through targeted actions, and considering the needs of each individual fairly. Internally, this policy is based on networking with institutions and external partners (Diversity Charter, Integration Fund for Disabled People in the Civil Service, French Association of Diversity Managers, etc.). In this capacity, it: proposes strategic HR guidelines in terms of non-discrimination of diversity, pilots the implementation and monitoring of thematic social agreements; ensures contractual relations with the FIPHP and carries out the Mandatory Declaration of Employment of Disabled Workers with it, communicates on the fields of diversity with institutions, in particular by leading the networks of correspondents, develops global actions to promote and raise awareness around diversity. France Travail signed the 50+ Charter for the employment of over-50s last July. France Travail values the place of seniors in the institution and fights daily against age-related stereotypes; **7/ Secularism and neutrality:** Secularism is the guarantee for all citizens, whatever their beliefs, to be able to live together, in freedom of conscience and is based on 3 principles and values: freedom of conscience and freedom to express one's beliefs within the limits of respect for public order; the separation of public institutions and religious organisations; equality of all before the law, whatever their beliefs or convictions. **FT is therefore the bearer of the principle of secularism and subject to the obligation of neutrality;** **8/ the Disability Agreement:** an agreement for the employment of people with disabilities was signed by all the representative trade union organisations for a period of 4 years and is an extension of the previous one, the achievements of which it consolidates (in particular concerning teleworking or caregivers for people with disabilities). It also adds the following measures: a reaffirmed commitment to the recruitment of people with disabilities, particularly in work-study programs; taking disability into account from the moment you take up your position through dedicated tools: specific welcome booklet given out on the welcome day, reinforced tutoring, etc. Job retention, training and career development initiatives that take each individual situation into account. Mechanisms for people with disabilities: workstation adaptation; teleworking for people with disabilities; paid leave authorizations, recruitment and integration of people with disabilities through work-study programs. **France Travail is now measuring the results of its policy in favour of disability, with an employment rate of disabled workers of 12.06%, the legal obligation being 6%.**

Regarding job seekers, as a public service, France Travail is committed on a daily basis to ensuring that there are no differences in treatment between job seekers, regardless of their age, gender, disability, country of origin, religion or the neighbourhood where they live. France Travail proactively addresses gender transversality to reduce inequalities and promote equal opportunities in the labour market: analysis and awareness (France Travail conducts studies to understand gender inequalities and their impacts on employment & Organisation of events such as the "Committed Days" to discuss gender stereotypes and share good practices); **concrete actions** (implementation of specific programmes to encourage women to apply in traditionally male sectors and vice versa & promotion of diversity in professions in tension to fully exploit the potential of all talents); **partnerships and collaboration** (collaboration with associations and companies to develop initiatives aimed at reducing gender gaps & coordination with training organisations to offer courses adapted to the needs of women and men in the labour market).

France Travail proactively addresses gender transversality by implementing various initiatives to promote professional equality and diversity within companies: awareness-raising sessions on gender issues and the benefits of an inclusive policy / specific training courses are offered to help companies understand and implement professional equality policies / practical guides and tools: France Travail provides practical guides and tools to help companies implement concrete actions in favour of professional equality / specialised support to help companies develop action plans in favour of professional diversity and equality / collaboration with associations and business networks to promote gender equality in the professional world.

The **mediator's** mission is to receive and handle mediation requests related to the functioning of France Travail. Acting as a facilitator, the mediator intervenes between France Travail and its service users, including job seekers, employers, and partners. As an independent, impartial, neutral, and confidential third party, the mediator is a trusted intermediary. Additionally, he handles all requests related to gender transversality.



Critical Issues
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage
<p>Some issues identified:</p> <ul style="list-style-type: none"> - need for regular training on diversity, gender equality, secularism, neutrality and LGBTIAQ+ issues; - need to adapt and strengthen services to meet the specific needs of job seekers from diverse communities; - need to encourage and train new companies that use France Travail's services so that they adopt inclusive practices and value diversity in their teams - need to continue collaboration with associations specialising in the promotion of diversity, gender equality and the inclusion of LGBTIAQ+ people.
Areas for improvement and mutual learning
Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others
<p>To quote our colleague, James Leperlier, "At France Travail, we welcome EVERYONE. This is not a virtuous choice by the institution. It is in our DNA as a public employment service. What is a choice, however, is to welcome everyone AS BEST AS possible."</p> <p>Below are some areas for improvement:</p> <p>For SPE staff, we must continue to offer regular training on diversity, gender equality, secularism, neutrality and LGBTIAQ+ issues and organise workshops, seminars, awareness days to encourage dialogue and understanding between colleagues on these topics</p> <p>For job seekers: adapt/strengthen services to meet the specific needs of job seekers from diverse communities (women, LGBTIAQ+ people, etc.) and in the same logic: offer personalised support that takes into account gender and diversity specificities.</p> <p>For companies: offer training programs to new companies on diversity, gender equality and inclusion, share best practices and exemplary policies on diversity and inclusion and encourage partner companies to adopt inclusive recruitment policies and value diversity in their teams.</p> <p>For partners: continue collaboration with associations specialising in the promotion of diversity, gender equality and the inclusion of LGBTIAQ+, develop joint projects to promote these values and ensure their concrete implementation.</p>

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