

Self-Assessment Tool

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 Benchlearning 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	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							
<p>In reference to scope, profiling, and segmentation, the SOC develops its methodology through the Q Questionnaire, the office model, and profile segmentation:</p> <p>Q Questionnaire: The current segmentation model, known as the Q Questionnaire, was implemented in work offices in 2013, initially via a provisional database and later integrated into SICAS (the employment seekers database). This profiling tool determines employability based on structural, personal, and</p>							



competency-related factors collected during the occupational interview and following participation in a program. Improving job seekers' profiling is a key objective of the Pla de Desenvolupament de Polítiques d'Ocupació de Catalunya (PDPO). To achieve this goal, the following lines of work have been established:

- The organization has promoted profiling improvement through the creation of an informational work group that has convened on four occasions to share experiences and knowledge, identify principles, and establish criteria for enhancing the profiling and segmentation model, thus laying the foundation for the project and improvement plan. This group consists of members from the Public Employment Service and representatives designated by the organizations that make up CDSOC (CCOO, UGT, FOMENTO, PIMEC, FMC, and ACM), thus fostering co-governance.
- Analyzing the final report of the study "Profiling Sociological and Psychological Variables as Predictors of Employability," which aims to explore the relevance of sociological and psychological factors in employability. The main conclusions suggest a potential relationship between long-term unemployment and factors such as negative emotionality, family mobilization and the size of the mobilized labor group (social capital), as well as the expectation of finding work and improving employability through participation in training and active policies.
- Developing a conceptual statistical profiling model as an alternative to the Q Questionnaire to investigate which model may be most effective in addressing chronic unemployment.
- Forming working groups to define a reform of the questionnaire for future implementation.

Office Model and Segmentation: The definition of the Q Questionnaire and its technological implementation in offices were accompanied by the construction of the current office model. This model of service in the Work Offices is based on the segmentation of various groups and subgroups, through which job seekers are referred to a specific occupational service based on identified needs. For instance, some specific occupational services currently offered by the SOC include priority programming for youth, individuals over 45, and those experiencing chronic unemployment. Additionally, the office model has been developed to appropriately distribute the workload of counselors by adjusting office dimensions according to the target audience.

Resources

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

- Revisión del perfilado (Nou perfilat dels demandants.docx)
- Revisión del Perfilado (Cuestionario Perfilado UAB.docx)
- Perfilado de variables sociológicas y psicológicas como predictoras de la empleabilidad en el perfilado (SP_Informe_final.docx)
- Revisión del Perfilado (20232012_Informe GT Perfilat.pdf)

Critical Issues

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

Public-Private Cooperation System for Information Exchange: A collaborative system between the public and private sectors to facilitate the exchange of information.

Psychological Support: Beyond support for women who are victims of violence, the SOC lacks a psychological support system.

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

Collective Profiling aims to optimize the range of services and programs available to citizens and ensure the best alignment with their needs. In this regard, the SOC plans to develop a **Results Report** on different collectives and their profiling, as well as on the strategic implications for the current portfolio of services and active activation policies.

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

Description

The SOC is currently in a phase of reviewing the previous Q model, which has been in place since 2013. While it is an established model, it does have its shortcomings.

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 Periodic evaluations User opinions and concerns are collected PES trains internal staff for guidance on issues related to 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
<p>Provide more details on the current PES performance on that topic including some evidence</p> <p>The SOC offers job seekers a wide range of services tailored to users' needs and their profiles. The **Individual Action Plan** is defined based on the following variables:</p> <ul style="list-style-type: none"> - Demand-driven, and - Based on a prior study of regional needs or on projects awarded by external entities that provide occupational services, especially those focused on certain collectives. <p>The SOC's service model is shaped by user needs and follows these phases:</p> <p>1. Initial Registration and Profiling: To ensure early attention, during registration, the counselor conducts an interview and profiling, referring the job seeker to either professional guidance or a specific program. Here, the activity agreement—signed by the job seeker—commits them to follow the SOC-defined pathway based on their profile, creating both rights and obligations. This agreement is detailed in Royal Decree 438/2024 of April 30, which outlines the Common Service Portfolio of the National Employment System: "The concept of an 'activity agreement' is noteworthy as it documents the rights and obligations between the job seeker and the Public Employment Service to enhance employability within the employment policy framework."</p>

2. **Service Continuation or Exit:** Based on the outcomes, the user either continues to receive SOC services or exits the system.

This process underscores the essential role of the counselor in defining the individual action plan, which has led to a comprehensive review of the guidance services provided at employment offices. A **quality pilot project** has been implemented to assess the quality of service delivered by SOC counseling staff as a verification system. The project has been defined and is now in the requirements phase for integration into the corporate guidance service application (Galileo). The project's goal is to evaluate counselors' effectiveness by measuring improvements in the employability of those they guide.

Regarding **training**, SOC's search engine provides information on:

- **Courses**
- **Training specialties** (a training specialty is a set of content, professional skills, and technical specifications)
- **Accredited training entities and centers** (registered or accredited in the SOC's training entities registry).

SOC's offerings are continuously updated to align with labor market needs, with the annual training offering determined by the SOC Governing Council—a decision-making body including key social partners (unions, employer associations, and municipal groups). The Governing Council defines training needs for each region and prioritizes planning accordingly.

Another tool currently in development is the **Cluster Project**, discussed in section 2.3.

Occupational Dual Vocational Training Program: The SOC is reinforcing a dual training model that combines education with labor market entry. This program's primary goal is to assist unemployed individuals with no qualifications or low educational attainment through dual training, leading to a professional certificate. The program combines training with professional internships in real work environments under an employment contract.

The SOC operates eight **Occupational Innovation and Training Centers (CIFO)** that promote high-quality professional training actions tailored to the needs of individuals, businesses, and regions, in line with the professional training and qualification system requirements of Catalonia.

Additionally, the SOC has the **Automotive Vocational Training Center (CFPA)**. This center serves as a training and innovation hub focused on transforming the mobility industry, particularly in emerging areas such as autonomous and electric vehicles, as well as innovations within the mobility sector.

Support for Youth Employment Program promote and maintain the continuous education of young people and to assist them in their transition to the labour market. Young people eligible to participate must be between 16 and 29 years old, unemployed jobseekers, and part of the European Youth Guarantee initiative. These actions are based on the coordination with compulsory secondary education centers, integrated vocational training system, employment offices of the SOC, entities and companies and youth services. If necessary, networking can also be done with other stakeholders in the field of health (health centres and Mental Health Network), social services (socio-educational care and community services) and the justice system.

Regarding the **conduct of periodic evaluations and satisfaction surveys**, these are included in the Evaluation Plan for the effectiveness of Active Employment Policies (PAE), which will be detailed further under facilitator agent 3.2, according to its scope.



Within the SOC, there are ongoing **staff training programs** on topics related to digital transformation, such as the **ADA Program**. The ADA Program aims to carry out professional training actions to help participants acquire and enhance digital skills, foster entrepreneurship, promote rural development, and reduce the gender gap. This program is primarily targeted at unemployed women.

Resources

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

- [BOE-A-2024-8710 Real Decreto 438/2024, de 30 de abril, por el que se desarrollan la Cartera Común de Servicios del Sistema Nacional de Empleo y los servicios garantizados establecidos en la Ley 3/2023, de 28 de febrero, de Empleo.](#)
- <https://serveiocupacio.gencat.cat/ca/persones/vull-formar-me/cercadors-formacio-especialitats/>
- <https://serveiocupacio.gencat.cat/ca/soc/com-ens-organitzem/centres-propis-formacio-cifo-cfpa/centres-dinnovacio-i-formacio-ocupacional-cifo/>
- <https://serveiocupacio.gencat.cat/ca/soc/com-ens-organitzem/centres-propis-formacio-cifo-cfpa/centre-de-formacio-professional-dautomocio-cfpa/>

Critical Issues

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

Individual Plans need strengthening. Although well-defined theoretically, it's essential to ensure effective implementation. This issue aligns with the observation in point 1.1 regarding the need for a counseling team that is closer to the user. Additionally, training on green transition topics must be implemented.

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 objective is to establish **personalized pathways** and strengthen counseling teams.

This includes creating a **single occupational file**, which would be an account containing all relevant information regarding work history, education, training, social security, etc. This would facilitate the work of employment counselors.

Furthermore, it is crucial to ensure that all individuals registered with the SOC have a defined personalized employment pathway.

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	Execution is managed through defined processes and responsibilities and diffused throughout the relevant	Defined processes are monitored against relevant indicators and reviewed throughout the relevant	Corrective and improvement actions are taken based on the results of the above processes throughout the

throughout the relevant parts of the organisation, on a regular basis	parts of the organisation, on a regular basis	parts of the organisation, on a regular basis	relevant parts of the organisation, on a regular basis
		x	
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
Individualized attention is currently in a Do phase and has not yet been fully developed. In contrast, training has been implemented, and evaluation cycles have been completed multiple times. Additionally, the evaluation of different programs is well advanced. Therefore, we can mark Check as the average status for these three aspects.			

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
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to the ideal performance							
Description							
Provide more details on the current PES performance on that topic including some evidence							
Office Model <p>The SOC has a network of Employment Offices to provide close support and offer resources that best suit the needs of individuals and businesses. The 70 SOC Employment Offices provide advisory, guidance, and support services. They are responsible for assessing the employability of individuals initiating orientation, placement, or integration processes. Currently, there are 961 staff members serving in these offices.</p> <p>The SOC can be contacted by phone, free of charge, from Monday to Friday between 8:30 AM and 2:00 PM. There is a contact mailbox for inquiries, complaints, and suggestions regarding any of the services offered by the SOC. Additionally, there is a dedicated support service for individuals with hearing difficulties.</p> <p>As explained in point 1.1, the Office Model focuses on the initial intervention with users and the segmentation of various collectives and subcollectives.</p> <p>Since 2019, the SOC has had the DOT Network (Women, Guidance, and Work). This service involves orientation professionals supporting women in situations of gender-based violence to facilitate their labor market integration. The initiative is based on networking and empowerment to promote the employment of this group.</p>							
Resources							
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described							
SOC Report 2023: Informe 2023 Service satisfaction. Public Employment Service of Catalonia (2023) contacte. Servei Públic d'Ocupació de Catalunya (gencat.cat) Servei d'atenció exclusiu per a les persones amb problemes auditius. Servei Públic d'Ocupació de Catalunya (gencat.cat) https://serveiocupacio.gencat.cat/ca/detall/noticia/Recull-Xarxa-DOT-00001							
Critical Issues							
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage							



It is essential to build a **face-to-face attention model** that is individualized and supports users from the beginning until they find a job, as well as those looking to improve their employment position. In this regard, it is also necessary to reinforce the aspect of motivating users and being able to reach out to them to inform them about available active policies that best suit their needs.

Beyond specific programs, the SOC should facilitate the **labor mobility processes** for individuals interested in enhancing their position in the job market.

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

In relation to individual attention, we refer to critical issues.

PDCA (Plan, Do, Check, Act)

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		x	

Description

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

Accessibility is high and is evaluated, also with satisfaction surveys. As has been said, individualized attention is still in a development phase.

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; - 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>Currently, the Area of Services to Businesses (ASE) of the SOC has a catalog of services for companies that includes:</p> <ul style="list-style-type: none"> - Personalized attention and solutions** - Tailored selection processes** - Information and advice on programs, grants, and subsidies - Identification and detection of quality training needs - Organization of networking and informational sessions in the territory <p>These services are part of a transformative project aimed at improving the relationship between the SOC and employers.</p>							



Through the **SOC Empresa** project, the SOC seeks to address the inadequacy of services previously offered to companies and the requirements of the new Employment Law (Law 3/2023, of February 28, on Employment), which emphasizes the need for increased attention to businesses within the framework of guaranteed services. The SOC is working on defining a strategy to guide its relationships with employers, focusing on expanding the service portfolio and adopting a proactive approach. This will be further reinforced by the opening of dedicated offices for businesses, with the first office scheduled to open by the end of 2024.

The main actions planned under SOC Empresa, as outlined in the SOC Transformation Plan and the **PDPO**, will focus on:

- Establishing specialized service offices for businesses
- Incorporating specialized personnel for business management in all employment offices
- Coordinating with municipal and supralocal services
- Providing technical support for participation in subsidy programs through the Business and Entity Support Unit
- Reviewing and updating the Feina Activa portal
- Supporting capitalization and entrepreneurship
- Organizing job dating events for recruitment
- Implementing specific projects
- Actively participating in sectoral fairs
- Promoting agreements for posting job vacancies with companies

Additionally, it is worth noting that the SOC, through its **Governing Council (CDSOC)**, maintains ongoing institutional contact with the most representative business organizations in the region, fostering a relationship of trust between the employment service and employers.

Another program worth mentioning is the **Intermediation Service** between job supply and demand.

Feina Activa is the job portal provided by the SOC for citizens and companies to freely and gratuitously mediate in the labor market.

Resources

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

<https://feinaactiva.gencat.cat/home>

<https://serveiocupacio.gencat.cat/es/empresa/index.html>

- Proyecto SOC-EMPRESA (SOC Empresa Resum direcció.ppt)
 - Plan de Transformación (Annex 6 del PDPO 2023-2025.pdf + Pla Transformació SOC.pdf + Resum+Executiu_PE+transformació+del+SOC_v2_ (2).pdf)
- Plan de Desarrollo de Políticas de Ocupación
- Enquesta de satisfacció empreses 2023



Critical Issues

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

The SOC Empresa project arises from a critical analysis of the services offered to companies. Several issues have been identified in this regard:

- Territorial presence
- Specialization of staff in business management
- Selection of candidates
- Lack of a centralized virtual space with all labor information about job seekers and companies

According to a satisfaction survey regarding the services provided by the SOC, among the various aspects evaluated by offering companies, the relevance of candidates' profiles received the lowest score, averaging **5.5 out of 10**. Furthermore, **45%** of the surveyed companies did not hire anyone through the SOC during 2023. However, **70%** of the companies that reported having hired a candidate proposed by the Employment Office are somewhat or very satisfied with the hired individual. Compared to 2021, there has been a decrease in satisfaction with selected candidates. The level of satisfaction with selected applications is higher among medium and micro enterprises, although the difference is slight.

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

Network of Offices for Businesses

The **SOC Empresa** project aims to create a network of offices with a presence throughout Catalonia that centralizes all the services for businesses offered by the Department of Business and Labor, in collaboration with local entities in each territory, thus avoiding duplication. The expected benefits of this project include:

1. Increasing decentralization and the distribution of workloads.
2. Enhancing management agility and efficiency, thereby improving service quality and user satisfaction.
3. Strengthening the territorial leadership of the SOC as a reference point within the Catalan business ecosystem.
4. Promoting the articulation and coordination of different public organizations, facilitating the co-creation of services and a more efficient use of public resources.
5. Deepening direct contact with businesses and territorial actors.

Service Portfolio

The project will create a network of offices across Catalonia that centralizes all the services for businesses offered by the Department of Business and Labor, collaborating with local entities in each territory. Additionally, joint work among all these administrations, as well as others that may be interested, will be encouraged to enhance joint planning and co-creation of services for businesses. For each service in the portfolio, objectives will be established, along with indicators to measure performance and service effectiveness. Regarding service provision channels and user interaction, it will be essential to ensure, alongside the traditional face-to-face channel, access to all services virtually, ensuring accessibility from multiple devices.



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	X		

Description

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

In 2024, the SOC is implementing the **Transformation Plan**, which has the SOC Empresa project as its cornerstone. This project, as explained earlier, aims to transform the services of the SOC towards businesses.



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							
The SOC operates a mixed system to align job vacancies with job seekers:							
1. Feina Activa							



Feina Activa is a public and free portal where job seekers and employers can connect without SOC's direct intervention. In 2023, the portal recorded 4,922,855 sessions (from 1,535,977 unique users), including visits from both candidates and employers. It published a total of 29,022 job offers, representing 54,877 positions.

2. Intermediation Service

The SOC offers a direct intermediation service in its offices, helping to connect job seekers with employers.

3. International Mobility

The SOC promotes international labor mobility through the EURES network, which channels job offers aimed at Europe via specific personnel in the offices.

4. Employment Regulation Protocol

Within the framework of the PDPO, the Employment Regulation Protocol minimizes the impact of closures or crisis situations experienced by companies and facilitates the continued presence of workers in the labor market. For workers affected by these situations, the SOC provides professional orientation, information on skills accreditation, training resources for labor reintegration, and organizes networking actions with interested companies for potential re-employment.

5. Support for Companies

Companies in crisis that continue productive activities and focus on reindustrialization also receive SOC support for employee reallocation.

Recent Initiatives and Updates:

- **Basic Manual for Managing Job Offers:** In 2023, a manual was provided, along with a webinar for technical staff on using the Feina Activa interface for improved job offer management. This manual has been updated three times, with the latest in February 2024.

- **Job Offer Evaluation Report:** An annual report evaluates user satisfaction regarding job offers from both employers and job seekers.

Minor Changes for Better Alignment:

- **Demand Blocking Notification:** The SICAS system allows work offices to block demand renewal to prevent online renewals for specific reasons. This ensures that job seekers must contact the office to resolve issues before renewing.

- **Modification of Online Registration Process:** The process has been limited to initial applications, directing individuals with prior data to the SOC website for administrative changes. If there is an error preventing registration, they are informed to visit their local office.

- **SMS Communication Instruction:** This enhancement improves communication with job seekers, particularly for quick notifications about available employment services.

Coherent Training with Business Needs

For more information, refer to point 2.3 on the Cluster project, where businesses participate in developing training programs.

Participation in Job Fairs

Although the SOC does not directly organize job fairs, it actively participates. In 2023, SOC offices, the Business Area, and other SOC units participated in over 45 fairs across the territory to inform, mediate, and promote active employment policies. Notably, the SOC Services Area participated in sector-specific fairs like CONSTRUMAT and EFINTEC, providing guidance to construction and energy sector companies unfamiliar with SOC services. The SOC also organized a JOB DATING event in Tarragona, aimed at connecting businesses with job candidates for a more innovative selection and employment process.

Training for SOC Staff

SOC personnel receive ongoing training related to the labor market according to the 2024 Training Plan. Topics include labor market analysis, knowledge of SOC services, specific training on various tools, and legal and economic aspects. Additionally, specialized training is offered to orientation staff.

Resources

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

- Basic Manual for Job Offer (ME062023_Manual gestio ofertes de treball_Portal Feina Activa_OT_v3.pdf)
- [Xarxa EURES, treballar a Europa. Servei Públic d'Ocupació de Catalunya](#)
- Evaluation of Job Offers (Informe SOC 2023 complet def.pdf)
- [Training offer 2024. Public Employment Service of Catalonia](#)
- [Pla de Desenvolupament de Polítiques d'Ocupació de Catalunya 2023 - 2025. Servei Públic d'Ocupació de Catalunya](#) (PDPO)

Critical Issues

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

Algunes de les actuacions descrites estan en una fase de implementació i el SOC ha de consolidar aquests serveis, sobre tot els relacionats als desajustos entre oferta i demanda.

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

Ability to reach all labor sectors, especially the highly qualified ones. Improve the capacity to respond to crises in any sector. Incorporate AI in a transversal manner.

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	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

organisation, on a regular basis			
		X	
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
The SOC is in a phase of action and learning in this area. It has a plan and objectives, and many actions have a monitoring system. Nevertheless, it is necessary to consolidate some of these areas and evaluate them.			



Performance enabler	2.3 Employer Engagement Strategy						
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	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 SOC has a specialized unit for employers, the Area of Services to Businesses, as established in previous evaluation cycles. However, as mentioned in facilitator agent 2.1, through the new SOC-Business project, the SOC will evolve this unit from its current reactive approach—which involves formalizing ad hoc agreements with companies or employer sectors—to a proactive approach that will offer a wide range of specific services to businesses. This will allow for direct assistance in physical offices, thereby ensuring a deep understanding of the market and close collaboration with employers. All of this is supported by the SOC Restructuring Decree, which in Article 38 establishes that the Area of Services to Businesses will coordinate the actions of SOC-Business in the territory.</p> <p>In Catalonia, companies can interact through a single labor window, Canal Empresa, where they can carry out all procedures related to their activity and find necessary information and documents. The Department of Business and Labor of the Generalitat de Catalunya publishes a monthly newsletter for</p>							



businesses, EmprénCat, which includes news of interest for entrepreneurs related to the entrepreneurial ecosystem in Catalonia: awards, competitions, events, training, emerging sectors, exponential technologies, digitization, and innovative and disruptive ideas.

Resources

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

- <https://candlempresa.gencat.cat/ca/inici>
- https://empresa.gencat.cat/ca/treb_ambits_actuacio/empresa-emprendoria/intern/butlleti-emprencat/
- SOC-EMPRESA Project (4.8 SOC Empresa Resum direcció.ppt)
- SOC Transformation Plan (Pla Transformació SOC.pdf + Resum+Executiu_PE+transformació+del+SOC_v2_ (2).pdf)
- [Plan de Desarrollo de Políticas de Empleo de Catalunya 2023-2025. Servei Públic d'Ocupació de Catalunya](#)
- [Suport empresa.pdf](#)
- [Service for employers](#)

Critical Issues

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

The SOC Empresa project, which brings substantial changes to the services offered to businesses, arises from the awareness of certain critical aspects. In particular, it is important to emphasize the lack of a centralized virtual space from the SOC containing all labor information about job seekers and companies, the need for better territorial presence of the SOC, and the necessity for more specialized personnel in managing relationships with businesses.

There is a need for evaluation tools for partnerships with companies, meaning an assessment of the SOC's relationships with businesses that goes beyond satisfaction surveys.

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

One of the most important aspects in generating commitment from companies in defining their training needs. The Clusters Project fulfills this target. The Cluster Project aims to strengthen collaboration between competing companies to identify new training needs and design new training programs in the most innovative sectors. Through these clusters, the main objective is to adapt the training offerings to the companies' needs, in accordance with emerging market trends. The SOC promoted needs detection sessions and facilitated coordination among various stakeholders.

The work methodology has been developed in three phases, which consisted of the preparation and organization of the process, diagnosis and detection of new training needs, and the design of new training areas. The project allowed the review of 2073 existing training specialties and the design of 38 new specialties, of which 19 are in the industry sector, 15 in services, 3 in agriculture, and 2 in construction. The areas that led the creation of new specialties were electricity and electronics (+7), the food industry (+5), and textiles, clothing, and leather (+5).

The project's work process enabled the participation of 122 companies and 84 training operators, organized into 24 clusters.



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			

Description

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

The SOC has been offering services to businesses for years, but at this moment, it is starting to implement its new plan, SOC Empresa, which will bring about a substantial reform of its strategy towards companies.

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.



	<ul style="list-style-type: none"> 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							
<p>In reference to the production and dissemination of quantitative (administrative and statistical) and qualitative data, the SOC website features a section called "El SOC en datos" that provides a range of information about the labor market:</p> <ul style="list-style-type: none"> - Annual Performance of the SOC: This tool displays data related to the management of active employment policies by the Public Employment Service for the latest available year. - Historical Investment Data: These figures illustrate the investment commitments made by the agency with system entities to provide active employment policies aimed at individuals, productive sectors, and the territories of Catalonia. This includes references to the occupational programs and services developed by the SOC from 2015 to the most recent year, with the option to download all published statistical data in open formats. - Territorial Explorer: This tool allows users to consult the SOC's actions by counties, municipalities, and territorial services, specifically regarding investment, individuals served, and types of occupational services, among other factors. - Execution of SOC Programming: In this section, users can check the execution of occupational programs by the Public Employment Service of Catalonia from 2020 to 2023. - Synthetic Index of Employment and Local Economic Development (ISODEL): This index measures the various dimensions that shape the functioning of the labor market and the productive fabric at the supramunicipal level. 							



- **Hiring Data:** This visualization presents data regarding the characteristics of contracts and an analysis of labor mobility in Catalonia over the last 12 months available.

- **"Trellball per ocupacions":** This tool provides information on the situation and quality of occupations in the Catalan labor market.

- Catalan Labor Market from a **Gender Perspective:**

Additionally, the Labor and Productive Model Observatory is an organic unit of the Department of Business and Labor, tasked with providing data, information, and knowledge useful for understanding and interpreting the realities of the labor market and the productive model of the Catalan economy. This information is also valuable for the design and monitoring of public policies in these areas. The Observatory is responsible for producing bulletins, notes, reports, and statistics on employment, self-employment, labor relations, wages, labor quality, and the employment situation of various social groups. Regarding labor quality, it designs and conducts the Survey on Quality and Working Conditions every three or four years.

Concerning collaboration with universities and research centers, the SOC has formalized agreements through collaboration contracts, mostly without financial compensation, to provide data on the labor market and generate knowledge through specific research assignments and evaluations of active employment policies. This also facilitates the preparation of academic publications and doctoral theses. In recent years, agreements have been formalized with the Autonomous University of Barcelona, the University of Girona, the University of Barcelona, among others.

With regard to the data available from the open data catalog for citizens, information related to public contracting (contractors, amounts, tender documents, etc.) can be consulted on the Generalitat de Catalunya's contracting platform, in the public contracts register, and on the transparency portal. Additionally, information on grant announcements and the regulations governing them, as well as the amounts awarded for each grant and the number of recipients, is also accessible.

Internally, SOC professionals have access to a set of management tools (Tais, GIA, CTR, Galileu, SICAS) that incorporate functionalities for tracking the actions of different areas and obtaining aggregated or detailed data. Furthermore, tools for data analysis and visualization (dashboards and BISOC) have been developed, which incorporate a specific catalog of variables that enable tracking of active employment policies and the labor market.

Regarding digital innovation, it is worth noting the project supporting talent acquisition through the Digital Jobs Dictionary in two work offices. As part of the BCN Digital Talent initiative, 22@NETWORK, a pilot orientation program was carried out under the collaboration agreement between the SOC and the Mobile World Capital Foundation, which defined the competency profile of a Data Scientist.

Resources

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

[SOC investment and open data. Public Employment Service of Catalonia](#)

[Inici. Observatori del Treball i Model Productiu](#)



[Conveni UAB SOC 2022.pdf](#)

[Conveni SOC UdG UMA.pdf](#)

Critical Issues

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

There is a need for data interoperability between different public administrations and organizations.

There are no relevant activities to raise awareness of companies in the green transition.

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.

- Improve data interoperability between various public administrations.
- Publish more datasets on the open data portal.
- Enhance information collection procedures regarding the management of active policies and expand the characteristics collected from the profiles of job seekers.

Some public utility data is available only to internal staff. It would be important to open them completely.

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

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		X	



Description							
Provide more details on the reasons for the provided positioning in the PDCA cycle							
The SOC has a specific area dedicated to the construction of BI systems, data warehouses, and data analysis. This area also regularly produces dashboards that allow for monitoring both budget execution and the implementation of active policies, as well as tracking the evolution of the labor market.							
At the same time, this area provides training in data visualization and indicator construction to other entities within the Catalan employment system.							
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							



In reference to the design and implementation of evidence-based services, the SOC has a plan for ex ante and ex post evaluation, based on the continuous programming of evaluations of services and programs to analyze the design, implementation, results, and impacts of active labor market policies. Notably, the development and execution (in the current period) of the 2023 Evaluation Plan includes:

- **Evaluations** of programs financed by the Sectorial Conference on Employment. Throughout 2023, a tender was issued for a package of programs awarded in November. Currently, the awarded entities have begun work in coordination with the Technical Secretariat, and the evaluation reports are expected to be delivered by the end of June 2024. These programs include:

- **Work and Training Program** (for tutored and formerly tutored youth) and Internship **Recruitment Program for Youth**
- **30 Plus Program** and SOC-Orienta Program
- Program for individuals **over 45 years** old and Program for individuals aged **30 and older**
- Socioeconomic Reactivation and Perimeter Plans
- **Professional Training in Priority Areas Program** (FOAP) and Dual Training Program
- Work and Training Program for **local entities, non-profit organizations**, and ACOL

- Evaluations of operations financed with REACT-EU funds. In relation to the programs funded by REACT-EU, it is necessary to distinguish between:

- Evaluation of the two youth recruitment promotion programs, which was conducted by an external company and concluded at the end of 2023
- Regulatory evaluation of operations financed with REACT-EU funds, which is expected to be completed in the fourth quarter of 2024
- Evaluation of service satisfaction in Employment Offices. The final outcome of this evaluation is a user satisfaction report.
- Evaluation of the SROI pilot. An external company carried out the evaluation of the Work and Training Program - PANP Line (for long-term unemployed), which is published on the SOC website. The result of the work is an SROI of 3.44, meaning that for every euro allocated to this program, a value of €3.44 is created.
- Design of the ESF+ 2021-2027 evaluation plan. Among the SOC's obligations as an intermediate body of the PCAT+ 2021-2027 is the design of the ESF+ 2021-2027 evaluation plan. The purpose of this plan is to define when and how the evaluations of programs co-financed by the ESF+ will be conducted.
- Evaluation of the Job Search Space Program. The report, carried out by an external company, is expected to be delivered during the second half of 2024.
- Evaluation of MRR Programming. The evaluation of programs financed through the Recovery and Resilience Mechanism (MRR) is the responsibility of SEPE. However, the SOC aims to respond to the demand for transparency and accountability regarding the execution of the programs promoted by the SOC within its competency. The evaluation will focus on compliance with the goals set in the MRR fund regulations, the degree of financial achievement, and the results obtained in the various projects or sub-projects of the SOC. This compliance evaluation regarding objectives and financial framework is being carried out directly by the Analysis, Planning, and Evaluation Service.

Regarding performance evaluation, it is noteworthy to follow up on the change agenda within the framework of the EVADES evaluation, where it is verified whether the recommendations from the evaluation have been incorporated, and if not, reflections are made on the reasons for non-implementation.

In relation to data dissemination, the SOC in Data website allows for:

- The annual performance of the SOC: this tool displays data related to the management of active labor market policies of the Public Employment Service in the last available year.
- Historical investment data: these data show the investment commitment acquired by the agency with system entities to offer active employment policies aimed at individuals, productive sectors, and territories in Catalonia. Thus, they refer to the programs and occupational services developed by the SOC since 2015 until the last available year, with the possibility to download all published statistical data in open formats.
- Territorial explorer: this tool allows consulting the SOC's performance by counties, municipalities, and territorial services. Specifically, it addresses investment, individuals served, and types of occupational services, among others.



- Execution of the SOC programming: in this space, one can consult the execution of occupational programs of the Public Employment Service of Catalonia from 2020 to 2023.
- Synthetic Index of Employment and Local Economic Development (ISODEL) that measures the different dimensions that constitute the functioning of the labor market and the productive fabric at the supramunicipal level.
- Contracting data: this visualization shows data regarding the characteristics of contracts and the analysis of labor mobility in Catalonia over the last available 12 months.
- The tool 'Work by jobs' with information about the situation and quality of occupations in the Catalan labor market.
- The Catalan labor market from a gender perspective.

Regarding satisfaction surveys:

- Report on the Evaluation of Job Offers: An annual report on user satisfaction is conducted, which includes evaluations of job offers from both employers and job seekers.
- Evaluation of service satisfaction in Employment Offices. The final outcome of this evaluation is a user satisfaction report.

Regarding pilot projects, the SOC maintains the methodology established in the previous evaluation cycle. Thus, it carries out numerous pilot projects to test new approaches, executed by each unit following the methodology deemed appropriate, considering the particularities of the project, showing a lack of standardized protocols. Noteworthy pilot projects conducted during this evaluation cycle include:

- New personalized guidance models for youth: the Garrotxa region currently lacks a resource that can respond to the intensive and comprehensive accompaniment needs of this group of young people, due to their social, life, educational, and/or labor vulnerability. The pilot project has been tested with a sample of 147 young people from different municipalities within the geographic study area.
- Training in the Guidance Protocol for returnees: this action has trained the technical guidance staff of the SOC and collaborating entities in the International Programs Area that receive individuals who have participated in their programs in applying the Guidance Protocol for returnees.
- Competency evaluation tool: the project involves creating a competency evaluation tool aimed at identifying the degree of affinity and competency level that an individual may have for a job. To initiate the pilot, transversal competencies required in these occupations were defined in conjunction with business representatives from the two Professional Families (Construction and Elevator Installation and Maintenance). The pilot project has been tested with youth from the New Opportunities Centers.
- Support for the digital talent recruitment project through the Digital Jobs Dictionary in two job offices: as a result of the BCN Digital Talent initiative, 22@NETWORK, a guidance pilot has been conducted under the collaboration agreement between the SOC and the Mobile World Capital Foundation. A diagnosis of the gap between available talent and required talent has been made to define the Digital Jobs Dictionary (DDOT), identifying and validating 30 profiles that are consolidated in the labor market and offering a tool to articulate this inventory. Subsequently, the various competency profiles have been standardized under the standards of the "new jobs form" of the "National Classification of Jobs - SISPE."
- Pilot project for verifying the quality of the service provided by SOC guidance staff: a thorough review of the guidance service provided in employment offices is being conducted. Currently, the project has been defined and is in the requirement phase to transfer the project into the corporate application of the guidance service (Galileo). The project's purpose is to evaluate the activity of the guidance professional based on the improvement results in the employability of the guided individual.



- Pilot program to promote hiring (four-day work week): design of a proposal for the implementation and viability of a grant call by the SOC aimed at companies to promote a four-day work week. The technical assistance consists of a detailed analysis of other experiences at three levels: global, European, and national. Locally, information has been collected by conducting multiple interviews with companies that are already implementing the four-day work week. Additionally, information provided by the Valencian Generalitat has been useful, as it has been working in this direction for some time.

Resources

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

- [SOC investment and open data. Public Employment Service of Catalonia](#)
- Seguimiento cualitativo de las actuaciones del PDPO (Seguiment actuacions PDPO 2023_25_ resposta.docx)
- El SOC en datos (El SOC en datos.docx)
- [SOC- EVALUATE: Evaluations of SOC's active policies. Public Employment Service of Catalonia](#)
- Valoración de las Ofertas de Trabajo (Informe SOC 2023 complet def.pdf)

Critical Issues

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

- Dispersion and availability of data
- User traceability and lack of interoperability between different public administrations
- Enhance the data exploitation system
- Lack of homogeneous criteria in conducting evaluations regarding data usage across different fields, regions, and states
- A system is needed that ensures there is an agile evaluation process after each policy, with continuous availability of materials, data, and documents

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 is necessary to have a follow-up on the recommendations made in the evaluations. Have the recommendations been followed? And if not, why? Furthermore, there is a need for standardization of evaluation policies according to fields, regions, and countries. In which cases should evaluations be conducted? With what criteria? This would facilitate comparison among them.

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
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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
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
Both the evaluation and data parts have processes monitored and with constant improvements.			

Performance enabler	3.3 Policy design through change and innovation						
Description of the ideal performance	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: <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	<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

Management of Change and Innovation in SOC

Center for Orientation and Entrepreneurship (COE) of Catalunya

The COE-CAT, part of a state project funded by European MRR funds, aims to energize public employment policies in Catalonia. In the last period, the following lines of action have been established:

- **Evaluation of Best Practices:** Focused on guidance, prospecting, intermediation, and entrepreneurship.
- **Design of Innovative Actions:** Development of experimental projects.
- **Interlocution and Collaboration:** Engaging with key social and economic agents in the field of Active Employment Policies (PAE) in Catalonia.
- **Training of Technical Personnel:** Training professionals within the Catalan employment and entrepreneurship system.
- **Generation and Transfer of Knowledge:** Sharing information with system agents regarding PAE.
- **Coordination of Projects Associated with the Single Payment:** Monitoring these initiatives.
- **Monitoring Initiatives for Self-Employment and Social Economy:** Following up on self-employment and cooperative projects.
- **Monitoring Programs through Dashboards:** Utilizing tools for control and evaluation.

The COE_CAT prepares its Work Plan annually (currently, the 2023-2024 plan), which details the projects to be addressed to promote changes in the organization. Its goal is to foster continuous improvement and innovation in the management and services offered in the SOC's portfolio.

Highlighted Innovative Projects:

1. **Training Pills:** Development of micro-training modules on unemployment capitalization, aimed at the technical personnel of the SOC. This innovative methodology seeks to facilitate learning without relying on written documentation.
2. **Business Needs Detection Questionnaire:** Creation of a standard questionnaire to identify the needs of businesses in different sectors, tested in the automotive sector in Catalonia.
3. **Orientation Protocol for Returned Persons:** A specific protocol has been established for users of international return programs.
4. **Pilot Program for Promoting Hiring:** A proposal is being designed to encourage a 4-day work week in companies, supported by an analysis of similar experiences at the global level.
5. **Training in Innovation and Entrepreneurship:** Training is provided to the personnel of the Catalan Entrepreneurship Network, focusing on validating market and product hypotheses for new companies.
6. **Support for the Digital Talent Capture Project:** A Digital Jobs Dictionary is being developed in collaboration with the Mobile World Capital Foundation, defining competency profiles for the digital sector.



Resources			
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described			
<p>Innovative projects:</p> <ul style="list-style-type: none"> • Model-de-questionari-necessitat-de-contractacioIntegrat.pdf • Protocol d'orientació de persones retornades.pdf • Apunts tècnics_Pla de retorn.pdf • Fitxa d'acció formativa_Protocol_PP_Retornades.pdf • Presentacio implementacio setmana 4 dies Catalunya.ppt 			
Critical Issues			
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage			
<p>Necessity for greater interaction and external feedback</p> <p>It is essential to generate greater interaction among internal groups within the SOC that do not often communicate, particularly with agents who lack a voice in decision-making processes. At the same time, it would be beneficial to listen to the opinions of external agents, such as those individuals or organizations that receive funding.</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>Need for Active Participation Procedures</p> <p>There is a need for procedures that encourage active participation from the various internal stakeholders at the SOC, as well as from external parties who utilize the services of the SOC.</p>			
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.</p> <p>Mark which stage of the process has been covered</p>			
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		
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
SOC's Involvement in Innovation and Change			
The SOC is involved in processes of innovation and change, although there are no structured evaluation activities.			

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	Fill-in-the-blanks	1	2	3	4	5	6



	Level of evidence	No evidence or some ideas	Some weak evidence, related to some areas	Some good evidence related to relevant areas	Strong evidence related to most 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						
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>SOC Communication Plan</p> <p>Within the Communication Plan, improving the image is one of the strategic objectives. This objective includes three tactical goals:</p> <ul style="list-style-type: none"> - Develop targeted communication campaigns - Collaborate with influencers or recognized personalities - Increase presence in the media <p>The main actions regarding this are:</p> <ul style="list-style-type: none"> - Identification of success stories (O 1.1) - Design of creative pieces and visual material (O 1.1) - Dissemination on social media and the website (O 1.1) - Identification of relevant influencers (O 1.2) - Development of creative collaborations (O 1.2) - Monitoring and evaluation of impact (O 1.2) - Establishing relationships with journalists and editors (O 1.3) - Generation of quality content for media (O 1.3) - Active monitoring of media coverage (O 1.3) - Hiring for an integrated dissemination campaign (O 2.1) - Participation in fairs, conferences, and public events (O 2.1) - Hiring for a dissemination campaign of SOC activities carried out with co-financing from the ESF (O 2.1) - Develop a strategic digital media plan (O 2.2) - Interviews with heads and area managers (O 3.1) 							



- Communication meetings for planning (O 3.2)
- Centralized online calendar (O 3.3)
- #SOCSolidària - Solidarity actions and Team Building (O 3.3)
- Ocupassió magazine (O 3.3)
- Virtual meetings "A coffee with..." (O 3.3)
- Attendance at events in the framework of the deployment of territorial councils and sub-councils (O 4.1)
- Coordination with management and units involved in the framework of territorial concertation deployment (O 4.1)
- Identify relevant fairs (O 4.2)
- Establish contact with Fira de Barcelona and other strategic fairgrounds in the territory (O 4.2)
- Develop a detailed protocol that includes procedures for selecting participation in fairs (O 4.2)
- Coordination with managing units of programs co-financed by the ESF (O 4.3)
- Development of the ESF+ communication strategy (O 4.3)
- Exploration of possible interdepartmental collaborators (O 4.4)
- Definition of action protocols with collaborating units (O 4.4)

Each of these actions has indicators that allow for monitoring and evaluation.

Resources

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

SOC Communication Plan (PlaComunicacióSOC24_25.pdf)

Critical Issues

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

- Lack of public recognition and potential visibility of the SOC, which may contribute to a low or unfavorable perception.
- Unawareness of the functions and services of the SOC by a portion of the citizenry. This unawareness often leads some citizens not to use it or to confuse it with other entities such as SEPE.
- Bureaucratic complexity that can delay internal processes.
- Inability to manage employment policy in an integrated manner (active and passive policies), which may reduce the overall effectiveness and efficiency of the system.
- Fluctuating economic conditions.** Economic instability may increase the demand for services while resources are reduced. At this point, it should be noted that there is a need to pay attention each year to the taxes to be distributed through the sectoral conferences of Employment and Training.



- Competition with other employment services.** Competition with other services, including SEPE, may affect the perception and use of SOC services.

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.

- Communication campaigns. With the existing channels, there is an opportunity to improve external communication to inform citizens and highlight the advantages of SOC services.
- Adoption of technology. Utilization of virtual platforms, such as Teams or Zoom, to improve internal communication and increase efficiency.
- Establishment of collaborations with other departments, organizations, and entities to offer more comprehensive services.
- Constitution of the Participation Council, as provided for in Article 33 of Law 13/2015.

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

Description

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

There are indicators and evaluation processes for these activities.

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	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 SOC has a collaboration plan with service providers, which is outlined in Law 13/2015, of July 9, regarding the organization of the employment system and the Public Employment Service of Catalonia. This law addresses various aspects of how collaborations in the employment system in Catalonia should be managed. Collaboration between the Public Employment Service of Catalonia and its service providers (defined in the previous paragraph) is facilitated through two channels: grants and administrative contracting.</p> <p>The programming of employment services is planned annually through the Employment Policy Development Plan, once approved by the SOC Management Committee. From there, the General Subdirections plan the relevant basic orders and calls for grants or public procurement tenders, according to the program. The general lines of basic orders for the different programs are worked on in the SOC Management Committee and, once approved, the administrative processing begins, coordinated by the UGAT.</p> <p>Once the call is published in the Official Gazette of the Government of Catalonia or on the contracting profile platform, the competent management unit prepares guides for providers to facilitate the understanding and processing of the corresponding grant or tender. All useful information for service providers is published on the SOC website, such as guides on technical specifications, the informative guide for registering, modifying, and deregistering training entities from 2021, or infographics of programs.</p>							



Law 13/2015 of the SPE of Catalonia establishes strategic lines for the territorial concertation of the SOC Service Portfolio with local administration, social agents, and public and private entities in the territory.

To explain to the main agents of the public employment system (social agents and local administration) how the Catalan Employment Law is planned to be developed, with respect to territorial concertation, a series of meetings have been planned. To fulfill the territorial concertation, internal working groups have been planned; on one hand, a group with members of the SOC Management Committee (social agents and representatives from the local area), and on the other hand, an internal technical group with expert workers from the SOC.

Additionally, the SOC participates in various interdepartmental working groups to coordinate actions, including:

- Catalan Women's Institute
- Youth Commission
- Mental Health Commission
- Immigration Commission
- Public Evaluations Commission

The entities executing the programs are subject to on-site verifications during the execution period to check that the actions are being carried out in accordance with the technical specifications of each program. Once the execution is completed, the entities submit technical and justification reports, which allow the SOC to understand whether the implementation of the programs was correct and to identify any incidents that occurred.

The Verification and Supervision Subdirectorate prepares verification and justification reports regarding collaborations with entities in the employment system. At the end of each report, it makes recommendations directed at the management units to correct or improve various aspects identified during supervision both on-site and ex post.

The SOC participates in forums with other regional public employment services and with the State Employment Service, SEPE.

Resources

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

[Ley 13/2015, de 9 de julio, de ordenación del sistema de empleo y del Servicio Público de Empleo de Cataluña.](#)

Critical Issues

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

The system of collaborations should be realized with a more structured general vision and with indicators that allow to assess its effects

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.

Develop a stakeholder map that groups the alliances and collaborations of the SOC to facilitate their monitoring and evaluation.

Create a map of the employment system entities in Catalonia involved in territorial strategies, aiming to provide a comprehensive view not only of the stakeholders but also of the collaboration objectives. This map will include a monitoring and evaluation system for the execution of collaborations, with the goal of improving and centralizing current processes based on the BISOC (BI SOC) tools, ensuring result sharing.

In this way, the SOC will strengthen the management and transparency of its alliances, optimizing collaboration and expanding its capacity for action both nationally and internationally.

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

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X			

Description

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

This phase is active but without a planned, structured and evaluated process



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>According to the 2023 Report, the SOC has financed its expenses with funds from the Sectoral Conferences on Employment and Labor Affairs and from the Professional Training and Qualification System for Employment in Catalonia, the European Social Fund (ESF), REACT-EU, the Recovery and Resilience Mechanism (RRM), and its own resources.</p> <p>Its expenses have been as follows:</p> <ul style="list-style-type: none"> - Personnel Remuneration: €92,954,064.31 (14.66%) - Current Expenses for Goods and Services: €72,843,862.50 (11.49%) - Financial Expenses: €165,364.66 (0.03%) - Current Transfers: €464,888,457.42 (73.34%) - Real Investments: €3,002,252.25 (0.47%) - Variation in Financial Assets: €40,000.00 (0.01%) 							



Total: €633,894,001.14 (100.00%)

Resources

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

- [SOC Annual Report 2023](#)

Critical Issues

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

Aquí tienes la traducción al inglés del texto que proporcionaste:

The Public Employment Service (SPE) has virtually no margin to manage the budget. Once the budget is allocated, there is only a certain degree of flexibility for adaptation at the management service level, but there is no flexibility for adapting the budget at the level of employment offices, as would ideally be the case.

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

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

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	
The Catalan Employment Service (SOC) is undergoing a transformative phase that spans various areas, with the digital aspect as one of its core elements. Key initiatives include the creation of a unique digital employment file, the enhancement of digital assistance, the reform and update of the Feina Activa portal, and the simplification and digitization of verification and justification processes.	
The SOC offers training both internally (for staff) and for job seekers, focusing on ICT, digital transformation, and sustainability-related topics.	
Example programs:	
MES Talent Catalunya: vocational training for high-level qualifications in digital specializations: https://serveiocupacio.gencat.cat/ca/soc/ambits-actuacio/formacio-professional-ocupacio/formacio-professional-per-a-locupacio-en-especialitats-digital-dalt-nivell-de-qualificacio/	
Programa ADA: vocational training in the digital field for unemployed women: https://serveiocupacio.gencat.cat/ca/soc/ambits-actuacio/formacio-professional-ocupacio/programa-ada-mrr/	
Critical Issues	
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage	
Digital transformation is a very slow process that also involves the change and updating of various long-standing information systems, which brings with it a certain resistance to change. System upgrades are economically very costly.	
There is a dependency on external entities to execute any change, extraction, or update within our own information systems.	



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
Increase the number of training sessions for PES staff to enhance agility and efficiency, as well as to foster greater independence within the organization.
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
The SOC primarily conducts training programs (both for employees and registered job seekers) related to sustainability, as well as the green and circular economy. Examples of these initiatives include: Work and Sustainability Training (for individuals 45+): https://serveiocupacio.gencat.cat/ca/detall/article/Programa-Treball-i-Formacio-per-a-la-insercio-de-persones-mes-grans-de-45-anys-gestio-de-projectes-sostenibles-en-la-recollida-selectiva-i-o-dautocompostatge-SOC-TRFO-ARC Online Training in Circular Economy and Sustainability: https://serveiocupacio.gencat.cat/ca/detall/activitatagenda/Curs-online-Economia-circular-i-sostenibilitat Training programs related to sustainability, the green economy, the circular economy, etc., within the SOC-FOAP program: Professional training (both with and without professional certification).
Critical Issues
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage
Despite the training programs, the possible lack of knowledge about green economy, sustainability, and circular economy among most employees may result in the omission of various green transition factors when designing or planning any given program.
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
Increase in training

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

The SOC considers several groups to be vulnerable and consistently prioritizes them over others. The following examples demonstrate the SOC's commitment to addressing various scenarios and vulnerable groups:

- **Transformation Plan of the Employment Service of Catalonia:** <https://serveiocupacio.gencat.cat/ca/detall/noticia/El-SOC-compromes-amb-la-igualtat-de-generes-en-el-mercat-de-treball>
- **Gender Mainstreaming Plan:** Strategic plan on gender equality policies from the Government of Catalonia https://dones.gencat.cat/ca/institut/pla_dones/
- **Implementation of Social Clauses**
- **Employment and Training Programs**
 - **TR-ACOL:** For migrants in irregular administrative situations <https://serveiocupacio.gencat.cat/ca/detall/article/Treball-i-Formacio-ACOL-00001>
 - **TR-Trans, DLLD, and Vulnerable Women:** <https://serveiocupacio.gencat.cat/ca/entitats/ajuts-i-subvencions/convocatories-2023/subvencions-pel-foment-de-locupacio/treball-i-formacio-linia-trans-dlld-i-dona-en-situacio-de-vulnerabilitat-soc-trfo-trans-dlld-dona/index.html>
 - **Young People in Care and Formerly in Care:** <https://serveiocupacio.gencat.cat/ca/detall/article/Programa-Treball-i-Formacio-Linia-Joves-tutelats-i-extutelats-SOC-TRFO-JOVES-00003>
 - **Agreement with the Secretariat for the Roma Community:** https://serveiocupacio.gencat.cat/web/.content/01_SOC/09_Transparencia-i-bon-govern/Convenis/Conveni_SOC_Fund_Secretariado_Gitano_ACORD_MARC_2023.pdf
 - **ALMA Program:** Professional development for disadvantaged youth <https://serveiocupacio.gencat.cat/es/entitats/subvencions-per-a-la-mobilitat/Programa-ALMA/>
 - **Support for Women in Rural and Urban Areas:** <https://serveiocupacio.gencat.cat/ca/entitats/subvencions-orientacio/dones-en-els-ambits-rural-i-urba/index.html>



In 2023, the SOC introduced the **Action Plan for Unemployed Persons Over 45 and Long-term Unemployed (2023-2026)**

(<https://serveiocupacio.gencat.cat/ca/soc/qui-som-que-fem/planificacio-estrategica/pla-desenvolupament-politiques-ocupacio-catalunya-pdpo/pla-accio-persones-en-atur-majors-de-45-anys-llarga-durada-2023-2026>).

The SOC also operates **SOctrans**, a personalized employment support initiative for trans* individuals actively seeking employment. With eight support points located in SOC offices, SOctrans* provides personalized support, addressing the specific employment needs of trans* people and aiming to facilitate non-discriminatory access to the labor market.

Each office coordinates with **Catalonia's Public Network of Comprehensive LGBTI Support Services (SAI)** to provide holistic, intersectional support. Interested individuals can access these services either at their local Employment Office or through any SAI LGBTI in Catalonia.

- **Support for Employment in Rural Areas:** Promotion of local employment and economic development projects in selected rural areas to create economic activity and job opportunities, encouraging population retention.

- **Odissea Program:** Through the Eurodissea program, SOC offers Catalan companies the chance to host young individuals from Eurodissea regions for professional internships. This program aims to enhance young people's skills while providing companies with an international perspective through the exchange of knowledge and experience.

- **Eurodissea Program:** Catalan companies can host young Europeans, offering them a real professional experience and enriching the company with knowledge from other countries.

The **DOT Network**, as mentioned earlier, is also dedicated to supporting women in situations of gender-based violence.

Critical Issues

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

There are several programs that prioritize vulnerable groups, although this does not mean that these groups are the sole focus of direction.



The SOC currently lacks specialized training tailored to specific vulnerable groups.

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

We conduct evaluations that reflect the real impact of subsidies, yet it would be beneficial to incorporate these findings into a redesign of future programs to align them with more personalized and concrete objectives.

Additionally, providing customized actions for each individual would be advantageous, as each job seeker's circumstances are uniquely diverse.

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>1. ONLINE CHANNELS</p> <p>1.1 External Public and Employment System</p> <ul style="list-style-type: none"> - SOC Website: The website is the central platform for detailed information, resources, and services of the SOC. It provides full access to relevant information for citizens, partner entities, and companies. - Social Media: Twitter: @ocupaciocat, Instagram: @ocupaciocat, Facebook: @ocupaciocat, LinkedIn: Department of Business and Labor. These active channels are used to share news, events, and resources that connect directly with the community and businesses. - Electronic Newsletter (FPCAT Blog Committee): Regular distribution of relevant information and content through the electronic newsletter, contributing to the FPCAT blog. - Annual Report: A document summarizing the actions and impacts of the SOC. 	



- Webinars:
Virtual sessions to explain processes, offer guidance, and provide information on relevant topics.

1.2 Internal Public

- Intranet:
An internal platform for sharing information and resources among SOC staff.
- Ocupassió Magazine:
An internal publication that highlights actions, projects, and internal news.
- Welcome Manual:
A comprehensive resource designed to facilitate the integration of new staff members.
- Virtual Platforms (Teams):
Direct communication channels to ensure effective internal communication.
- Surveys and Forms:
Structured collection of staff impressions to improve internal processes and communication effectiveness.

2. OFFLINE CHANNELS

External Public and Employment System

- Printed Posters and Brochures:
Printed materials distributed in key locations to reach people with limited access to digital media.
- Roll-up Banners:
Portable visual tools for events and fairs, highlighting services and relevant information.
- Merchandise:
Promotional items (such as notebooks and pens) to reinforce brand identity and increase visibility.
- Advertising Campaigns:
Comprehensive campaigns to highlight specific SOC services and inform the public about the range of employment programs and services, as well as targeted campaigns to address critical topics and reach specific audiences.
- Media Outlets:
Channels for sharing relevant SOC news and details.
- Specialized Fairs, Workshops, Event Presence:
Active participation in events to connect directly with citizens, partner entities, and companies.

Critical Issues

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

- **Low public image:** Lack of public recognition and potential visibility of the SOC can contribute to a low or unfavorable perception.



- **Lack of public awareness of SOC's functions and services:** This lack of awareness among some citizens often leads them not to use SOC or to confuse it with other entities like SEPE.
- **Bureaucratic complexity:** This can delay internal processes.
- **Inability to manage employment policy comprehensively** (active and passive policies), which may reduce the effectiveness and efficiency of the entire system.
- **Fluctuating economic conditions:** Economic instability can increase demand for services while reducing resources. Additionally, it requires monitoring annual tax allocations distributed through sectoral Employment and Training conferences.
- **Competition with other employment services:** Competition with other services, including SEPE, can affect the perception and usage of SOC's services.

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

The main areas for improvement identified in communication are listed below:

- **Recognition and public awareness of the SOC:** There is a need to strengthen the SOC's image and identity, as this lack of awareness contributes to confusion with similar entities and affects perceptions of its effectiveness and efficiency.
- **Public understanding of SOC's functions:** Citizens do not have a clear understanding of the SOC's functions and services, often confusing it with SEPE. This can lead to misunderstandings and underuse of available resources.
- **SOC's territorial organization:** With a decentralized structure that includes 70 Employment Offices and various training centers distributed across the region, information generated by Central Services often does not fully reach all these points. This results in a degree of misinformation and lack of coordination between locations, which can negatively impact the service provided to citizens.
- **Cohesion and collaboration:** The internal communication strategy has not sufficiently reinforced cohesion between the different units and work teams within the SOC. This hinders collaboration and the exchange of essential information for the efficient functioning of the organization.
- **Performance and efficiency:** Inefficient internal communication can lead to errors, misunderstandings, and duplication of tasks, which negatively impacts staff performance and the overall efficiency of the organization.

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



The SOC is part of various transversal equality plans within the Generalitat (previously mentioned in the section on vulnerable groups) and also provides training on gender-related issues for both employees and job seekers.

There are programs specifically and exclusively aimed at women, such as SOC-Treball i Formació Dones, SOC-Dones Àmbit Rural i Urbà, and the SOC-ADA program (all described in the previous section).

Additionally, since 2023, the SOC has established a dedicated area for gender equality: the Equality and Feminism Area within the SOC's Technical Secretariat. This area works across all services and areas of the Public Employment Service (PES) to establish legally mandated benchmarks.

A significant aspect of SOC's commitment to gender equality is also the DOT Network (previously described).

It is also worth noting that, at the data analysis level, all dashboards and tools developed by the SOC, as mandated by law, include gender/sex differentiation (depending on the available data) to reveal inequalities and thereby inform subsequent decision-making with this variable included.

Critical Issues

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

The level of training on gender equality can always be increased.

There are numerous external dependencies—structural conflicts within society and the labor market—that hinder certain actions or reflections on these issues. A lack of disaggregated data by gender rather than just by sex also persists.

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

Transversal relationships among all public administrations are necessary to maintain an interdepartmental approach. Training on gender equality should be more tailored to the role and position of each employee.

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