

1. Self-assessment tool

The self-assessment document is a tool created within the WP2 activity in order to identify strengths and weaknesses, understand promising areas for improvement and explore possible actions. The self-assessment is seen as a preparatory step for the implementation of LDDs (Learning Deep Dive), but at the same time it will provide new skills and perspectives for the staff involved. Each PES (Public Employment Service) 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 analyze all the performance enablers developed by the partners.

Workspaces and performance enablers

1. Sustainable activation and management of transitions

- 1.1 Holistic profiling
- 1.2. Segmented and personalised action plan and active labour policy measures to improve workforce inclusion and diversity management
- 1.3. Accessibility and user participation

2. Relations with employers

- 2.1 Specialized Units for Employer Services
- 2.2 Adequacy of labour supply and demand to overcome labour shortages
- 2.3 Employer engagement strategy

3. Design and implementation of evidence-based PES services

- 3.1 Promoting understanding and knowledge of the local labour market
- 3.2 Monitoring and evaluation systems
- 3.3 Policy design through change and innovation

4. Partnership and stakeholder management

- 4.1 Perception of SPAs and impacts on user and stakeholder engagement
- 4.2 Building Strategic Partnerships
- 4.3 Resource allocation and funding



Workspace	1. Sustainable activation and management of transitions						
Performance Facilitator	1.1 Holistic profiling						
Description of ideal performance	<p>A PES bases the assessment of a person's employment potential (profiling) on a holistic approach. Profiling is based on information on an individual jobseeker's work history, work experience and formal qualifications ('hard data') and on the full spectrum of a jobseeker's skills/abilities (skills-based profiling). In order to be successful in implementing this approach and achieving ideal performance standards, PES must consider the following key elements:</p> <ul style="list-style-type: none"> ▪ PES promotes 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 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 the exchange of information in real time on PES users ▪ The PES has developed a system of personalised, individualised and reinforced psychological support with the assistance of specialised advisers to end users (promoting specific training for operators to acquire these skills) 						
Punctuation	<p><i>Fill in the blanks</i></p> <p><i>Level of evidence</i></p>	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good tests 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 in relation to ideal performance	Check the appropriate column				X		
Description							
<p>The Employment Agency bases the assessment of a person's employment potential or competency-based profiling on a holistic approach. The Employment Agency, in its design of the strategy for 2024-2027, carries out a participatory process of listening and consensus on the new measures to be incorporated from the management. The technical staff collaborates in this process, carrying out focus group sessions with citizens, trade unions, governing council, companies and entities.</p>							

The Employment Agency also collaborates with Social Services in:

- the **Path to Employment** program, labor insertion of people in situations of great vulnerability
- the **Youth programme** (coordinated with the Youth Department's youth centres and youth information offices)
- and in the **women's project**, with the Network of Spaces for Equality of the Madrid City Council.

It also collaborates with universities in **university internships**: National University of Distance Education and Service Learning (Rey Juan Carlos University) and with the **employment boards in the districts**, where the different actors related to employment and labour insertion

In order to succeed in implementing this approach and to achieve ideal performance standards, the Employment Agency considers the following key elements:

1. It encourages **multilevel cooperation** (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.
2. In the profiling phase, there are **multidisciplinary teams** working together within the Employment Agency
3. There is a system of **sharing information between different public administrations** and other (private) service providers that allows the exchange of information in real time on users.
4. It has developed a system of **personalised, individualised and reinforced psychological support** with the assistance of specialised advisers to end users (promoting specific training for operators so that they acquire these skills).

Resources

The Employment Agency carries out an initial diagnosis of the unemployed person: collection of occupational data (work history, experience and qualifications), an employability assessment (barriers and conditioning factors, skills for access to employment) and an employability assessment (adjustment of the profile to the job position/offer), both in person and online. To do this, it uses various tools and methodologies, such as:

- Employment Agency service registration form
- Registration form on Plataforma Salta
- Employability Assessment Tool for Reception
- Social evaluation Emplea+
- Professional evaluation for Emple+ selection.
- Employability-employability questionnaire in Plataforma Salta
- Gamification Methodologies for Competency Assessment and Training (Lego, Dice, Card Game)
- Selection interviews by mteams, etc.)
- Social Skills Scale: Path to Employment
- Motivation scale: Path to Employment, ITV CV Check, Vulnerability Assessment Tool, Path to Employment. Profession of the person and profession of the desired occupation.

Projects of the Employment Agency Strategy 2024-2027 linked to this performance enabler:

- Measure 4 - Orientation axis Youth and Employment Project (Youth Employment Point Agency for Employment in Youth Centres).
- Measure 5 - New "Women and Employment" programme.
- Measure 6 - Launch of the new "Road to Employment" project.
- Action 8 - Improving the guidance process through digitalisation.
- Measure 9 - Implementation of digital assistants in orientation itineraries.
- Measure 10 - Development of its own guidance methodology.
- Measure 63 - Implementation of a classification system by profiles of job seekers.
- Implementation of a comprehensive platform of employment services: Salta Employment Platform, Senda testing (SEPE), Social Security data exchange platform, Contracts, ...

In addition, coach tutors are hired in the projects for personalized support, promotion of motivation and development of pre-employment skills (e.g. Public Employment-Training Programs of the Community of Madrid)

Critical issues

- Cooperation of the EA with local government departments and with the Regional Public Employment Service.
- Need to create career guidance itineraries.
- Work on cases, from multidisciplinary teams, to offer a higher quality service.

Areas for improvement

- To promote multilevel collaboration procedures.
- Expand collaboration agreements between the local and regional employment services to improve the services provided.
- Advance in the exchange of information on occupational data and itineraries from the different municipal services and also with the Regional Service
- Integrate the user's vision in the design and implementation of services.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a cyclical, four-step problem-solving method that organizations 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 needs and expectations of organizations/customers. Planning is deployed in all relevant parts of the organization, on a regular basis	Execution is managed through defined processes and responsibilities and disseminated through the relevant parts of the organization, on a regular basis	The defined processes are monitored against relevant indicators and reviewed in all relevant parts of the organization, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes in all relevant parts of the organization, on a regular basis
		X	

Description

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

The processes of designing services and programs are developed taking into account all the information available from the different actors involved, focused on the needs of the market and users. There are indicators to evaluate the quality of services, in the different phases of the process, and based on these, some corrective measures are taken, although it is necessary to have more emphasis on the evaluation of the impact of the programs.



Performance Facilitator	1.2. Segmented and personalised action plan and active labour policy measures to improve workforce inclusion and diversity management						
Description of ideal performance	<p>The PES designs effective employment policies through knowledge of the different specificities of the different groups that are to be impacted in the policies, with special attention to the most vulnerable.</p> <p>In order to be successful in implementing this approach and achieving ideal performance standards, PES must 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 profile <ul style="list-style-type: none"> In-depth knowledge of different needs Take into account 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"> Tailor active labour market measures to the needs of jobseekers, especially vulnerable groups. PES employ training and qualification measures for jobseekers (especially in transition-related sectors) <ul style="list-style-type: none"> There is a collaboration between PSA and vocational education and training providers There is collaboration between PSA and companies on training issues PES have the ability to identify specific sectors facing shortages and understand evolving skills needs in the labour market There are fast and agile training solutions for candidates who only need specific and sectoral skills PES assess the effectiveness of active labour market policies <ul style="list-style-type: none"> Periodic evaluations The opinions and concerns of users are collected The PES trains internal staff to guide them on issues related to the green and digital transitions 						
Punctuation	Fill in the blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good tests 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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Description
<ul style="list-style-type: none"> The Employment Agency takes into account the intersectional aspects of vulnerable job seekers, using training and qualification measures (especially in sectors related to the retraining of job profiles (ecological and digital transition). In the employability assessment, the aspects, barriers and conditioning factors of a socio-occupational nature that may affect the possibilities of insertion of people seeking employment are studied. EA has the ability to identify specific sectors facing shortages and understand evolving skills needs in the labour market.



- The guidance and intermediation services focus their provision on the **individual needs of the user** to be advised, for this purpose an **individualised diagnosis is carried out by competences** that includes all possible information on the relevant personal and professional characteristics that allows their degree of employability to be measured and their needs to be known, adapting the services that will be provided to them. In the case of the Road to Employment project, people need the acquisition of pre-employment skills and have a basic level of employability, so they are offered a specific itinerary adapted to their needs.
- The EA designs its **strategy focused on the priority intervention profiles** diagnosed. There are **fast and agile training solutions** for candidates who only need specific and sectoral skills, such as **projects for Youth and Women, workshops for people with intellectual disabilities and subsidies for priority profiles**.

Resources

The Strategy is designed in accordance with the initial diagnosis, focusing on intervention profiles and job-generating sectors, examples of which are:

- **Quality Schools**
- Grants
- the **Path to Employment project**
- Preparation of **position sheets and webinars** in line with digital and green positions: updating of the most demanded position sheets and skills of the AE Office in Mercamadrid, the central food market in the city, in accordance with the **green and digital transition in Food profiles**.
- Implementation of the "**Permanent Skills Training Classroom**".
- Development of competencies for job interviews.

The EA designs a system of evaluation, monitoring, results and impact indicators and a **scorecard for the diagnosis of profiles** defined in the Strategy for employment in the city of Madrid 24-27.

- Unemployment and its territorial component in Madrid: A detailed analysis by district and neighbourhood:
- Analysis by groups.
- Analysis by key profiles.
- Axes of Orientation.
- Training and intermediation by priority profiles:
 - Measure 7 - New support programme to promote employment with monitoring
 - 7.1. Call for subsidies for people aged 45 and over.
 - 7.2. Call for subsidies for women with family responsibilities who have problems with work-life balance.
 - 7.3. Call for subsidies for unemployed young people who are not receiving training.
 - 7.4. Call for subsidies for people with intellectual disabilities and/or mental health problems.
- Dashboard in Mteams:
 - **Diagnosis of intervention profiles disaggregated** and based on district, training level, time unemployed, unemployment profile, sex and unemployment benefit.
 - **Diagnosis of Trends** in the Madrid Labour Market
- Measure 16 - Coordination with the district action teams.
- Design of the employment strategy in accordance with the sectors that generate employment:
 - Creation of the 4 quality schools (Green and trades, Digital employment, Hospitality and food, Care)



- Preparation of position sheets and webinars in accordance with digital and green positions
- Updating of Mercamadrid's position sheets in line with the green and digital transition in the Food profiles. Webinar on AE's Youtube channel on Green and Digital Positions and Employment Opportunities in the New Normal.
- Collaboration with educational centres: Training session at Caixa Bank.
- Joint selection processes with companies, preparation of applications and tailor-made training (ad hoc training): Training room according to 4 training areas: profile balance, application management, image consultancy and skills school.
- Continuous training and specialisation aimed at technical guidance and intermediation staff.

Critical issues

- The existence of multidisciplinary teams and specific resources dedicated to the care of diverse groups.
- Knowledge of the labour market and the needs of diverse groups.

Areas for improvement

- Design of a specific catalogue of services for vulnerable groups.
- Expansion of specific teams and resources dedicated to these vulnerable groups.
- Greater involvement of companies in the labour insertion of people in vulnerable situations.

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Mark which stage of the process has been covered

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		X	

Description

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

Many of the programmes in place are in the implementation phase and, although there is an evaluation model, it takes time to check the impact and results



of the activities, in order to establish improvements.



Performance Facilitator	1.3. Accessibility and user participation						
Description of ideal performance	<p>The PES combines channels, tools and strategies to promote accessibility, engagement, motivation and engagement of jobseekers, such as:</p> <ul style="list-style-type: none"> Combination of different service delivery channels (online, face-to-face, telephone, etc.) <ul style="list-style-type: none"> Digital literacy programs for users and staff Procedures for monitoring and evaluating the usability, effectiveness, and efficiency of different channels User Support/Help Systems Retains physical local agencies and meets face-to-face with job seekers Development of strategies to encourage the commitment, motivation and proactivity of jobseekers in their efforts to find work and/or improve their employability. These strategies are characterized by: <ul style="list-style-type: none"> Early intervention of PES as soon as situations of unemployment occur and constant contact between jobseekers and the counsellor Regular reporting and monitoring of job availability and job search actions Direct referrals of unemployed jobseekers to job vacancies and/or active labour market policies to prevent loss of motivation, skills and employability as a result of increased duration of unemployment Establishment of individual action plans according to a tailor-made approach Facilitating the mobility of jobseekers (e.g. to attend training courses, job interviews, etc.). 						
Punctuation	Fill in the blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good tests 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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Description							
<p>The EA designs its strategy according to some priority axes: guidance, training and intermediation to respond to the challenges posed in the 21st century. Technology, accessibility and the promotion of employability are proposed as transversal axes.</p> <p>Through its digital channel, it offers various support services through email or online chat. As for face-to-face service, the AE has 8 proximity agencies and an auxiliary office in Mercamadrid.</p> <p>Within the management system of the AE (CRM Salta) the different activities and services demanded by citizens and companies are monitored.</p> <p>The EA has designed its new employment strategy based on itineraries to improve employability in order to connect people and their skills with insertion in job offers that have job opportunities.</p>							

Resources			
<ul style="list-style-type: none"> Measure 7 of axis I of guidance – New aid programme to promote employment with monitoring (Full inclusion). Measure 37 of axis II of training – Programming of training actions aimed at people with disabilities (TFYE intellectual disability). Measure 38 of axis II of training – Development of training and employment workshops exclusively for people with intellectual disabilities and/or mental health problems. Measure 64 of axis IV of visibility – Standardisation of all signage and posters to be more legible, coherent and accessible. Employment bus (mobile office of the AE), appointment Gemini, Salta, AProximity, Interviews by mteams, Social networks, ... San Blas Digital School: Literacy and Digital Skills Seminars, Application via Salta. Chat AE advice on Fundaula, Tutored online trip, Emplea+, Atlas, Easydro. Directory of current Proximity Agencies and Appointment Management. AE activity reports, Dashboards for each project New AE Strategy model (by itineraries and services) Path to Employment, Tutored online journey to employment, CAM orientation programmes Training grants, ALMA programme international mobility of students and vulnerable groups. 			
Critical issues			
<ul style="list-style-type: none"> Knowledge on the part of citizens of the services offered and how to access them. Continuous monitoring and contact with the user. 			
Areas for improvement			
<ul style="list-style-type: none"> Enhance the process of disseminating services through all available means Develop procedures for monitoring the user in their process of insertion into the labour market. 			
PDCA (Plan, Do, Check, Act)			
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		X	
Description			
Provide more details on the reasons for the positioning provided in the PDCA cycle			
Although work processes are well implemented and evaluation and review procedures are in place, they are not always used to establish improvements.			

Workspace	2. Relations with employers						
Performance Facilitator	2.1 Specialized Units for Employer Services						
Description of ideal performance	<p>To manage relations with employers, the PES creates specialized units (department or team). For this reason, it is necessary for the PES to provide:</p> <ul style="list-style-type: none"> The staff of these units consists of a multi-level team of counselors, advisors, and other professionals with a strong set of competencies and skills: <ul style="list-style-type: none"> A thorough understanding of the composition and dynamics of the regional and local labour market, within the broader framework of the transformations and challenges that national and international labour markets are constantly facing, especially in the context of the twin transition; Provision of skills and knowledge of emerging professional profiles that may be relevant at the local/regional level, to boost innovation engines within companies; Proactivity and customer-oriented approach, in order to identify and implement tailor-made solutions to effectively support employers; Mediation and facilitation skills; Ability to work in a team, with a collaborative attitude; Communication and marketing skills, especially to help companies improve the attractiveness of job offers; Constantly updating regulations/laws that may be relevant to employer clients, especially in terms of hiring incentives, subsidies and ALMPs. may be relevant to employer clients, especially in terms of hiring incentives, subsidies, and active labor market policies Continuous 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 in the field of companies/entrepreneurs and in the field of unemployed people and job seekers 						
Punctuation	Fill in the blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good tests 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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Description							
<ul style="list-style-type: none"> The Madrid Employment Agency has a robust and specialised structure to meet the needs of employers, from business prospecting to labour intermediation and training. These units not only strengthen the relationship between the Employment Agency and companies, but also contribute to the development of a more dynamic labour market adapted to current needs. In May 2022, the decision was made to create a High Performance Centre exclusively dedicated to intermediation and prospecting where best practices and methodologies in labour intermediation are combined with a deep knowledge of the most in-demand sectors and job positions. In 2023, the Talent & Companies Service carried out 115 group selection processes for companies. It has managed to increase the jobs captured by 							

63% between 2019 and 2022. In terms of labour insertion results, the number of direct contracts has increased by 20%

- The **Business Training and Training Unit** designs training programmes adapted to the needs of companies and productive sectors. Promotion of **certificates of professionalism** and **transversal competences**. Collaboration with companies for alternating training (theoretical-practical).
- The **SALTA Platform**: digital tool for labour intermediation and training, accessible to both companies and users. Publication and management of job offers. Registration of companies and monitoring of their needs. Virtual space for online training and updating of skills.
- Collaboration with **European Projects**: Implements programmes financed by European funds to strengthen employability and the labour market.
- Participation in the **EURES Network**, promoting labour mobility in the European Union.

Resources

- Intermediation Service: [Application for candidates for companies - ELECTRONIC OFFICE \(madrid.es\)](#)
- Information leaflet for companies: [Triptico_empresas.pdf \(madrid.es\)](#)
- Innovative European Career Guidance: Promotion of innovative tools for career guidance.
- Quick job interviews in the hospitality sector: [Madrid Employment Agency - Hostelería Express 2nd edition: Quick job interviews - Madrid City Council](#)

Critical issues

- Knowledge on the part of companies of the services offered by the Employment Agency
- Monitoring and involvement by the company of the results of the selection process.

Areas for improvement

- Promote communication and visibility actions aimed at companies.
- Involve companies throughout the selection process, giving feedback and helping to improve the candidate's most critical aspects.

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		X	

Description

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

The work processes are well designed and implemented and there are procedures for evaluating results.



Performance Facilitator	2.2 Adequacy of labour supply and demand to overcome labour shortages						
Description of ideal performance	<p>PES offers appropriate solutions and measures, which are consistent with the specific dimensions of the market mismatch and the characteristics of the problem at the local level, always considering the impact of the double transition.</p> <p>The services offered by PSA to companies to address labour market inadequacy should:</p> <ul style="list-style-type: none"> Supporting companies in identifying their needs (in terms of professional profiles, tasks, skills required) and improving the attractiveness of their job offers, including by raising employers' awareness of innovative organisational assets, wellbeing solutions, flexibility, work-life balance, sustainability, etc. Take an active role in communicating the needs of companies to educational institutions, so that they can provide appropriate personalized training in order to improve the skills of job seekers and offer qualified labor to companies. Offer transparency and visibility to the job offers acquired from companies, taking care of the communication aspect; It provides support and advice in all phases of the selection and recruitment process. AI can support matching processes and ICT drives automated skills-based matching, with additional screening by job coaches. Provide training programmes or other on-the-job learning measures aimed at upskilling candidates according to the specific needs of companies on the one hand, and emerging labour market needs (e.g. double transition) on the other, thereby facilitating transitions to the labour market. Organize initiatives, job fairs and public events. Participate in specific training and get regular information (through specific tools: employment observatories, regional bulletins, etc.) to learn about the regional/local labour market and the diagnosis of the territory and to respond better and quickly to jobseekers and companies. 						
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Description							
<p>The Employment Agency:</p> <ul style="list-style-type: none"> - It identifies key sectors with high demand for employment, such as technology, construction, hospitality and care, to develop specific training programmes. - It has the Labour Intermediation Unit that carries out a detailed analysis of the job profiles required by companies and connects them with suitable candidates. - It is launching SALTA, a platform that facilitates the registration of companies and the publication of job offers, allowing more agile access to qualified candidates. - Work directly with companies to identify current and future talent needs. 							



- Design and execute Training programs with Hiring Commitment: Establish agreements with companies to guarantee the hiring of participants who complete specific training programs.
- Develops **European Projects**: Participation in initiatives such as **"Women Can Build"** and **"Innovative European Career Guidance"** to promote job placement in sectors with staff shortages.
- It develops Labour Inclusion programmes: **Personalised itineraries for groups** such as women victims of gender violence, unemployed young people and people over 45 years of age.
- It carries out actions in Vulnerable Neighbourhoods: **Employability itineraries in areas with high unemployment rates**, bringing training and employment services closer.
- Use **Big Data to Identify Labor Trends**: Data analysis to forecast labor market needs and tailor training and intermediation services.
- Use innovative methodologies: Use tools such as **"Lego Serious Game"** to **evaluate and guide candidates creatively** and effectively.
- Participate in the **Cities for Jobs Forum**: Share **good practices and develop joint policies** to address labour shortages.
- It participates in **Eurocities, European projects and International Employment Networks**, helping to identify trends and solutions at a transnational level.
- In its continuous commitment to activate and strengthen the capital's labour fabric, it has developed a new **Employment Strategy** for the period **2024-2027**. This ambitious plan, the result of an exhaustive process of listening, dialogue and participation, seeks to offer comprehensive solutions to address the challenge of unemployment and improve the employability of Madrid citizens. The period of validity of this Strategy has been set at four years, during which work will be done to achieve 28 strategic objectives and 87 measures. The Active Population Survey (EPA) for the 4th quarter of 2023 shows that the highest figures for the active population in the historical series have been reached, both in the city of Madrid (1,888,000) and in the Community of Madrid (3,714,500). In addition, in the city of Madrid there has been the largest year-on-year (+9.7%) and quarter-on-quarter (+4.17%) increase in the historical series.
- The monthly average of candidates evaluated for job offers has grown by 20% between 2019 and 2022. This figure reflects an increased capacity of the Employment Agency to identify and propose suitable profiles for the positions offered, thus increasing the chances of successful placement.
- The number of jobs captured by the Employment Agency has increased by a significant 63% between 2019 and 2022.

Resources

- **SALTA**: <https://saltAgenciafortheEmpleoempleo.madrid.es/#personaldrd>
- **Job Fair for People with Disabilities**: Home - XV Job Fair for People with Disabilities of the Community of Madrid (empleoydiscapacidad.es)
- Job Fairs: **Job Fairs | Community of Madrid**
- **Institutional job offer**: Madrid Employment Agency - Institutional offer - Madrid City Council
- Mercamadrid Food Sector Job Board: Madrid Employment Agency - Food Sector Job Bank at Mercamadrid - Madrid City Council
- **Quick job interviews in the hospitality sector**: Madrid Employment Agency - Hostelería Express 2nd edition: Quick job interviews - Madrid City Council
- **EURES Network**: Madrid Employment Agency - EURES Network - Madrid City Council
- **Digital Talent School** - Madrid Employment Agency
- Madrid Employment Agency - **Fundaula** - Madrid City Council
- **San Blas Digital** - School of Digital Competences
- The quarterly reports on job-generating branches of activity aim to publicise the distribution of employment by economic activity (according to the National Classification of Economic Activities). These reports emphasise the branches of activity that generate the most employment and that may be useful in employment guidance tasks, among others.

Critical issues



- Knowledge of the work context, challenges and customized solutions to adapt to specific needs.
- Take into account the diversity of profiles of unemployed people.
- The availability of economic resources by unemployed people to join and to complete training.

Areas for improvement

- To promote the interconnection of career guidance services with the Agency's training and intermediation services.
- Continuity in the provision and coordination between services for greater use of available resources.
- Reformulation of training services to better adapt to the needs of the unemployed.

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		X	

Description

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

Although work processes are well implemented and there are evaluation and review procedures based on performance indicators, they are not always used to establish improvements.



Performance Facilitator	2.3 Employer engagement strategy						
Description of ideal performance	<p>The PES builds a mutually beneficial relationship of trust between the PES and companies, strengthening the commitment and active participation of employers. To this end, the PES should take into account 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 • Use segmented and/or personalized services for the employer and goal-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 customized solutions • In order to reduce tensions in procurement, PES should: <ul style="list-style-type: none"> - Invite employers to events such as hiring fairs and information - Find other recruitment methods to appeal to all types of audiences (including vulnerable people) 						
Punctuation	<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 tests 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 in relation to ideal performance	Check the appropriate column				X		
Description							
<p>The Employment Agency:</p> <ul style="list-style-type: none"> - He has developed a structured approach to building trusting relationships with employers across multiple platforms and programs. It implements a centralized labor intermediation model that promotes collaboration and active engagement of employers, as demonstrated by the launch of the "Talent & Companies" service, which centralizes labor prospecting and intermediation services to respond efficiently to the needs of companies. 							



- It promotes **ad hoc training actions for companies**: the design of joint actions with companies with which there are already alliances has contributed significantly to the generation of job opportunities through **technical and transversal skills training**. As an example, it should be noted that in 2023 two editions of the "Logistics and warehouse operator" course have been held with a total of 27 students, with an insertion percentage in the first edition of 78.4% and 84.6% in the second. These experiences are preceded by other actions with different business sectors such as: social and health, retail, food, catering, maintenance, industry and manufacturing. These strategies have proven effective in fostering a more collaborative, innovative and results-oriented work environment, maximizing the impact of employment and training initiatives
- It is focused on clear objectives, as evidenced by its efforts to increase employability and employability through training and skills development, and its success in attracting a greater number of jobs since the implementation of its new **one-stop-shop and segmented/personalised services intermediation model**.
- Through its **ATLAS and SALTA platforms**, and through other digital resources, the EA offers a "one-stop shop" that allows employers to access personalized and segmented services. This is complemented by the use of innovative tools and agile methodologies in their work processes to adapt services to the specific characteristics of each company.
- It uses a strategic approach that includes the development of **specialized profiles** and the use of tools such as the "**Employability and Employability Profession**," which helps to adjust services and applications to employers' specifications based on size, sector, geographic location, and the development of their HR departments.
- It fosters long-term **relationships with employers** through initiatives such as **recruitment events and training programs** that respond directly to the **needs of companies**. This is evidenced in the continuous collaboration with companies for the design of technical and transversal training, which has improved the rate of labor insertion.

Resources

- **Circulae - Employment Agency**: This focus on the circular economy and efficiency in the use of resources, integrating its principles into all processes of guidance, prospecting and labour intermediation. This program not only seeks to improve the efficiency of resources but also to maximize job opportunities, aligning the activities of the Employment Agency with a philosophy of sustainability and comprehensive support for candidates.
- The Madrid Employment Agency offers a series of **training classrooms in different districts of the municipality of Madrid**. From plumbing, electricity, white, computer or kitchen classrooms, to a training space for gardening: [Madrid Employment Agency - Do you need training classrooms? - Madrid City Council](#)

Critical issues

- Awareness and commitment of the employer to hire vulnerable groups.
- Monitoring by companies of the selection process to improve the employment possibilities of the participants.

Areas for improvement

- To promote new ways of raising awareness and promoting the hiring of vulnerable people, the commitment of employers and empathy towards people with fewer opportunities.
- Collaborate with the local administration to encourage the hiring of vulnerable people, offering some type of tax benefits, remuneration, etc.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a cyclical, four-step problem-solving method that organizations 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 improvement.

Mark which stage of the process has been covered			
PLAN	DO	CHECK	ACT
Planning is based on the needs and expectations of organizations/customers. Planning is deployed in all relevant parts of the organization, on a regular basis.	Execution is managed through defined processes and responsibilities and disseminated through the relevant parts of the organization, on a regular basis.	The defined processes are monitored against the relevant indicators and reviewed in all relevant parts of the organization, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes in all relevant parts of the organization, on a regular basis
		X	
Description			
Provide more details on the reasons for the positioning provided in the PDCA cycle			
Although work processes are well implemented and evaluation and review procedures are in place, they are not always used to establish improvements.			

Workspace	3. Design and implementation of evidence-based PES services
Performance Facilitator	3.1 Promoting understanding and knowledge of the local labour market
Description of 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 configure their services according to the real needs of the local ecosystem. To this end, the PES should take into account the following key elements:</p> <ul style="list-style-type: none"> ▪ The PES produces and disseminates both quantitative (administrative and statistical) and qualitative data collected through field research, which integrates a support system for interpreting and contextualizing 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 ensure the accessibility of this type of information to other public administrations, partners, stakeholders and civil society, by implementing and constantly updating their own data navigation system or open datasets. ▪ Both internal staff and external organisations (public and private) must have the appropriate 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 companies 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 achieve this goal, PES should have a digital/green transition expert working with businesses and labour market actors to support them in the green and digital transitions.



Punctuation	Fill in the blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good tests 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 in relation to ideal performance	Check the appropriate column			X			
Description							
<p>The Employment Agency:</p> <ul style="list-style-type: none"> - It has a Dictionary of Competencies that is updated periodically and in which the level acquired of each competency and the scope of progress are reflected by evidence. This evidence-based system is used for the design of diagnostic tools and methodologies in both guidance and selection, based on competencies and positions and with a gamified, AI and innovative approach. - It has the digital San Blas School, in which all activities are designed according to a competency profile based on a dictionary of AE competencies, connection with ESCO, Greencomp and DIGCOMP. - it has a local labour market research observatory/department that provides information to EE professionals, through digital newsletters and through information located on the web. Both quantitative (administrative and statistical) and qualitative data collected through field research are produced and disseminated, which integrates a support system to interpret and contextualize the data numbers. - There is a municipal training school through which AE workers receive specific training in labour matters. 							
Resources							
<ul style="list-style-type: none"> • Dictionary of AE Competencies, Evaluation of Competencies Salta. • Competency sheet of competencies for the training activities of San Blas digital. • Internal newsletter of information on offers and resources. • Monthly information on employment status. • Valid internal training courses. 							
Critical issues							
<ul style="list-style-type: none"> • Access to different sources of labour market information • Ability to predict future needs for job profiles and required competencies • Dissemination of the information collected among employment technicians for use in guidance processes 							
Areas for improvement							
<ul style="list-style-type: none"> • Provide the observatory team with new tools for the collection and analysis of information on the labour market. • To develop new dissemination channels that allow access to information for technicians. 							

PDCA (Plan, Do, Check, Act)							
<p>The PDCA or Plan-Do-Check-Act method is a cyclical, four-step problem-solving method that organizations 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 improvement.</p> <p>Mark which stage of the process has been covered</p>							
PLAN	DO			CHECK	ACT		
Planning is based on the needs and expectations of organizations/customers. Planning is deployed in all relevant parts of the organization, on a regular basis.	Execution is managed through defined processes and responsibilities and disseminated through the relevant parts of the organization, on a regular basis.			The defined processes are monitored against the relevant indicators and reviewed in all relevant parts of the organization, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes in all relevant parts of the organization, on a regular basis.		
				X			
Description							
Provide more details on the reasons for the positioning provided in the PDCA cycle							
The procedures and sources of information are well defined, but it is necessary to have tools that allow the information to be evaluated in a predictive way to analyze future trends and needs.							
Performance Facilitator	3.2 Monitoring and evaluation systems						
Description of ideal performance	<p>Promoting the 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 in place, 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 for the PES to provide:</p> <ul style="list-style-type: none"> ▪ An ex-ante evaluation system to assess specific objectives and expected effects/impacts ▪ A data collection system 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 organizational levels of the PES, relevant stakeholders and the general public • PES integrate evaluation results into the design of programs and services, ensuring a transparent innovation and change 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 organization, to identify possible critical aspects and weaknesses, areas for improvement, etc. ▪ Evaluation of small-scale pilot projects, the results of which should be monitored and evaluated 						
Punctuation	Fill in the blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good tests 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 in relation to ideal performance	Check the appropriate column			X			
Description							
<ul style="list-style-type: none"> - For the implementation of the 87 measures of the Employment Strategy, an mtteams channel has been available, establishing a person responsible for each measure, objectives and indicators and a dashboard for monitoring said implementation with Kanban card methodology, established deadlines and resolution milestones. - The AE uses the Design and Prototyping methodology for the ideation, piloting and implementation of its projects. - The EA carries out quality monitoring questionnaires to users of the proximity agencies. - The AE uses the EFQM model for the evaluation of services (400+ certification) 							
Resources							
<ul style="list-style-type: none"> • Existing quality assessment questionnaires aimed at assessing services. • EFQM model for evaluating services • Action plans and activity report 							
Critical issues							
<ul style="list-style-type: none"> - Integrated and sustained service evaluation to know trends and deviations in the quality offered 							
Areas for improvement							
<ul style="list-style-type: none"> - To promote the analysis of users' opinions and suggestions to improve services. - Evaluation of the social impact of the services offered 							
PDCA (Plan, Do, Check, Act)							
<p>The PDCA or Plan-Do-Check-Act method is a cyclical, four-step problem-solving method that organizations 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 improvement.</p> <p>Mark which stage of the process has been covered</p>							
PLAN		DO		CHECK		ACT	
Planning is based on the needs and expectations of organizations/customers. Planning is deployed in all relevant parts of the organization, on a regular basis		Execution is managed through defined processes and responsibilities and disseminated through the relevant parts of the		The defined processes are monitored against the relevant indicators and reviewed in all relevant parts of the organization, on a regular basis.		Corrective and improvement actions are taken based on the results of the above processes in all relevant parts of the organization, on a regular basis.	



	organization, on a regular basis.		
		X	
Description			
Provide more details on the reasons for the positioning provided in the PDCA cycle			
It is necessary to go deeper into the evaluation and review processes, especially in qualitative aspects and social impact of the services offered.			

Performance Facilitator	3.3 Policy design through change and innovation						
Description of ideal performance	PES strategically embraces change and innovation. It anticipates and proactively manages these processes, perceiving them as ways to improve performance and enable the evidence-based design and redesign of public employment services. Engaging relevant employees, customers and partners from the outset and throughout the process is integral to PSA's approach to triggering change and innovation, and leveraging expertise at all levels of the organization. For this reason, it is necessary for the PES to provide: <ul style="list-style-type: none"> - The creation of a collaborative workspace in which employees, partners, job seekers and companies come together to exchange ideas and co-create innovative solutions to design and redesign evidence-based public services. 						
Punctuation	<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 tests 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 in relation to ideal performance	Check the appropriate column			X			

Description			
<p>The Employment Agency:</p> <ul style="list-style-type: none"> - with its new Employment Strategy, in its transversal axes, it contemplates a change management axis to support and support the progress towards the new AE model and the implementation of the 87 measures contemplated. - develops a project for the co-creation of services with the Rey Juan Carlos University in which companies, citizens and technical staff participate with design thinking methodology and agile methodologies both for the design of face-to-face services and for the Salta platform. - In its design of the strategy for 24-27, it carries out a participatory process of listening and consensus on the new measures to be incorporated from the management. Technical staff, focus groups with citizens, trade unions, governing council, companies and entities collaborate in this process. - The EA participates in EU-funded projects to develop innovative employment products and share experiences and good practices. 			
Resources			
<ul style="list-style-type: none"> • Agile methodology for change management and HR reorganization. • Design thinking, cocreación y Focus group. • Methodologies and tools designed within the framework of European projects 			
Critical issues			
<ul style="list-style-type: none"> - Development of the employment strategy through a participatory process, integrating the opinion of all the agents involved. 			
Areas for improvement			
<ul style="list-style-type: none"> - Establish the global evaluation mechanism including various actors for the generation of new services and activities. 			
PDCA (Plan, Do, Check, Act)			
<p>The PDCA or Plan-Do-Check-Act method is a cyclical, four-step problem-solving method that organizations 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 improvement.</p> <p>Mark which stage of the process has been covered</p>			
PLAN	DO	ACT	CHECK
Planning is based on the needs and expectations of organizations/customers. Planning is deployed in all relevant parts of the organization, on a regular basis.	Execution is managed through defined processes and responsibilities and disseminated through the relevant parts of the organization, on a regular basis.	The defined processes are monitored against the relevant indicators and reviewed in all relevant parts of the organization, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes in all relevant parts of the organization, on a regular basis.
	X		

Description
Provide more details on the reasons for the positioning provided in the PDCA cycle
Innovative methodologies and tools are being implemented, but as they are not consolidated, it is too early to evaluate their impact and results.

Workspace	4. Partnership and stakeholder management						
Performance Facilitator	4.1 Perception of SPAs and impacts on user and stakeholder engagement						
Description of ideal performance	<p>The reputation of PES is determined by their adaptability, collaboration and commitment to addressing labour market challenges, but some endogenous factors can influence it. Sometimes, the perception of SPAs can be affected by stereotypes or misinformation. Ideally, SPes should develop their own brand and recognizable identity to improve their reputational positioning. Accessible and creative communication strategies and tools should be used, including social media, television, and radio. For this reason, it is necessary for the PES to provide:</p> <ul style="list-style-type: none"> • PES develop their own brand and recognizable identity to improve their reputational positioning. • PES should use accessible and creative communication strategies and tools, including social media, television, and radio. • PES should promote a positive image of services, emphasizing the willingness to be agile while respecting equity and inclusion, in order to provide added social value and generate a positive impact on beneficiaries. • EPS should activate clients by involving them in the planning of services, regularly gathering feedback on services, or organizing client councils . • PES must launch specific promotional campaigns to publicize the services offered. • A strong reputation strategy should also include transparent information about the impact of funding and resource allocation • PES develops internal communication on evidence-based outcomes and storytelling as inspirational tools • The PES includes transparent information on the impact of funding and resource allocation in its communication policy • The level of user satisfaction is monitored. 						
Punctuation	Fill in the blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good tests 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 in relation to ideal performance	Check the appropriate column				X		

Description							
<p>The Employment Agency:</p> <ul style="list-style-type: none"> - has begun to build a recognizable identity through the implementation of tools such as the SALTA platform, digital information totems and the publication of a newsletter of European projects and an internal one from Communication for the EA staff. And it has a presence on social media (FB, LinkedIn, X, Instagram, YouTube). - In addition to the social networks mentioned above, he collaborates with the radio program "Madrid Trabaja" on Onda Madrid and publishes podcat as "Let's talk about employment" on iVoox. - demonstrates a strong commitment to equity and inclusion through specific projects such as Women Can Build, Personalised Itineraries for vulnerable groups and programmes aimed at disadvantaged groups (migrant women, over 45s, young people). These efforts contribute to projecting a positive image of EE as a socially committed actor. - Use surveys and feedback tools at the end of programs. - Organize events such as job fairs and virtual campaigns. - publishes activity reports and action plans with data on their performance. 							
Resources							
<ul style="list-style-type: none"> • SALTA Platform; Information totems; Newsletter PE Newsletter AE, RSS: FB, Instagram, X, LinkedIn, YouTube. • Employment bus • Onda Madrid "Madrid Works"; iVoox "Let's talk about employment". • Women Can Build, "Mujer Digital!" program, insertion program for women victims of gender violence; Alternating Training (PFAs), Youth Employability Programmes: Reskilling and Upskilling Itineraries for the over 45s, occupational workshops for people with disabilities. • I San Blas Job Fair, "Empleo Contigo". • Action Plan and Report of Activities. • Success stories in European projects in which the EA has participated, such as the case of participants who have improved their employability through programs such as Women Can Build. 							
Critical issues							
<ul style="list-style-type: none"> - Use all available channels to reach the user of the services - Know the impact of financing and the use of public resources on the service offered 							
Areas for improvement							
<ul style="list-style-type: none"> - Disseminate inspiring success stories or internal narratives to provide a better picture of the service. - To offer more information on how the use of public resources impacts citizens 							
PDCA (Plan, Do, Check, Act)							
<p>The PDCA or Plan-Do-Check-Act method is a cyclical, four-step problem-solving method that organizations 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 improvement.</p>							



Mark which stage of the process has been covered			
PLAN	DO	CHECK	ACT
Planning is based on the needs and expectations of organizations/customers. Planning is deployed in all relevant parts of the organization, on a regular basis	Execution is managed through defined processes and responsibilities and disseminated through the relevant parts of the organization, on a regular basis.	The defined processes are monitored against the relevant indicators and reviewed in all relevant parts of the organization, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes in all relevant parts of the organization, on a regular basis
	X		
Description			
Provide more details on the reasons for the positioning provided in the PDCA cycle			
There is extensive use of the resources and information channels available on the services, but more emphasis needs to be placed on the evaluation of the impact of the activity carried out to improve the visibility of the EA and the services offered to the users.			

Performance Facilitator	4.2 Building strategic alliances						
Description of ideal performance	<p>The PES establishes formal and informal partnerships, which consist of multi-level and multi-stakeholder cooperative relationships. For this reason, PES strategies and tools need to:</p> <ul style="list-style-type: none"> Building partnerships 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 These are specific partnerships, including sectoral partnerships, to remove social barriers to employment and employability of jobseekers, facilitate cooperation between different services and mobilise targeted support. Development of tools to measure the effects of partnerships 						
Punctuation	<p>Fill in the blanks</p> <p>Level of evidence</p>	<p>1</p> <p>No evidence or some ideas</p>	<p>2</p> <p>Some weak evidence, related to some areas</p>	<p>3</p> <p>Some good tests related to relevant areas</p>	<p>4</p> <p>Strong evidence related to most areas</p>	<p>5</p> <p>Very strong evidence related to all areas</p>	<p>6</p> <p>Excellent evidence (= full compliance with excellence), related to all areas</p>

The score is based on the evidence provided in relation to ideal performance	Check the appropriate column				X		
Description							
<p>Based on information from the Employment Agency's Employment Strategy 2024-27, the 2022 and 2023 Activity Reports, and the 2021-23 Action Plans, the Madrid Employment Agency effectively establishes formal and informal partnerships that are central to its operations. These collaborations include multi-level cooperative relationships with various stakeholders, reflecting an integrated and collaborative approach to employment management.</p> <ul style="list-style-type: none"> - Contribution to Policy Objectives: The Employment Agency's strategies and tools are designed to build partnerships that support the overall objectives of national, regional and local policies. These alliances are aimed at promoting labor inclusion and improving employability in the community, acting as a catalyst for the implementation of effective and sustainable employment policies. - Design and Implementation of Innovative Measures: The Employment Agency uses these partnerships to design, develop and implement innovative policy measures and specific projects that respond to the changing needs of the labour market and the workforce. These projects are aimed at specific segments of the population, such as young people, women and the elderly, seeking to eliminate barriers to employment and improve labor integration. - Sector-Specific Partnerships: The Employment Agency's alliances include sectoral partnerships designed to address and remove social barriers to employment. These collaborations facilitate cooperation between different public and private services, helping to align resources and efforts for greater efficiency and effectiveness. This sectoral approach allows the Employment Agency to mobilise targeted support and resources aimed at improving the employability of vulnerable and marginalised groups. - Measuring Effects: The Employment Agency has developed tools to measure the effects of these partnerships, allowing for continuous analysis of the impact of their strategies and the effectiveness of interventions. These tools help to ensure that policies and programmes are aligned with strategic objectives and adapted to the emerging needs of the labour market and society at large. <p>In summary, the Employment Agency has demonstrated a continuous commitment to the development and implementation of collaborative strategies that significantly improve connectivity and cooperation with companies and other stakeholders, ensuring that employment policies are not only inclusive and effective, but also innovative and adapted to the changing dynamics of the work environment.</p>							
Resources							
<p>The following examples illustrate how the Madrid Employment Agency has implemented the above strategies, demonstrating its collaborative approach and commitment to improving employability through formal and informal partnerships:</p> <ul style="list-style-type: none"> • Contribution to Policy Objectives: Example: Immigrant Integration Initiative. The AE has collaborated with local and regional organizations to implement programs that help immigrants integrate into the Madrid labor market. This project not only aligns with the social inclusion policies of the local and regional government, but also promotes cultural diversity in the workplace, creating a more inclusive and productive environment. • Design and Implementation of Innovative Measures: Example: Reskilling Program for Industries in Transition. Faced with the decline of certain traditional industries, the Employment Agency has launched reskilling programs aimed at workers in sectors such as manufacturing, to retrain them in digital and technological skills. This project involves collaborations with technology companies and training centers, ensuring that the curricula are up-to-date and relevant to current market needs. • Specific Sectoral Associations: Example: Network of Companies for Labor Inclusion. The AE has formed a network of companies committed to the labor inclusion of people with disabilities. This network works together in the development of inclusive hiring practices, the adaptation of workspaces 							

- and the organization of specific job fairs, which facilitate the integration of this group in different economic sectors.
- Measurement of Effects: Example: **Monitoring and Evaluation Tool.** To assess the effectiveness of its employment programmes, the Employment Agency has implemented a monitoring and evaluation tool that collects data on the job placement rate, employer satisfaction and career progression of participants. This tool allows the Employment Agency to adjust its programmes in real time and ensure that they are meeting the objectives of employability and local economic development.

These examples demonstrate how the Employment Agency uses a practical and evidence-based approach to strengthen its relationships with employers and improve its impact on the labour market, resulting in more effective programmes and greater integration of vulnerable groups into the world of work.

Critical issues

- Need to work, in order to achieve insertion into the labour market, in collaboration with other expert entities, providing them with funding and offering personalised monitoring.
- To offer the user integrated care, even if there are several entities cooperating and collaborating to achieve the objective.

Areas for improvement

- Create a team in the EA to generate alliances and to keep them updated, directing them towards the achievement of common objectives.
- Develop new strategies for cooperation between entities and the EA to provide durable employment solutions for specific groups.

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Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
Planning is based on the needs and expectations of organizations/customers. Planning is deployed in all relevant parts of the organization, on a regular basis.	Execution is managed through defined processes and responsibilities and disseminated through the relevant parts of the organization, on a regular basis.	The defined processes are monitored against the relevant indicators and reviewed in all relevant parts of the organization, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes in all relevant parts of the organization, on a regular basis.
		X	

Description

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

The EA maintains a very close collaboration with public/private entities, as well as with the regional and national administration, for the development of employment policies and programs. These collaborations are evaluated to verify their effectiveness and to be able to make the necessary adjustments.

Performance Facilitator	4.3 Resource allocation and funding						
Description of ideal performance	<p>To support and strengthen the strategic partnership, PES combine EU, national and local public funds, but also private stakeholder resources with the following features:</p> <ul style="list-style-type: none"> The PES combines EU, national and local public funds, but also resources from private stakeholders. Funding should be dedicated to long-term development and innovation programmes and aim to support evidence-based service design, especially in the field of vocational training programmes and in the design of countercyclical policies The allocation of resources should also cover training needs, especially to meet the new challenges posed by the twin transitions. 						
Punctuation	Fill in the blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good tests 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 in relation to ideal performance	Check the appropriate column			X			
Description							
<ul style="list-style-type: none"> To support and strengthen its strategic partnerships, the Employment Agency effectively combines public funds from the European Union, national and local, as well as private funds. This combination allows EA to maintain a versatile and robust approach to managing its projects and collaborations. In addition, the Employment Agency incorporates resources from private stakeholders, demonstrating an openness to multiple sources of funding to enrich its programs and expand its reach. This strengthens the agency's ability to develop and implement initiatives that require broad and diverse collaboration. The EA funding is dedicated to long-term development and innovation programmes. These programmes are designed to be empirically sound and are particularly aimed at improving the quality and effectiveness of vocational training and countercyclical policy design. This approach ensures 							



that the Employment Agency's services not only respond to current needs, but also anticipate and prepare for future economic and employment challenges.

- **The allocation of EA resources also covers specific training needs to meet the challenges of the twin green and digital transitions.** By focusing on these aspects, the Employment Agency seeks to provide workers and companies with the necessary tools to adapt to rapid changes in the work and economic environment, thus fostering a greener and more technologically advanced economy.

Resources

The Madrid Employment Agency (Agencia para el Empleo) has implemented several concrete examples that illustrate how it combines resources and fosters innovation in its programs:

- Combination of Funds and Collaboration with the Private Sector: "Madrid Tech City" Project: This project, jointly financed by EU, national, local funds and private technology companies, aims to transform Madrid into a technology hub. It involves specialized training in ICT for young people, facilitating collaboration between educational institutions and companies to close the skills gap in the technology sector.
- Long-Term Development and Innovation Programs: Countercyclical Training Initiative in Sustainable Construction: Funded through a combination of public funds and contributions from construction companies, this initiative offers courses on green building methods and energy efficiency, anticipating the need for skills in a rapidly evolving market towards sustainability.
- Facing the Twin Ecological and Digital Transitions: Renewable Energy Certification Program: In response to the green transition, the Employment Agency has developed a program that trains workers in the installation and maintenance of solar and wind energy systems, financed through EU funds and support from local energy companies. This program helps participants adapt to new labor market demands and contributes to the region's environmental goals.

Critical issues

- To provide material and financial resources, attending to the needs detected and evaluating the impact on the quality of services.
- Use all available funding sources, local, regional, state and European, to finance the services offered

Areas for improvement

- Carry out a cost-benefit analysis of the services offered.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a cyclical, four-step problem-solving method that organizations 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 improvement.

Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
Planning is based on the needs and expectations of organizations/customers. Planning is deployed in all relevant parts of	Execution is managed through defined processes and responsibilities and disseminated through the relevant parts of the organization, on	The defined processes are monitored against the relevant indicators and reviewed in all relevant parts of the organization,	Corrective and improvement actions are taken based on the results of the above processes in all relevant parts of the organization, on a regular basis.

the organization, on a regular basis.	a regular basis.	on a regular basis.	
	X		
Description			
Provide more details on the reasons for the positioning provided in the PDCA cycle			
An assessment of the cost-benefit of the programmes, as well as their impact on the target audience, is necessary to improve the effectiveness and efficiency of the financial resources available.			

CROSS SECTION

Cross-cutting themes	1. Double transition (digital and ecological 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 SPA has implemented to promote the green and digital transition?
FOCUS ON DIGITAL TRANSITION	
Description of its performance	
<p>The Madrid Employment Agency (AE) has incorporated the ecological and digital transition significantly into its services and strategies, reflecting a commitment to sustainability and technological modernisation. Based on the 2024-2027 Employment Strategy and relevant documents, it describes how these transitions have influenced its services and some concrete activities implemented:</p> <ul style="list-style-type: none"> - <u>Influence of the Ecological and Digital Transition:</u> Digitalization of Services: The AE has made progress in the digitization of its processes and services, which facilitates access to them and improves operational efficiency. This includes the implementation of technological platforms that allow better management of job offers and the training of users in Digital Skills: Specific programs have been developed to improve the digital skills of users, preparing them for an increasingly technological labor market. This aligns with the demands of a work environment that increasingly values digital skills. - <u>Specific Projects:</u> SALTA Technology Platform: This innovative project includes a platform that integrates training and employment services, offering simplified access to resources and improving interaction with citizens. The platform is part of a broader effort to modernize and make employment services more accessible. A digital channel is being implemented that allows a direct relationship between users and the AE management systems, which has allowed a greater number of online procedures. Publication of job offers and courses on its digital channel, making it possible to apply online. <p>Resources:</p> <ul style="list-style-type: none"> • The Salta portal that integrates user information (citizens and companies) with the Agency's CRM (Customer Relationship Manager) management system. 	

- **San Blas School of Digital Skills:** The AE has implemented a school dedicated to **training in digital skills**, ensuring that workers and the unemployed can adapt to the demands of a changing labour market. This approach not only supports the digital transition, but also contributes to workforce resilience and adaptability.

The performance and evaluation of these initiatives has shown positive results, with an increase in participation in digital training programs and a better integration of technological tools into EA processes. However, it remains a challenge to **ensure that all segments of the population benefit equally from these opportunities**, especially vulnerable groups that may have less access to technology.

Critical issues

- Although significant progress has been made, the digital divide remains a challenge, especially for older or less educated people. The EA is working to expand access and training in digital skills to all demographics, especially vulnerable groups.
- Need for sufficient funding and resources for the implementation and scaling up of sustainable programmes.
- Involvement that companies show in the adoption of sustainable practices, increasing the demand for trained personnel.

Areas for improvement and mutual learning

- **Impact Metrics:** Develop indicators to evaluate the effectiveness of programs in employability and sustainability.
- **Additional resources:** Seek public-private financing to ensure the sustainability of the programs.
- **Digital inclusion:** Implement initiatives to improve access to technology among vulnerable groups.
- **Learning from other PES:** Adopting good practices from other PES in relation to digital and green transition policies

FOCUS ON THE GREEN TRANSITION

Description of its performance

- The Madrid Employment Agency (AE) has incorporated the **ecological and digital transition** significantly into its services and strategies, reflecting a commitment to sustainability and technological modernisation. Based on the Employment Strategy 2024-2027 and relevant documents, it describes how these transitions have influenced its services and some concrete activities implemented.
- Training is, and has traditionally been, one of the main services in terms of expenditure volume of the Employment Agency. However, a series of elements are leading to a change in the model: changes in the labour market, the transition to digitalisation, the green economy and emerging sectors, the demand for new skills, the greater role of online training, the increase in the offer of free training for unemployed people or the modification of the regulatory regime for the recruitment of teachers. All of these are factors that have determined a clear trend towards a reduction in the demand for training from the Agency. For this reason, the new Strategy will be aimed at **transforming the current training management model into an open, flexible and modular model in the training of technical and transversal skills**, aimed at strategic employment sectors and connected to labour intermediation processes and companies, developing tailor-made training in an agile way according to the needs detected.
- Given the rise of sectors such as information **technology and the green sector**, there is a significant **opportunity for training and retraining programmes** to prepare workers for these areas of growth.
- The figures suggest that Madrid is transitioning towards a greener economy. This opens up **opportunities in areas related to sustainability, from waste management to renewable energies**. It is essential that employment policies align with these trends to make the most of the potential of the city and its workforce.
- Action 19 - Creation of "High Quality Schools" in strategic sectors. Four new schools, "**High Quality Schools**", will be put into operation, which will be directly **aligned with the main job-generating sectors** in the city of Madrid.

<ul style="list-style-type: none"> • School of Green Employment and Trades at the Usera Trades Training Centre.
Critical issues
<ul style="list-style-type: none"> - Commitment and promotion of specific programs and strategies for the promotion of green jobs. - Development of personalised employability itineraries focused on sustainability-related skills, such as the circular economy, renewable energies and energy efficiency.
Areas for improvement and mutual learning
<ul style="list-style-type: none"> - Redirect unemployed people, especially the most vulnerable, to emerging sectors that generate job opportunities. - Development of new schools in these emerging sectors, with tailor-made and flexible training, adapted to the needs of a dynamic and constantly evolving labour market.

Cross-cutting themes	2. Labour inclusion of vulnerable groups
Guiding Questions	What specific activities described in the four areas of work contribute to the socio-occupational inclusion of vulnerable recipients? Can you give concrete examples of interventions or projects carried out?
Description of its performance	
<p>The Madrid Employment Agency (AE) has developed a series of comprehensive strategies to promote the labour inclusion of vulnerable groups, implementing specific programmes ranging from the activation and management of transitions to the management of associations and stakeholders. The key approaches and effectiveness of these initiatives are detailed below:</p> <ol style="list-style-type: none"> 1. <u>Strategies and Execution in the Work Areas:</u> <ul style="list-style-type: none"> • Sustainable Activation and Management of Transitions: <ul style="list-style-type: none"> ▪ Holistic Profiling and Personalised Diagnosis: Using unemployment and Social Security affiliation data to identify and design specific interventions that respond to the individual needs of vulnerable groups. ▪ Segmented and Personalized Action Plans: Implementation of personalized itineraries that reflect an adaptation of labor policies to improve the inclusion of these groups. • <u>Employer Relations:</u> <ul style="list-style-type: none"> ▪ Specialized Units for Employer Services: These units facilitate the identification of specific job opportunities that promote the inclusion of workers from vulnerable groups, ensuring their adaptation and training according to the needs of the market. 2. <u>Design and Implementation of Evidence-Based Services:</u> <ul style="list-style-type: none"> • Training and Requalification Programmes: Courses designed to improve the current and future labour skills of vulnerable groups, promoting greater employability. • Monitoring and Evaluation Systems: Constant monitoring of the effectiveness of the programs, which allows for continuous adjustments and improvements to optimize results. 	



3. Partnership and Stakeholder Management:
 - Creation of Strategic Partnerships: Collaboration with third sector entities and other organizations to develop training and employment programs that are directly aligned with the needs of vulnerable groups.
4. Featured Projects and Collaborations:
 - Road to Employment: Initiative that includes a competency-based management model and personalised itineraries, working in collaboration with social services and other entities to guarantee a comprehensive and coordinated approach.
 - Subsidies for the Promotion of Employment: Offer of economic aid that encourages the hiring of unemployed people, with additional benefits for the hiring of specific groups such as women and those over 45 years of age.

Critical issues

- Provide resources and better coordination between administrations to effectively implement labour inclusion policies.
- Importance of adapting strategies to changing market conditions to maintain their relevance and effectiveness.

Areas for improvement and mutual learning

- Encouraging greater specialization of staff to address complex cases remains an area of continuous improvement.
- Improve the integration of Digital Services to facilitate access for vulnerable groups.

Cross-cutting themes	3. Communication and reputation of the EA
Guiding Questions	How do activities in the four areas of work influence the reputation of your SPE? What communication strategies does your EPS 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 its performance	
<p>The Madrid Employment Agency (AE) has designed and implemented a set of comprehensive communication strategies in recent years to promote its services among users, organisations, institutions and the media. These strategies have sought to increase accessibility, improve the perception of the agency and strengthen its position as a benchmark in employability and training in Madrid.</p> <ul style="list-style-type: none"> - <u>Communication strategies towards the user:</u> <ul style="list-style-type: none"> • Digitalization and Accessibility: <ul style="list-style-type: none"> ◦ Implementation of the SALTA platform, which centralizes information on employment and training, allowing users to easily access online services. ◦ Digital totems installed in districts in the southeast of Madrid, offering immediate access to job offers, training programs and the SALTA platform, with more than 38,000 pages visited in 2023. • Training and Personalized Guidance: <ul style="list-style-type: none"> ◦ Workshops and training activities at the School of Digital Competences and in vulnerable districts, aimed at developing specific skills demanded by the labour market. ◦ Inclusive programmes such as "Digital Woman" and specific activities for unemployed young people and vulnerable groups. ◦ Innovative methodologies such as the use of Lego Serious Game or Fakeit in career guidance. • Specific Activities in Communication and Reputation: <ul style="list-style-type: none"> ◦ Visibility and Communication: <ul style="list-style-type: none"> ▪ Diagnosis: A diagnosis has been carried out that includes the visibility and communication of the policies of the Employment Agency. ▪ Visibility Axis: A specific axis dedicated to improving the visibility of the Agency is mentioned, which implies the development of communication campaigns aimed at increasing public perception and accessibility to the services offered. ▪ Events and Job Fairs: Organization of job fairs such as the I San Blas Job Fair, with 1,300 registrations, and sectoral activities such as hackathons and conferences on video games. ▪ Activities in collaboration with other institutions to maximize user participation. - <u>Communication Strategies Towards Organizations, Institutions and Entities:</u> <ul style="list-style-type: none"> • Business Relations: <ul style="list-style-type: none"> ◦ Creation of the "Talent & Companies" Space: This project seeks to strengthen the connection between job seekers and companies, facilitating the integration of unemployed people into the labour market and thus improving the reputation of EE as a key link in the employability ecosystem. ◦ Telemarketing campaigns to inform companies about services such as job intermediation, personalized training and internships with a commitment to hiring. ◦ Creation of a business database to segment and personalize communication. 	



- **Recruitment Support Programmes:** These programmes seek to encourage employers to hire people from vulnerable groups, improving both the labour inclusion of these groups and the image of the AE as a facilitator of such inclusion (Employment Strategy ge...).

- Strategic Collaborations:

- **Collaboration with NGOs** such as the Action Against Hunger Foundation and the Santa María la Real Foundation, developing projects such as "Vives Emplea" and "Lanzaderas de Empleo".
- Participation in **European networks such as EURES and Eurocities**, facilitating labour mobility and the exchange of good practices.
- **Alliances with local institutions** such as Mercamadrid to meet specific sectoral needs.
- **European Projects:** Since 2016 the AE has participated as a partner or coordinator in different European projects whose purpose is always to improve the employability of the citizens of Madrid.

In the Reports and Action Plans used, there is the **active communication of projects** such as "Almadrid", "Innovative European Career Guidance", "NetPes", "New Beginnings", "Women Can Build Latin America", highlighting the participation of the EA in employment and social inclusion policies.

- Media Communication Strategies:

- **Public relations:**
 - Organizing press conferences and sending newsletters to local and national media, highlighting achievements and program launches.
 - Dissemination of information through Onda Madrid through the program "Madrid Trabaja" and podcasts on iVoox such as "Let's Talk About Employment", reaching a wider audience.
- Use of **Digital Media:**
 - Publication of a quarterly **Newsletter of European projects** on the **website of the AE** and AYRE, consolidating transparency and updating on the agency's initiatives.
 - **Digital marketing strategies**, such as the use of digital signage in area agencies and training centers, to keep users and companies informed.
 - Use of social networks: **Facebook, LinkedIn, X, Instagram, YouTube**.

- Impact of Communication Strategies:

- To Users:
 - **Greater accessibility:** Digital platforms and information totems have eliminated barriers to accessing services, especially benefiting vulnerable groups.
 - **Increased confidence:** The offer of personalized itineraries and guidance adapted to specific needs have positioned the EA as a reliable and accessible entity.
- Towards Organizations and Institutions.
 - **Strengthening alliances:** Collaborations with NGOs, companies and international networks have consolidated the impact of EE on job creation and inclusive training.
 - **Institutional recognition:** Participation in networks such as Eurocities and European projects has reinforced the perception of EE as a key player in employability at local and European level.
- Towards the Media:
 - **Increased visibility:** The constant presence in local and digital media has increased public recognition of EA.
 - **Transparency and modernization:** Public relations strategies and constant updates on social networks project a modern and committed image.

In the last four years, the EA has managed to integrate innovative, inclusive and effective communication strategies to serve different audiences: users, organizations and media. These strategies have not only improved access to services and recognition of EE, but have also consolidated its position as a benchmark in employability and social cohesion in Madrid.

Policy Evaluation and Analysis: A section dedicated to the evaluation and analysis of EA policies is included, ensuring that the strategies implemented are reviewed and adjusted according to their effectiveness and impact on the socio-occupational inclusion of vulnerable recipients.

Critical issues

- Design strategies and activities to strengthen communication and reputation, ensuring that public perception reflects the role and achievements appropriately.
- Feedback on problems and limitations: need to identify challenges in the implementation of some policies, especially in the connection between the services offered and the real needs of users.
- The strategy mentions the need to improve the alignment of services with the demands of the labour market and the specific needs of vulnerable groups.

Areas for improvement and mutual learning

- Improving Technology Integration and Digital Services: The Strategy underscores the importance of improving technology integration to make services more accessible and effective.
- Need for mutual learning with other entities and the integration of good practices that can be replicated to improve the efficiency and effectiveness of AE services.

Cross-cutting themes	4. Gender mainstreaming
Guiding Questions	<p>How are gender issues addressed in the policies, measures and services offered by your PES?</p> <p>Can you describe specific initiatives or projects aimed at promoting gender equality and supporting women's participation in the labour market?</p>
Description of its performance	
<p>The Madrid Employment Agency (Agencia para el Empleo) has effectively integrated gender equality into its policies, measures and services, demonstrating outstanding performance in several key areas related to promoting women's participation in the labour market.</p> <p>It details below how the Employment Agency addresses these issues and describes specific projects that illustrate its commitment and effectiveness:</p> <ul style="list-style-type: none"> - <u>Gender Mainstreaming in Policies and Measures:</u> <ul style="list-style-type: none"> • Mainstreaming: The Employment Agency has implemented a cross-cutting gender strategy, ensuring that all policies and programmes take into account the specific needs of women, with the aim of promoting equal access and reducing labour inequalities. • Specific Objectives : Within the action plans, the Employment Agency focuses on closing the gender gap in areas where women are underrepresented and on promoting employment among women, especially those in vulnerable situations. - <u>Projects and Initiatives for Gender Equality:</u> 	



- **Second Chance School for Women:** This programme focuses on unemployed young women, providing them with specialised training and advice to facilitate their reintegration into the labour market.
 - **Training Programs with a Gender Perspective:** Workshops are organized that train women in technical and personal skills, incorporating modules on labor rights and empowerment.
 - **Work-Life Balance Measures:** The Employment Agency implements work-life balance policies that allow women to balance their work and family responsibilities, such as flexible schedules and dependent-care support.
 - **Impact and Effectiveness Evaluation:** The annual activity reports of the Employment Agency show a significant increase in the participation of women in these programmes, with notable improvements in terms of employability and post-training satisfaction. Public perception of the Employment Agency's commitment to gender equality has improved considerably, reinforcing its reputation as a progressive and reliable entity in the management of gender issues.
 - **Strategic Collaborations:** Collaboration with NGOs and other local entities is essential to extend the reach and depth of programs aimed at women, ensuring comprehensive interventions and continuous support. These initiatives and strategies not only highlight the Employment Agency's commitment to gender equality, but also demonstrate its ability to continuously adapt and improve its services to respond to the needs of women in Madrid's labour market.
- **Workplace: New Masculinities** (sanblasdigital.es): **"New Masculinities in the Workplace: A Path to Equality"** is an initiative that seeks to raise awareness about the role of masculinities in building more inclusive and equitable work environments. It represents an opportunity for employees and business leaders to acquire tools to challenge traditional models of masculinity, thus fostering inclusion and diversity. The goal of the event is not only to raise awareness, but also to provide practical resources that attendees can apply in their organizations.
- **"Women and Employment"**: In **collaboration with the Government Area of Social Policies, Family and Equality**, during 2024, an action protocol is promoted to promote **coordination between the Agency's employment services and those offered in equality spaces**. Women who go to municipal equality spaces will receive information and employment resources, training and offers through the Agency's technical staff in coordination with the technical staff of the equality area. In addition, access to job offers and registration for courses on the "Salta" platform will be encouraged.
- **New aid programme to promote employment with monitoring:** Through the annual public call for subsidies aimed at specialised non-profit social entities and institutions, the aim is to integrate unemployed people in the city of Madrid, supporting the recruitment of priority intervention profiles. This new call will be aimed at these priority intervention profiles such as women with family responsibilities who have work-life balance problems.
- **Business prospecting actions to achieve opportunities for priority intervention profiles:** Business prospecting actions will be carried out aimed at attracting companies and job offers, preferably for priority intervention profiles such as women. These profiles will be prioritised when it comes to identifying, attracting talent and raising awareness among companies by encouraging permanent contracts and attracting offers aimed at them.
- **Promotion for the incorporation of women into sectors in which they have a low presence:** Based on experience in defining the requirements of job offers based on skills, the elimination of the gender discrimination bias component will be promoted and awareness will be raised in the promotion of the hiring of women. In the process of recruiting candidates, the incorporation of women in the selection process in sectors in which they have a low presence will be considered.
- **Women can build:** coordinated by the Fundación Laboral de la Construcción (Spain) and in which the Madrid Employment Agency acts as a partner, has aimed to intervene in the main actors involved in the **promotion of gender equality in the sector**: companies, training professionals, vocational

training centres and women, especially young people who are unemployed, at risk of social exclusion and long-term unemployed. Among its objectives are:

- To make a paradigm shift in the construction sector, which is more egalitarian, attractive and socially responsible, through training.
- To overcome cultural barriers and attract women's attention to the construction industry, emphasizing those activities with the greatest possibilities of achieving effective insertion into the labor market.
- Provide Vocational Training centres with a gender perspective that allows them to rethink their training approach and seek opportunities for a more egalitarian sector.
- Train trainers and achieve the recognition of the gender skills acquired, favouring more inclusive delivery and generating the opportunity to make visible and companies that facilitate the transition of the construction industry towards greater awareness and gender balance.

Critical issues

- Women represent a significant percentage of unemployed people in Madrid. About 6 out of 10 unemployed people are women (58%). It is evident that they face specific barriers in the labor market, which reflects a problem that must be addressed.
- The figures indicate that long-term unemployment affects 42.32% of unemployed women, a sign of the difficulty they face in reintegrating into the labour market once they have left it.
- From the perspective of nationality, more than 10% of unemployed women in Madrid are non-EU foreigners.
- The level of education also plays a determining role in this situation. 61% of unemployed women in Madrid have not completed primary education or only have general education. This statistic shows us how the lack of access to higher education or technical training can be a significant obstacle to job placement. Unemployment does not affect all ages equally. The figures indicate that, from the age of 45, unemployment among women begins to increase, and intensifies from the age of 55, representing 33.2% of the total number of unemployed women in this age group.
- Geographically, the situation of female unemployment is most intensely concentrated in the southern and eastern districts of the city. In addition, almost 60% of these women do not receive benefits or subsidies, leaving them in a situation of greater vulnerability.
- This x-ray of female unemployment in Madrid is essential for designing public policies and private strategies that seek to reverse this situation and offer equal opportunities to all women in Madrid.

Areas for improvement and mutual learning

- Incorporate the gender perspective in all policies, in public interventions and in the daily work of the people involved in their implementation, in order to correct the gap of inequality of opportunities and guarantee the construction of a more egalitarian social model between women and men.
- To facilitate women's access to different training and employment resources through measures that favour work-life balance and the implementation of specific programmes for women.

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