

Self-Assessment Tool

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

Working areas and performance enablers

1. Sustainable activation and management of transitions

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

2. Relations with employers

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

3. Evidence-based design and implementation of PES services

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

4. Management of partnerships and stakeholders

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



Working area	1. Sustainable activation and management of transitions						
Performance enabler	1.1 Holistic profiling						
Description of the ideal performance	<p>A PES bases the assessment of an individual's employment potential (profiling) on a holistic approach. The profiling is based on information about an individual jobseeker's employment record, work experience and formal qualifications ('hard facts') and on the full spectrum of competences/skills of a jobseeker (skills-based profiling).</p> <p>In order to succeed in the implementation of this approach and to achieve ideal standards of performance, PES should consider the following key elements:</p> <ul style="list-style-type: none"> ▪ PES encourages multi-level cooperation in the public sector (social services, health services, education and training organisations, etc.) in order to take into account the different aspects that contribute to the understanding of the user's profile ▪ In the profiling phase, there are multidisciplinary teams working together within the PES ▪ In the PES there is a system of IT cooperation between different public administrations and other (private) service providers that allows a real-time exchange of information regarding PES users ▪ The PES has developed a personalised, individualised and reinforced psychological support system with the assistance of specialised advisers to end-users (promoting specific training for operators to acquire these skills) 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							
To clarify the responsibility for the labour market actions in Sweden, it is important to know that labour market policies and ALMP-measures are a state matter, and are done through the Swedish Public Employment Service (Arbetsförmedlingen). The municipality also has its own labour market actions, which is a							



supplement to the national ALMP's and it is mainly based on the Social services act and the municipalities need to avoid long term use of social benefits. The municipality's ALMP-measures are primarily for vulnerable groups, especially those receiving social benefits including economic support. In Stockholm, the labour market department has the responsibility for the overall ALMP-measures, while the city districts have the responsibility for the social benefits. The department is responsible for three areas: integration, adult education including vocational training and labour market actions through so-called Job Centers (Jobbtorg). There are seven Job Centers and several special units, located across the city and covering all the city districts. In some locations the Public Employment Service are co-located with the Labour Market Department.

The majority of our clients are registered with the Swedish Public Employment Service, which means that the action plans for each individual is set up by this authority. To support common measures the municipality has a local agreement with the Swedish Public Employment Service. Within this agreement, there are examples of common processes for several areas and groups. We have different forms of multi-skilled teams within different activities and projects.

The Stockholm City Labour Market department has fostered multi-level cooperation across various sectors, such as social services, health services, and educational organisations, to better understand users' profiles. There is a systematic method for always seeking collaboration with relevant actors. This includes extensive collaboration with 300 job coaches, the adult education sector, the Stockholm Region¹ (both health services and competency provision), and public agencies like the Social Insurance Agency and the Swedish Public Employment Service. There are structural efforts like Finsam (the coordination association, www.samordningstockholm.se) to strengthen cooperations. There are also tools like Vera, a digital cooperation platform, which, amongst other things, allows job coaches to report needs. The department also works with social services and regional authorities, including for individuals with economic assistance or in addiction support, social psychiatry, mental health issues and people and with functional impairment.

Examples of personalised and individualised support for job seekers and also collaborations where other actors are involved include the Municipal Activity responsibility (KAA), The Functional Impairment and Mental Health Unit (FOP), and Individual Placement and Support (IPS). In the case of IPS, the approach involves both external collaboration, such as with Psychosis Care, as well as multidisciplinary teams to provide tailored support for the individual. To work in multidisciplinary, multicompetent teams in the profiling phase is always the ambition in the department ALMP-services.

The Municipal Activity Responsibility (KAA) focuses on young people who are disengaged from school. Previously, only when students were officially withdrawn from school, they would fall under KAA's care. As long as they were enrolled, the responsibility was seen as the schools. However, there's a grey area with students who are enrolled but not attending, and who eventually get withdrawn, a process that takes time. Now, under the new budget task, intervention coordinators are being considered to engage with schools at a much earlier stage, before the student is formally withdrawn. This shows evidence of multi-level cooperation with other actors in the public sector, to intervene early in the unemployment spell.

The whole Job Center organisation works with Supported Employment (SE) which is a client-centred approach. All the coaches and managers are trained in this method, and it is well-established within the department's work since many years back. The SE method ensures individual support throughout the whole process from unemployment to employment.

¹ The Stockholm Region is comprised of four functions: Health services, Public transport, Regional development and Culture.



Another example of a multilevel cooperation is the Municipal Hub (attachment 2), specialists from the Public Employment Service, the department and the city districts work together to compile a comprehensive profile of an individual. This includes information on available support from the agencies, any missed opportunities, coding details, and potential job matches for the individual. The team has the possibility to use various roles and expertise, including job consultants, occupational therapists, psychologists, and regular case officers from the Employment Service.

IT cooperation exists but remains limited, primarily involving external providers and the Job Center portal for real-time communication. However, systems like SSBTEK, which would integrate information across public administrations, have faced legal and technical challenges due to GDPR restrictions. The department also has a cooperation platform where the Labour Market Department and Swedish Public Employment Agency share general information. This includes mutual sharing of recruitment links, common policy documents and information about ALMP-measures. There is also a common digital platform for adult education that contains information about courses but it has also a function for registration of clients that need counselling (SYV) a follow up on an individual level.

There is much more evidence of how the city works with public sector actors, as well as provides individualised and personalised support for vulnerable groups. See examples below:

- Komvux Rosenlund collaborates with The National Agency for Special Needs Education and Schools (SPSM) and with other municipalities.
- At the school units, there is local collaboration with employers.
- The in-house schools have their own cooperation with employers.
- Welcome House collaborates with the Public Employment Service, city districts, adult education, job centres, employers, the civil sector, the Migration Agency, and the Social Insurance Agency.
- The ESF project "Labour market engagement for women", which offers individually tailored activities for women, also includes unique outreach efforts and collaboration at various levels and across different sectors.
- In the initiative Alfa, which provides support for people suffering from mental health problems and mental illness, we have close contact with psychiatry as well as the Social Insurance Agency regarding participants on sickness benefits. We work closely with city districts within IPS, and the dependency project, concerning those who receive financial assistance. All parties involved with an individual—housing support, psychiatry, the Social Insurance Agency—collaborate with them.

The ESF project "Novum," which focuses on young people with mental health issues, collaborates with psychiatry, child and adolescent psychiatry, the Education Department, and the Social Services.

The city has also put extra effort into what is considered vulnerable areas, with targeted support tailored to the specific challenges faced by people in this part of the city. One example is a higher number of municipal summer jobs being offered to youth from vulnerable areas.

Resources



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

- [Functional Impairment and Mental Health Unit](#)

- Local collaboration with the Public Employment Services (Attachment 1)
- "Jobbtorgsportalen" - A cooperation platform where the Labour Market Department and Swedish Public Employment Agency share general information
- "Equip and match" - [Rusta och Matcha](#)
- [The City of Stockholm Coordination Association - Samordningsförbundet Stockholms stad](#)

- [Functional Impairment and Mental Health Unit](#)

- [Collaboration between Sdf and and the Job Centres - \(Attachment 2\)](#)

- [Cooperation with Health Services – Parallel actions \(Attachment 3\)](#)

- [The Municipal Hub \(Attachment 4\)](#)

- [Vera](#)

- [Jobportalen](#)

Critical Issues

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

We have identified three main critical areas within this chapter.

- Communication and documentation system: There are many efficient tools and systems in place, but a lack of communication between them, meaning difficulty in sharing information about the individual between state agencies and the municipality. There is also a certain level of inefficiency since some information, such as vacant positions, are registered in several systems.



- During recent years, there has been several labour market policy reforms on a state level (Public Employment Service), which has led to fast and continuous changes when it comes to local agreements between state and municipality. This has also affected the ALMP-measures on a local level. The changes are:

The Swedish Public Employment Services has made a transition towards digital communication, both for individuals and other authorities. At the individual level, this poses challenges as many vulnerable groups experience digital and linguistic exclusion.

- The incremented use of external suppliers such as Equip and match (Rusta och Matcha) which means that the municipality has a wide range of actors to communicate with.

A new method working with processes rather than a fixed case manager which implies challenges in communication and planning.

There is a difficulty to maintain continuous contact with the Region (Health Care), due to different priorities but also lack of time from their side. Much of the cooperation that the department has with the Region connected to different actions are done through staff with personal contacts.

Areas for improvement

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

- In co-operation with government agencies and Region Stockholm, we work at a general level to increase knowledge of each other's efforts and regulations in order to best use the entire toolbox of efforts based on the individual's needs. There are improvements to be done in relation to this. In the social services, for example, staff changes happen quite often, which means that there is a constant need to provide information about, for example, the Swedish Public Employment Service's initiatives and how they can be used by our shared applicants/clients.
- Integrated systems: To get our systems to work together, so that we are able to share relevant information with each other.

PDCA (Plan, Do, Check, Act)

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

Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
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Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
		<p>Collaboration: The municipal hub is now underway, to strengthen collaboration between the Public Employment Service and the municipality, enabling them to jointly assess individuals' needs and provide coordinated support.</p> <p>Documentation and follow-up system VERA: The VERA system has been implemented and is now being monitored.</p>	
Description			
<p>Provide more details on the reasons for the provided positioning in the PDCA cycle</p> <p>Municipal hub: the cooperation between the national PES, the labour market department and the city districts has had some difficulties related to mapping individuals needs, and also clarity on the responsibility for the actions provided. The Municipal hub is a platform, a joint effort between the national PES and the municipality to achieve a common way of working by a joint mapping of the individual's needs and offering joint efforts and a common plan.</p> <p>Vera: The department previously used another system, from which we learned a lot. Now, after thorough analysis has been conducted, the department has procured a system based on the identified needs.</p>			
Performance enabler	1.2. Segmented and tailor-made action plan and ALMP-measures to enhance workforce inclusivity and diversity management		



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

Description

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

Within Jobbtorg, the department requires individual action plans for all jobseekers, especially vulnerable groups, which ensures that plans are created before moving forward. This plan is developed together with the participant and the coach gets a good picture of the participant's needs and conditions. There is also contact between the social worker who refers the jobseeker and the job coach to ensure that the right information about the individual is obtained. In planning, the coach takes into account the participant's conditions and refers to appropriate measures based on the individual's ability and situation. There are tailor-made programmes for people with disabilities, women, young people, etc.

Regarding collaboration with VET providers, referring back to our organisational structure mentioned in the introduction, the Stockholm City Labour Market Department is in fact a VET provider, through the Adult Education, which belongs to the department. The collaboration between the Job Centers and Adult Education includes short courses, courses in combination with work and supplementary training. In addition to our own adult education programme, the department also procures a large number of initiatives and training courses from the private sector to give participants better opportunities to find work.

PES collaborates with industries and regions and the national PES to align labor market needs and organizes various industry events and recruitment days—at least 15 per year—focusing on different sectors such as healthcare and hospitality. These events provide opportunities for jobseekers to connect with employers, and discussions with employers help open new pathways for clients. When it comes to identifying specific sectors facing shortages and understanding evolving skills needs, the department has several strategic partnerships and is part of strategic forums to identify these needs together with other relevant actors. An example is the skills councils organised by the Stockholm region. These skills councils exist for different sectors, where there are key players for skills development at regional level. From the department, there are representatives from both the Job Centres and Adult Education. Based on these forums and meetings, adult education programmes are started and recruitment efforts are made.

We also work with social requirements in procurement, where we have dialogue requirements or employment requirements. Where there are social requirements in procurement, companies are encouraged to contact us and see how they can contribute with jobs and internships for our target groups. If there is an employment requirement, which is mandatory if the procurement reaches certain thresholds, they are obliged to hire from the city's target groups.

Additionally, PES works according to "Key Account Manager" model, building strategic partnerships with larger companies like IKEA and Axfood to enhance collaboration. There are also many Local efforts such as visiting companies, for example the recent initiative *visiting one hundred companies* in the Järva area, to strengthen community connections and meeting companies.

PES facilitates mobility for jobseekers by organizing local recruitment events, such as those with Premo in various city districts. These events help jobseekers apply for roles directly on-site, with job coaches present to assist.

The City of Stockholm has a structured approach to follow-up, utilising an evaluation and monitoring tool called ILS. This tool helps the administration track political assignments, and results are reported through quarterly reports and activity reports. In-depth evaluations are conducted for major investment



projects, often by external evaluators. Local initiatives are also assessed and followed up in various ways and to different extents, including within digital frameworks such as PM3.

The city is actively working on digital skills development and green transition. The department has a digitalisation roadmap and a definition of digital competence, which is now included in staff appraisals. A key aspect of this is a long-term European Social Fund project aimed at systematically mapping and providing skill development for staff in digital competencies, including AI. Regarding knowledge of sustainable transitions, the department offers training for school staff, allowing teachers and personnel to engage in various courses related to the green transition and sustainability in general. When it comes to identify specific sectors facing shortages and understanding evolving skills needs the department has several strategic partnerships and is part of strategic forums on a regional level, to identify these needs together with other relevant actors. For example, the Skills Council held by the Stockholm region. These skills councils exist for different sectors, where there are key players for skills development at regional level. From the department, there are representatives from both the Job Centres and Adult Education. Based on these forums and meetings, adult education programmes are started and recruitment efforts are made.

Resources

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

Labour Market Department Roadmap for Digitalisation 2024 (Attachment 5)

ESF+ Project "Digital Skills Development" Final Application (Attachment nr 6)

Adult Education Course Offer – including the green courses

There is an individual action plan for each client at the job centres. (Attachment 2 and Attachment 7 – "Checklist for registration at the Job Centres")

Critical Issues

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

In terms of collaboration, the department has collaborations with several different companies at different levels. However, there is potential to scale it up to many larger companies and have several structured partnerships over time. We have also identified that the model of having a strategic unit that generates collaborations and the job needs of the coaches at local level are not always synchronised. There is still a problem in sharing contacts at local level, a long-standing challenge.

Another area is follow-up, although there is follow-up at an overall level, there is sometimes a lack of systematic follow-up and analysis. In some cases the activities are reported and not the results. For example, in social consideration in procurement, a follow-up of what social consideration has resulted in the actual number of traineeships and jobs would support the department in analysing what has worked and what has not - for further development of procedures and processes.

We have also identified that social sustainability should be included in the digital transformation, the department will begin extensive work on upskilling and knowledge of AI, but health and well-being should be an important part of that development journey.





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Performance enabler	1.3. Users' accessibility and engagement
Description of the ideal performance	<p>The PES combines channels, tools and strategies to encourage accessibility, commitment, motivation and engagement of the job seekers, such as the following ones:</p> <ul style="list-style-type: none"> Combination of different channels of service provision (online, face-to-face, telephone, etc.) <ul style="list-style-type: none"> Digital literacy programmes for users and staff Procedures for monitoring and evaluating the usability, effectiveness, and efficiency of different channels User Support/Help Systems Preserves physical local agencies and meet face-to-face with job seekers Development of strategies to encourage the commitment, motivation and proactivity of job seekers in their efforts to find work and/or improve their employability. These strategies feature: <ul style="list-style-type: none"> Early intervention of PES as soon as situations of unemployment occur and constant contact between the jobseekers and the counsellor Regular reporting and monitoring of work availability and job-search actions Direct referrals of unemployed jobseekers to vacant jobs and/or ALMP to prevent loss of motivation, skills and employability as a result of the increased duration of unemployment Establishment of individual action plans according to a tailor-made approach



PES facilitation of the mobility of jobseekers (e.g. to go to training, job interviews, etc.)							
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					X	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>The availability and accessibility of ALMP-measures and client engagement are the core of ensuring efficiency in labour market interventions. This is something that the department is very aware of and has implemented several strategies and actions on.</p> <ul style="list-style-type: none"> • Channels of service provision: Face-to-face interactions are prioritised when providing services due to digital illiteracy amongst several client groups, but also as a way to encourage mobility for certain groups such as NEETs. The department also offers a variety of service channels, including telephone and online meetings, to accommodate jobseekers' preferences and life situations. Additionally, digital communication tools are available when requested by participants, ensuring flexibility and accessibility. Regular training is provided to staff, to strengthen them in their support for end-user, incorporating digital tools to be used in the services, such as the Lingio language app and CoWrite for CV assistance. • Strategies to encourage the commitment, motivation and proactivity: <ul style="list-style-type: none"> - <i>Individual Action Plans:</i> Stockholm City Labour Market Department has implemented individualized action plans, evaluating and matching jobseekers, especially vulnerable groups, to suitable workplaces. All job coaches focus on personalised assessments to identify the specific needs of jobseekers, ensuring tailored support. The implementation of IPS (Individual Placement and Support), a well-researched method, has proven highly successful for people suffering from severe mental illness. - <i>Monitoring and evaluation:</i> The effectiveness of the active labour market policies is periodically evaluated through research studies and user feedback, with the department showing high participation and positive results. The department also evaluates the usability of different channels and takes action based on the feedback. For example, the Adult Education application platform was evaluated as hard to use, and this led to a reconsideration and modernisation of the layout of the platform. The department facilitates jobseeker mobility by providing access to training, support for jobseekers in attending interviews, as well as other 							



employment-related activities. The department also works with flexible approaches such as walk-and-talk sessions to encourage mobility.

- *Supported Employment:* Strategies to foster jobseeker motivation are centred around Supported Employment, with comprehensive training provided to staff since 2017, and ongoing training in relevant ICT tools and methodologies. Early intervention in unemployment is constantly held as a priority, with job plans ideally initiated within five days. Clients also have access to regular contact with a job coach, who are available on many different channels. In addition to the SE method, all staff use motivational interviewing, and all are also trained in the methodology, which is based on focusing on what has gone well so that the person can be lifted from the negative perspective. In some activities, such as people with disabilities, the IPS method is also used.
- *Early intervention:* The department usually receives jobseekers from the city districts. Here, the coaches at the Job Centers register available slots in the digital system, so the city district can book a meeting between the coach and the jobseeker directly. Due to this efficient facilitation, the jobseeker gets help at a very early stage, and have an individual plan within 5 days.

The department also actively works with outreach, to find young people in unemployment who are not yet involved in any ALMP-measures. This with the constant goal of making sure young people will not be left behind, regardless of whether they initiate contact with a public authority. The department has also outreach program for women who are not in any system, neither working nor studying.

- The department organises fairs for specific groups and sectors to motivate participants, e.g. job fair for 50+, job fair for Ukrainians, etc.

Some other examples and evidence of tailored support are:

- Specialised assistance for pregnant women, allowing them to continue their studies with flexible, one-on-one lessons even after childbirth.
- Personalised support for students with attendance challenges, with mobile teachers visiting their homes to boost their academic confidence. There are also counsellors working to help them increase their confidence, for them to eventually get comfortable leaving the home and participate in education or other ALMP-measures on-site.
- "Labour market engagement for women" project, aimed at supporting vulnerable women's engagement on the labour market. The women participating are from groups generally hard to reach by public services. The staff in the project works in teams and have deep understanding of the context, as well as multidisciplinary collaboration with colleagues. As a part of this, the staff were trained in the BIP-method. Although similar approach Such as SE had already been in use, with recognition that gradual joint movement is the most effective method.

Resources

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



The department has methodology material for the applied methods Supported Employment (SE) as well as Motivational Interviews (MI)

Individual Placement and Support (IPS) (Attachment 8)

Targeted outreach in the municipality's youth employment duty (See attachment 9 "Action Plan for Municipal Youth Employment Duty" and Attachment 10 "General Advice from National Agency for Education")

Rehabilitation for people on sick leave and with social/medical vulnerability, including the BIP method (Attachment 11)

Critical Issues

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

One of the big challenges is the amount of time it can take for an individual to get the right type of contact with health care and the right support from them, which can slow down processes when it comes to what is possible to do for an individual. This can also affect the right to get subsidized employment.

Another challenge is the collaboration with the Public Employment Service, and to implement joint planning for the individual. The department is not the first recipient of job seekers, which means that we cannot support the individual faster than when they come to us. When an individual is unemployed, they register with the Public Employment Service and if they receive income support, they first go to the city district. This means that we cannot work with the individual in the early stages of their unemployment, but rather later when they are reported to us.

Areas for improvement

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

Develop further activities for users when it comes to digital literacy, especially for those who have a low educational background.

PDCA (Plan, Do, Check, Act)

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

Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
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Planning is based on the organisations' /clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
	The department has plans to apply for a 3-year project focusing on digital inclusion for our clients.	The department has developed and offered several programmes and courses, with good results. These activities need to be upscaled and be offered by other units to other groups.	
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
<p>Similar to the increasing demands placed on employees within the department, the societal requirements for managing digital tools and services have increased significantly. Proficiency in using digital tools and systems has become a mandatory competency in numerous roles and positions.</p> <p>Just as we enhance our clients' skills in other domains through targeted courses, internships, or mentorship programs, digital literacy is equally essential. Recognizing this, the department has identified digital competence as a strategic priority and is currently planning a three-year project focused on developing and implementing a range of initiatives designed to strengthen our clients' digital skills.</p>			

Working area	2. Relations with employers
Performance enabler	2.1 Specialized Units for Employer Services
Description of the ideal performance	<p>To manage relations with employers, the PES establishes specialised units (department or team). For this reason, it is necessary that the PES foresees:</p> <ul style="list-style-type: none"> The staff of these units is made up of a multi-level team of counsellors, advisors and other professionals with a strong set of competencies and skills:



		<ul style="list-style-type: none"> - Profound knowledge of the regional/local labour market's composition and dynamics, within the broader framework of the transformations and challenges that national and international labour markets are constantly facing, especially within the Twin transition; - Skill forecasting and knowledge of emerging professional profiles which can be relevant at local/regional level, to boost innovation drivers within companies; - Proactivity and customer-oriented approach, in order to identifying and implementing tailor-made solutions to support employers effectively; - Mediation and facilitation skills; - Ability of working in team, with a collaborative attitude; - Communication and marketing skills, especially to support companies in enhancing the attractiveness job offers; - Constant update on regulations/laws that can be relevant for employer customers, especially in terms of hiring incentives, subsidies and ALMPs. may be relevant to employer clients, especially in terms of hiring incentives, subsidies, and active labour market policies ▪ Ongoing training to acquire and improve their strategic skills and knowledge supported by a wide range of ICT tools and methodologies, including mentoring and coaching programmes ▪ Specialised units dealing with companies/employers and those dealing with unemployed people and jobseekers 					
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							
Provide more details on the current PES performance on that topic including some evidence							
Regarding specialized units, the department works within collaboration forums to foster closer ties with companies and employers. The department are actively represented in regional strategic forums with important partners such as the region, PES, companies etc to follow up, observe the labour market							



changes and needs. Also, at the departmental level there are analysts and senior advisors that follow up the changes in the public employment policies on a national level as well as on EU level.

Multi-level teams, including guidance counsellors, coaches, and account managers, collaborate within the organisation, although not all units have every role. An important part in the work these teams do is the work with publicly subsidised salaries for job-takers registered with the department's services, to incentivise employers to employ these groups. There is also significant cooperation in initiatives like the integration pact. Furthermore, all staff within the job centres, regardless of their role, use the VERA system to maintain interconnectivity across units. There are special units that work strategically with employers

Within the Job centres, the department uses a recruitment calendar to notify users of job vacancies and plans to allow jobseekers to access recruitment events through the VERA system. A job portal is also in development, with a pilot in collaboration with the housing agency, where the agency is able to register their employment needs.

The Labour Market Department also incorporates social considerations into its procurement processes. This involves setting social requirements, such as dialogue requirements or employment requirements, in tenders. When social requirements are included in a tender, the department is contacted to discuss how the tenderer can contribute to the department's target groups. If the tender value exceeds a certain threshold, the tenderer is required to employ individuals from the city's target groups. In some cases, procurement officers contact the department in advance to discuss whether to include employment requirements or dialogue requirements in the tender.

Large infrastructure projects often exceed the threshold values, triggering the inclusion of employment requirements. However, the department has also successfully negotiated employment requirements in tenders for park and green space maintenance, as these occupations are well-suited for the department's job seekers.

The Labour market department has been focusing on increasing visibility and better identifying the needs of jobseekers. It is important to improve communication with employers, especially in helping them understand the challenges faced by certain groups, such as those with criminal records, people with a short educational background, disabled clients and 50+ clients. There are several evidence on this area, please look below.

- The work done on differentiation.

- How the unit FOP has skills enhancement work.

- Integration Pact: The network brings together several hundred representatives from actors in the private sector, civil society and the public sector who want to contribute to Stockholm and help more Stockholmers to become established in the labour market and more employers to achieve the skills they need.

- Education and recruitment fairs: The department participates in education fairs to inform job seekers about different educational opportunities and career paths. It collaborates with education providers and employers to offer job seekers the chance to learn more about various professions and training programmes. The department also organises and participates in recruitment fairs to match job seekers with employers who are seeking staff.



Resources			
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described			
Website Integrationspakten Vera Work differentiation (Attachment 12 "Work Differentiation Stockholm Job Centres" and Attachment 13 "Target Group and Work Differentiation"). Guidelines for and agreement on collaboration between the Labour Market Department and the Public Employment Service in the employer area (Attachment 14 and Attachment 15)			
Critical Issues			
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage			
<ul style="list-style-type: none"> One critical issue identified is the lack of systematic evaluation of employer's experiences of contact and collaboration with the department. 			
Areas for improvement			
Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance			
<ul style="list-style-type: none"> As mentioned in section 1.2., there is great potential in increasing collaboration with bigger companies. 			
PDCA (Plan, Do, Check, Act)			
The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.			
Mark which stage of the process has been covered			
PLAN	DO	CHECK	ACT
Planning is based on the organisations' / clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
Description			





Co-funded by
the European Union



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

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Performance enabler	2.2 Matching Labour Supply and Demand to Overcome Labour Shortages						
Description of the ideal performance	<p>PES offers adequate solutions and measures, which are consistent with the specific dimensions of the market mismatch and features of the issue at local level, always considering the impact of the twin transition.</p> <p>Services offered by PES to companies in order to address labour market mismatch must:</p> <ul style="list-style-type: none"> • Support companies in identifying their needs (in terms of professional profiles, tasks, skills required) and improving the attractiveness of their job offers, also by rising employers' awareness regarding innovative organisational assets, welfare solutions, flexibility, work-life balance, sustainability, etc. • Take an active role in communicating the needs of the companies to educational institutions, so that they can provide the proper customised training in order to improve the skills of job seekers and to offer skilled workforce to the companies. • Offer transparency and visibility to the job vacancies acquired from companies, taking care of the communication aspect; • Provides support and advice in all phases of the selection and recruitment process. AI can support matching processes and ICT drives automated skill-based matching, with a further selection by the employment counsellors. • Provide training programs or other on-the-job learning measures aimed at improving candidates' skills based on the specific needs of companies, on the one hand, and labour market emerging needs (e.g. twin transition) on the other hand, thus facilitating transitions to the labour market; • Organise initiatives, job fairs and public events. • Participate in specific training and stay informed regularly (via specific tools: employment observatories, regional newsletters, etc.) in order to know the regional/local labour market and the diagnosis of the territory and in order to respond better and quickly to job seekers and companies. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					X	



Description

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

The Labour Market Department actively communicates the needs of companies to educational institutions. Through its work with industry councils and regional competence networks, the department ensures that educational programs are aligned with the evolving needs of businesses. This helps job seekers gain the relevant skills required by employers, while also providing companies with a skilled workforce. However, in this work it is vital to constantly clarify who are the end-users of the PES activities. From this, Stockholm City Labour Market Department actively works to strengthen employers' understanding of the target group's needs. Since the main target group of the department's work is those far from the work market, this means special ALMP-measures targeted at supporting vulnerable groups. Examples include the unit for support for people with disabilities (FOP), the project Labour Market inclusion of women, as well as Welcome House for the newly arrived.

Regarding transparency and visibility of jobs, our PES works to increase the accessibility of job vacancies, though for example platforms like the Job Portal (VERA). However, the Labour Market Department does not hold the primary responsibility for job matching or advertising vacancies. Instead, the Swedish Public Employment Service leads the overall matching process, both in terms of making job vacancies visible and matching candidates to jobs. *Hence, the rating given in this section is based on the work which is within the mandate of the Labour Market Department.*

The job guarantee for bus drivers done together with the companies Nobina and Keolis is one initiative aligning with the objectives on matching labour supply and demand set out in this section of the self-assessment. Through this initiative, the training programmes gain in attractiveness, whilst effectively matching labour force to an identified skills gap on the Stockholm labour market.

On-the-job training is a significant part of PES's work, including apprenticeships and practical placements tailored first and foremost to the needs of the PES' target group, but also carefully adapted to match both companies' needs and emerging labour market trends. All our programmes start with an orientation course to better meet newcomers - this prevents drop-out.

Regarding use of AI in the matching process, there is currently no system in place. The reason for this is that Stockholm City has long been restrictive with AI use, due to lack of EU regulation until recently. In February of 2025 the new EU AI act will be implemented, which will mean a starting point for Stockholm City to thoroughly evaluate how it might use AI in its work ahead.

From the Labour Market Department, a European Social Fund project started in 2024, with the aim to improve digital competency amongst staff in the department. The project will be run for three years, and includes goals on AI competency, among other things. To what extent this AI competency will be



translated on to the job matching process needs to be evaluated however, and the implementation of this project aims to help provide a basis for evaluation.

The department supports job seekers throughout the recruitment process via job coaches, provides placement opportunities in city-owned companies, and is involved in major public events. Job fairs and public events play a significant role in the department's efforts. These are arranged and participated in regularly by the different sections of the department, focusing on different sectors and groups, such as newly arrived immigrants by the Establishment Center.

The department also collaborated with research institutions, participates in training and stays informed on regional labour market trends via employment observatory functions within the department's own units.

Resources

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

[Website misa – Procured actor for support for certain vulnerable groups to approach the labour market](#)

[Stockholm City Structure for Partnerships](#)

FOP - The unit for support for people with disabilities (Attachment 16)

Report on support for people with disabilities during studies (Attachment 17)

Critical Issues

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

From the department's adult education section, which includes vocational training programmes, there has been a shift in focus during recent years toward aligning education with industry demands to avoid over-education in sectors with limited job opportunities, such as early childhood education, where demand has decreased. However, challenges remain in vocational training, especially in combined education where language skills don't match the academic level of vocational courses.

In terms of employer collaboration, it's vital to work with those employers who are in need of labour that matches the skill levels of the department's clients. This ensures effective partnerships, particularly in sectors like hospitality, construction, and retail. The department receives input from job centers and engages with companies that align with our clients' aspirations, which is vital for the department's work. Although many forms of skills gaps exist on the labour market, the mandate of the Stockholm City Labour Market Department is ALMP-measures aimed at vulnerable groups, which is why delimitation in collaborations as well as tailor-made measures are crucial.



Areas for improvement

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

- There is an identified challenge in the gap between the skills of jobseekers and the needs of the labour market. One of the main challenges is language skills. There is development potential in employers working more with language support, labour differentiation and mentorship support. Another example is the challenge the Job Centers face; the recycling industry often require a driver's license, which most of our clients do not have due to financial constraints. For this reason, the department is working to find positions that do not require a license.
- There is also development potential in continuing the work of accessible learning environments and lowering thresholds.

PDCA (Plan, Do, Check, Act)

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

Mark which stage of the process has been covered

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

Description

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



Performance enabler	2.3 Employer Engagement Strategy						
Description of the ideal performance	<p>The PES builds a mutually beneficial relationship of trust between PES and enterprises, strengthening employers' commitment and active participation. With this aim, the PES should consider the following key elements:</p> <ul style="list-style-type: none"> • Goal-oriented approach • Existence of a one-stop-shop for employers, with individual contacts for each employer • Uses segmented and/or tailor-made employer services and target-oriented tools such as newsletters, seminars, conferences, etc. • Ability to build a relationship with the employer according to its characteristics (with respect to size, economic sector, geographical location, level of development of the human resources department, etc.) • PES should engage employers in long-term partnerships to develop and find customised solutions • In order to reduce tensions in recruitment PES must: <ul style="list-style-type: none"> - Invite employers to events such as hiring and information fairs - Find other recruitment methods to attract all types of public (including vulnerable people) 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>There is systematic regional work, particularly within the framework of the Competency Councils platform (Kompetensarena Stockholm), which brings together key stakeholders in the area of skills provision in the Stockholm region. The labour market department participates actively in the work of the platform.</p> <p>Considering the given mandate of Stockholm City Labour Market Department, the department applies a goal-oriented approach in employer relations, though initiating contact with companies based on the identified needs and potential of those belonging to the target group of the department's</p>							



ALMP-measures. As has been previously mentioned however, the department has a task that is limited to vulnerable job seekers, meaning that employer relations are set up based on the needs of the target groups first and foremost, as opposed to an approach based on the needs of companies, which would be the core task of the Swedish Public Employment Service.

In terms of providing a "one-stop-shop" for employers, the regional competency councils were set in place for this reason, as employers previously found it difficult to know who to contact when initiating contact with municipalities in the region.

The department has a unit which focuses only on relationship and cooperation with employers. However, there is space for improvement in terms of providing a "one-stop-shop" for local contact between the units and functions of Stockholm City Labour Market Department and employers. Often, different functions in the department independently initiate and maintain contact with certain companies, and sometimes what companies are contacted by the different function's overlaps. In these instances, it could be helpful to have a clearer channel for communication with companies - that cut across the different functions in the department. There is also no functional employer registry, which can also be seen as an area for improvement.

The department has long-term collaborations with many different companies, and works actively to include employers in job fairs, as well as planning job fairs and other events together with employers. There is however development potential in terms of strategic creation of long-term partnerships with large companies, as this would mean larger volumes of job seekers being granted opportunities for work placements and eventually employment. Current job creation volumes through initiatives like the Job Tracks ('Jobbspår', in collaboration with the Public Employment Service) are low. Locally, efforts are goal-oriented, but it's challenging to find the right participants for these programs. It has also been difficult for employers to understand where the point of entry is, that different job centres have contact with different companies. The fact that we work both locally and strategically with this issue can be both a strength and a weakness.

Resources

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

[Integrationspakten](#)

[Competency Councils](#) (Kompetensarena Stockholm)

Gender Equality Report 2024 (Attachment 18)

Critical Issues

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



There is no systematic gathering of feedback from the companies and industry councils concerning what they think about the contact with the City of Stockholm, meaning that it is hard to know what they think and do follow-up accordingly

- The regional industry councils were started as a result from feedback from employers, where it was stated that it was not evident to them where the first point of contact should be when contacting public sector actors working with ALMP-measures. These councils are currently run by the Stockholm Region and Storsthlm².

Due to the size of the city and region, a challenge to Stockholm City's ALMP-work is finding the type of close contact that incentivises employers to get involved in training candidates. In smaller municipalities and regions, there is usually a stronger sense of local loyalty from businesses, where they are aware of their responsibility in training candidates to ensure that they will have skilled staff. In Stockholm though, due to the size of the city, the link between individual businesses' involvement in training candidates and the available supply of skilled workforce appears more abstract to employers, which sometimes means difficulty for the creation of long-term meaningful collaboration. There is potential in deepening collaboration through the central industry councils on a regional level, but also through more work locally.

Areas for improvement

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

- Increasing the volume work placements through the fast Job Tracks requires additional resources and a strategic decision to focus on it by eliminating other assignments.
- There is a structure for working with employer engagement through the fact that the department is already part of strategic platforms on a regional level, but there is still a challenge in connecting this to effective skills match locally, it works very well when it comes to creating new training, but not as good when it comes to matching.
- There is still no clear one-stop-shop for employer contact with the department, even though there is a unite working with this. There is development potential for coordinating the contact with employers.
There is no functioning employer registry, which is also a development area.

PDCA (Plan, Do, Check, Act)

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

Mark which stage of the process has been covered

² Storsthlm is a non-profit organisation formed by the 26 municipalities of Greater Stockholm.



PLAN	DO	CHECK	ACT
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		A system has already been set in place, but the outcome is yet to be seen.	
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			

Working area	3. Evidence-based design and implementation of PES services
Performance enabler	3.1 Promotion of Local Labour Market Understanding and Knowledge
Description of the ideal performance	<p>PES should foster a better understanding of the local labour market both internally (PES employees at all levels) and externally (stakeholders), in order to shape their services according to the real needs of the local ecosystem. With this aim, the PES should consider the following key elements:</p> <ul style="list-style-type: none"> ▪ The PES produces and disseminates both quantitative data (administrative and statistical) and qualitative data collected through field research, which integrates a system of support to interpret and contextualise the data numbers ▪ The PES has a local labour market research observatory/department ▪ The PES works in synergy with universities, research centres, and employers' associations to develop knowledge about the local labour context ▪ PES ensures the accessibility of this type of information to other public administrations, partners, stakeholders and civil society, by implementing and constantly updating their own data navigation system or open datasets. ▪ Both internal staff and external organisations (public and private) need to have the right methodological tools and knowledge on how to make the best possible use of available information and data to design and implement evidence-based services and measures.



		<ul style="list-style-type: none"> PES should identify concrete actions in the labour market to raise awareness among businesses in order to accelerate the digital and green transitions while training jobseekers and employees in digital and environmental skills. To pursue this goal, PES must have a digital/green transition expert working with businesses and labour market actors to support them in the green and digital transitions. 					
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column			X			
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>The Labour Market Department works through the so-called ILS system, which is both a method and a framework used by the department to organize tasks and collect data. Tasks from political directives are entered into the ILS system by the City Executive Office, and then this is distributed to relevant departments. Each department sets goals and activities, reports progress quarterly, and provides a detailed annual performance report. Both quantitative data (e.g., collected via systems like VERA and Ping Pong) and qualitative data (e.g., focus groups, interviews, satisfaction surveys) are gathered.</p> <p>The department does not have one single unit functioning as a local labour market observatory, but instead it has various functions that serve this role. There are teams within the department that support the units with analysis and research work, including investigators, statisticians, policy developers, and strategists. They assist the units by conducting investigations, gathering information, and monitoring trends in the labour market and in current research. These functions also provide leadership support to politicians and the management of the department.</p> <p>The department collaborates with external entities like the Swedish National Agency for Education (Skolverket), the Swedish Public Employment Service, and conducts local industry dialogues. The department also works actively with universities and researchers, especially on fidelity reviews and evidence-based practices like Supported Employment (SE) and Motivational Interviewing (MI). These methods have been proven effective, and are integral to the department's work, supported by continuous data collection and research. Nowadays, researchers are involved in all projects, and the department consistently consults researchers when developing activities. The department always looks at research when developing measures and activities.</p>							



However, challenges remain for the department's work in this area. The department lacks a centralized system for effective sharing of information with other public bodies, stakeholders, and civil society, and data collection (especially qualitative data) is not always systematic. There is a need to improve accessibility and dissemination of this information, especially as it relates to both quantitative and qualitative evaluations.

Strategic collaborations with other public actors (e.g., social services, psychiatry) are ongoing to ensure smooth transitions for participants, particularly youth. These collaborations involve sharing updates transparently via regular reports. The department also works on obtaining and inventory of industry needs, though execution of activities in relation to this is determined by the delimited mandate of the department's work with ALMP-measures.

The department also works to promote awareness among businesses when it comes to the green and digital transition. One example in the green area is the department's own education provider Frans Schartau, which has gone through with a procurement on green competences and has collaborations with green companies. Active training on digital skills for employees is also foreseen through the ESF+ Digital Skills Development project.

In summary, the department is committed to evidence-based practices but sees room for improvement in data collection and sharing (when it is possible), systematization of qualitative evaluations, and aligning efforts across different sectors.

Resources

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

ILS system

Vera

Critical Issues

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

Ever since the department was established, it has involved researchers and universities in its work within the labour market and education sectors. However, there tends to be a greater interest from universities in national labour market interventions as opposed to the local and regional ones. This is because national interventions are set in place to align with over-arching national policy goals, which has a greater ability to attract researchers' interest. For this reason, there generally tends to be less research conducted on local and regional labour market interventions.

Regulation on data sharing



Areas for improvement

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

- **Challenges in Data Management and Quality Development:** Our analysis has revealed that there is currently no standardized, organization-wide system or approach for data collection, analysis, evaluation and common quality methods. This lack of uniformity hampers the ability to effectively aggregate and interpret data across different departments. Moreover, there is no established systematic framework to capitalize on research collaborations at a cross-departmental level, which limits opportunities for shared learning, development and innovation. Quality development initiatives are primarily conducted within departments using different methods and system, resulting in fragmented efforts and making it difficult to gain a holistic understanding of organizational performance and improvement areas. This siloed approach presents a significant challenge to achieving cohesive and coordinated quality enhancement across the organization. The administration has the relevant resources and knowledge, such as researchers, strategist, controllers and statistics but need to organize itself and use methodological tools to make the best possible use of available information and data to design and implement evidence-based services and measures. And later to conduct a good monitoring system.
- There is potential in developing the work around sharing information with other public bodies, where this could be done in a more structured and systematic way. There is qualitative and quantitative data from the department's activities, but potential in developing how we share this with others

PDCA (Plan, Do, Check, Act)

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

Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
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Description



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

Performance enabler	3.2 Monitoring and evaluation systems						
Description of the ideal performance	<p>Promoting evidence-based design and implementation of active employment services and policies is a crucial step in improving the effectiveness and efficiency of PES. To achieve this goal, PES have robust monitoring and evaluation systems, which contribute to the continuous improvement of the policy cycle. Monitoring and evaluation systems should cover the entire political process. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> An ex-ante evaluation system to assess specific objectives and expected effects/impacts A data collection system that allows PES to monitor progress and results achieved from a quantitative point of view; An ex-post evaluation system that integrates qualitative aspects into quantitative data <ul style="list-style-type: none"> The results of the evaluation are made available and regularly communicated to all PES organisational levels, relevant stakeholders and the general public PES integrate evaluation results into the design of programmes and services, ensuring a transparent change and innovation management system The PSE regularly measures user satisfaction by collecting user feedback through surveys, interviews, and direct interactions <ul style="list-style-type: none"> The information obtained helps to verify compliance with the key performance indicators established in each organisation, to identify possible critical aspects and weaknesses, areas for improvement, etc. Evaluation of pilot projects on a small scale, the results of which should be monitored and evaluated 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column			X			
Description							



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

Stockholm City Labour Market Department has made notable progress when it comes to monitoring- and evaluation systems, particularly whenever there is a new budget assignment, where a systematic approach ensures that relevant questions are anticipated and addressed. In the cases of new budget assignments, an ex-ante monitoring- and evaluation system underpins the evaluation approach. Also, there is a strong emphasis on incorporating evaluation results into the design of new programs and services. For new projects, evaluations are often planned from the outset, and the results become a key foundation for continuous improvement. However, a key area identified for further development is the evaluation of ongoing operations, where follow-up seems to be less structured. There is a need to enhance the integration of evaluation into regular activities, especially to better track and use the outcomes of the services provided.

At the job centers as well as in adult education provision, evaluation processes are well-established, with all clients at job centers undergoing assessment, and there is a growing focus on improving how results are applied, both in adult education and the job centers. For both areas however, more structured planning of evaluations and better frameworks for utilising results are recognized as areas with potential for improvement.

The department actively incorporates feedback mechanisms, using surveys, interviews, and direct user interaction to gather insights. For example, new systems in adult education have been introduced, such as tracking student progress at different stages, which allows for more detailed follow-up on outcomes. The "Ping Pong" portal, set to be fully implemented in 2024-2025, will further enhance monitoring by providing data on attendance, performance, and other key metrics, enabling more comprehensive evaluation. Within adult education and the job centres, there is also constant statistical follow-up of employment rates among previous clients who have recently gone through education, training, apprenticeships and so on. Follow-ups are also done to see the proportion of those in employment still are in employment three years later. This data is used both to measure the quality of the educational and training programmes and the effectiveness of the department's work with ALMP-measures. It is also used as a way to track trends on the labour market.

In terms of monitoring and evaluation systems, the department has solid frameworks in place, particularly around quality assurance and the tracking of supplier compliance. It has developed clear structures for school follow-ups, including standardized processes for interviews and reporting. Additionally, there is a growing focus on using both qualitative and quantitative data to monitor progress. Staff are being trained in data analysis, ensuring they have the necessary skills to handle and interpret data effectively.

In terms of communication the results of evaluations, this is done in a structured way when it comes to project evaluations, through dissemination conferences. There is however development potential when it comes to dissemination and implementation of evaluation results of ongoing operations.

User satisfaction is regularly measured through annual surveys and focus groups, ensuring that participants' perspectives are considered in shaping future services. A notable initiative includes mapping user journeys to better understand participants' experiences and improve service offerings. The department also conducts local focus groups, such as in Järva, to gather feedback from our participants. We use this feedback to develop and improve our services, and we have done so in the past when building our customer interface.



The department systematically works with pilot projects and evaluation of the same. One example was when the new participants portal was about to be implemented, that during the pilot the department realised it was not good enough, and then went back to a holding a focus group to discuss improvements.

Resources

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

Ping pong
Vera
Project portfolio

Critical Issues

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

The main critical issues identified relate to systematic evaluation and implementation of results, overview and communication of evaluation, as well as ensuring equal effort within this area within all sections of the department.

Areas for improvement

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

- There are challenges in having a coherent overview of what different forms of evaluation are taking place in separate sections of the department, where communication could be improved between the different sections.
- Not all operations are equally systematic in collecting feedback from end-users, and implementing this in the ongoing work.
- The different operations within the department keep side statistics, and this means there is a lot of information to compile which is challenging, and also the systems are not always connected. There is also potential in improving the way the statistics are collected, ensuring that all causal factors are taken into consideration for outcomes and not only the ALMP-efforts from the department.
- Evaluation is often more systematic when it comes to projects, and less systematic in relation to ongoing operations.
- The department has made progress in integrating evaluation results into the design of new programs and services, but there is a need to further enhance this process to ensure that evaluation results inform policy decisions.
- The department has provided training for staff on data analysis and other skills, but there is a need for further capacity building for staff to ensure that they have the necessary skills to handle and interpret data effectively.

PDCA (Plan, Do, Check, Act)



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

Mark which stage of the process has been covered

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

Performance enabler	3.3 Policy design through change and innovation						
Description of the ideal performance	PES strategically embraces change and innovation. It anticipates and proactively manages these processes, perceiving them as avenues to enhance performance and to enable evidence-based design and redesign of public employment services. Engaging employees, customers, and relevant partners from the outset and throughout the process is integral to the PES approach with the aim to trigger change and innovation, and leverage expertise across all levels of the organisation. For this reason, it is necessary that the PES foresee: <ul style="list-style-type: none"> - The creation of collaborative workspace where employees, partners, job seekers, and companies come together to exchange ideas and co-create innovative solutions to design and redesign public services based on evidence. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas



The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>The department works actively to involve employees, clients, and stakeholder partners in the development and improvement of services. In many areas, there is already a structured process for identifying development needs, testing pilot programs, and conducting evaluations with specialists, although more development potential in these areas has been identified (as explicated in sections 3.1. and 3.2.)</p> <p>The department has multiple platforms for collaborations with stakeholders, but there is still potential for further development in this area. Due to the nature of the department's work, it is necessary to keep multiple platforms for different actors and purposes.</p> <p>The department has industry councils where the Adult Education and the jobcenters are engaged. The department also conducted workshops and planning days where it has brought together various stakeholders to discuss and develop new ideas. One example of this is a workshop on job opportunities in the green transition, where representatives from the city's companies and administrations were invited to contribute with their insights. We also collaborate with companies and employers to develop new services and training programmes that support the green transition.</p> <p>We have a process in place for identifying and prioritising development needs, testing new ideas, and evaluating their effectiveness. This process involves collaboration with specialists and stakeholders to ensure that new services and initiatives meet the needs of all parties. One example of an area of work where the department, through collaboration, has taken steps to promote innovation is sustainability-related skills and jobs. The department for example has hosted a workshop with the city's companies and departments to identify job opportunities in the green transition. This initiative has led to the development of new services and training programs, such as contract monitoring with environmental requirements. For example, the department is creating a training program to teach individuals how to monitor contracts with environmental requirements, such as ensuring that delivery vehicles meet environmental standards. This innovative approach not only supports the city's environmental goals but also provides new job opportunities for the job seekers in the field of sustainability.</p> <p>There are also systematic processes within the project portfolio area where different actors are invited to identify the need for development, map the different stakeholders involved and contribute to new development ideas. the stakeholders who are invited are representatives from civil society, employers and the public sector. The administration relies on research results and also invites researchers. In the next stage, the results are tested towards the target group the effort is aimed for.</p>							



Resources
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described
<p>Stockholm City EU policy</p> <p>Guidelines for Project Management within the Labour Market Department: The Labour Market Department is committed to implementing effective and structured project management practices to ensure the successful planning, execution, and evaluation of projects. These guidelines provide a clear framework to support consistent project management across all departments, enabling alignment with organizational goals and efficient use of resources.</p> <p>Key principles include:</p> <ul style="list-style-type: none"> • Clear Project Definition: Establishing well-defined objectives, scope, and deliverables at the outset. • Stakeholder Engagement: Ensuring active involvement and communication with all relevant stakeholders throughout the project lifecycle. • Resource Management: Allocating appropriate human, financial, and technical resources to meet project requirements. • Risk Management: Identifying potential risks early and developing mitigation strategies. • Monitoring and Evaluation: Continuously tracking progress against milestones and objectives, and conducting thorough evaluations upon project completion. • Documentation and Reporting: Maintaining comprehensive records and providing regular status updates to facilitate transparency and accountability. <p>Adhering to these guidelines will enhance project outcomes, promote collaboration, and support the Labour Market Department's mission to deliver high-quality services efficiently and effectively.</p>
Critical Issues
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage
A key area identified for further development is the evaluation of ongoing operations, where there is a need for more structured follow-up. There is a need to enhance the integration of evaluation into regular activities, especially to better track and use the outcomes of the services provided.
Areas for improvement
Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance



- Allocated resources on evaluation, follow up and analysis. The same system used for evaluation and innovation in relation to project design could be implemented on ongoing operations.
- Clear Linkage Between the Department's work on externally funded projects and innovation system: The department recognizes the critical importance of establishing a clear and strategic connection between its management of externally funded projects and its broader innovation agenda. Externally funded projects provide valuable opportunities to explore, test, and implement innovative solutions that can enhance service delivery and operational efficiency. By aligning project objectives with the department's innovation goals, we ensure that resources are effectively leveraged to drive sustainable improvements and foster a culture of continuous innovation. This alignment also facilitates knowledge transfer, supports scalability of successful initiatives, and strengthens partnerships with external stakeholders.

PDCA (Plan, Do, Check, Act)

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

Mark which stage of the process has been covered

PLAN	DO	ACT	CHECK
Planning is based on the organisations' /clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.
<p>The department currently has two ongoing investigations: one focusing on the management of externally funded projects – the administration's project portfolio, and another addressing innovation. These two investigations should be closely linked, as external funding is a fundamental prerequisite for driving innovation through testing.</p> <p>Establishing a strong connection between the management of</p>	<p>Those two investigations are currently ongoing and will result in proposals outlining how these two areas can complement each other. Additionally, it will propose how the department will address the areas to enforce a structured and systematic work with innovation.</p>		



externally funded projects and innovation efforts will enable a more cohesive strategy, ensuring that resources are effectively utilized to support innovative initiatives and sustainable development.			
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			

Working area	4. Management of partnerships and stakeholders
Performance enabler	4.1 Perception of PES and impacts on the users' and stakeholders' engagement
Description of the ideal performance	<p>PES' reputation is shaped by their adaptability, collaboration and commitment to address labour market challenges, but some endogenous factors can influence it. Sometimes PES perception may be affected by stereotypes or disinformation. Ideally, PES develop their own brand and recognizable identity to enhance their reputation positioning. Accessible and creative communication strategies and tools should be used, including social media, TV and the radio. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> ▪ PES develop their own brand and recognizable identity to enhance their reputation positioning. ▪ PES must use accessible and creative communication strategies and tools, including social media, television, and radio. ▪ PES should promote a positive image of services, emphasising the willingness to be agile while respecting equity and inclusion, to provide added social value and generate a positive impact on the beneficiaries. ▪ PES must activate clients by involving them in service planning, regularly collecting feedback on services, or organising client councils.



	<ul style="list-style-type: none"> PES must launch targeted promotional campaigns to raise awareness about the services offered. A strong reputation strategy should also include transparent information on the impact of funding and resource allocation PES develops internal communication on evidence-based outcomes and storytelling as inspirational tools PES includes in its communication policy transparent information on the impact of funding and resource allocation The level of user satisfaction is monitored. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>Stockholm City has for a long time been a visible actor in terms of branding, and is visible both online, local printed press and in public spaces. For example, the Adult Education and Job Centers often advertises its programmes and services in public transport. In visual communication, inclusion is taken into consideration, for example in making sure pictures that are used are representative of the diverse population of the city.</p> <p>In the department's work with ALMP-measures for youth, there is notable success in engaging clients. Across the organisation however, challenges remain in areas like brand perception and communication. One aspect of this is the fact that the department is limited in its ability to use social media to communicate its activities to the public and to relevant stakeholders, due to restrictions imposed by the City Executive Office.</p> <p>While satisfaction surveys are conducted with students, there has been less work done in evaluating the satisfaction amongst external education providers. Efforts like the city's annual user surveys and feedback from external actors like schools and businesses aim to improve service quality.</p> <p>As mentioned in sections 2.2. and 2.3., the department collaborates with companies and industries through regional and central councils to align vocational training with labor market needs. These councils include representatives from various sectors, and PES has established new industry advisory councils to</p>							



strengthen dialogue and collaboration. However, in a large region like Stockholm, there is a challenge in fostering local loyalty and encouraging companies to take responsibility for providing apprenticeships and training opportunities.

While all funding and resource allocation are publicly available, there is a recognized need to improve how this information is communicated to the public.

As for evaluation of the level of user satisfaction, the department does a big annual user satisfaction survey and also collects feedback from users through using QR-codes at the local offices, and the information gained from this is also taken into consideration in the department's dialogue with procured education providers.

In the VERA-portal, users can also provide feedback by clicking a button where they answer to what extent they feel like they are sufficiently involved in service planning. User satisfaction of the IPS method has also been systematically evaluated, where within one of the department's projects, a user satisfaction survey was sent out to everyone at a psychosis clinic, for clients to provide feedback on what their experience was of having the IPS method at the clinic.

Resources

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

Stockholm City Employer Engagement Strategy (Attachment 19)

Critical Issues

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

- Collaborations with employers, although regular and long-term, have often been in big and small scale and spurious. There is great potential in engaging larger corporations in ALMP-collaborations, not only in increasing the number of employment resulting from these collaborations, but also in the effect this could have on the department's branding and reputation.

Areas for improvement

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

- There is more work to be done in increasing employer engagement, though for example local stakeholder events and other methods for increasing employer contact and through this increase the department's reputation amongst local stakeholders. There is also potential of leveraging the department's work in this area through for example more collaboration with the Public Employment Service.

PDCA (Plan, Do, Check, Act)

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Mark which stage of the process has been covered



PLAN		DO		CHECK		ACT	
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis		Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.		Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.		Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis	
Description							
Provide more details on the reasons for the provided positioning in the PDCA cycle							
Performance enabler	4.2 Building strategic partnerships						
Description of the ideal performance	<p>The PES establishes formal and informal partnerships, which consist of multi-level, multi-stakeholder cooperative relationships. For this reason, it is necessary that the PES strategies and tools:</p> <ul style="list-style-type: none">● Building alliances that contribute to the overall objectives of national, regional and local policies<ul style="list-style-type: none">- They can be used to design, develop and implement innovative policy measures and specific initiatives/projects- They are specific partnerships, including sectoral ones, to remove social barriers to the employment and employability of jobseekers, to facilitate cooperation between the different services and to mobilise targeted support.▪ Developing tools to measure the effects of partnerships						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas



The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>The Labour Market Department has established both formal and informal multi-level, multi-stakeholder partnerships, collaborating with key actors such as the Public Employment Service, coordination federations, municipalities, civil society organizations, and suppliers. The department has also long worked in collaboration with employers, where a number of partnerships has spanned over many years. The department continually works to establish more collaborations, tailored to the needs of the end-users of services. There are however opportunities to enhance the ways in which the results of these collaborations are tracked and evaluated. The existing systems for cooperation are robust, but further refinement in the tools used to assess impact would strengthen overall evaluation. There are some challenges in accessing all the necessary data from external partners, but the department already employs several effective tools, including project steering groups and workshops, to evaluate project results. Nevertheless, the strong foundation of partnerships demonstrates a clear commitment to continuous improvement.</p> <p>The Labour Market Department has built numerous multi-level, multi-stakeholder partnerships that have proven highly beneficial. For instance, the collaboration established by the Adult Education has resulted in around 25 active partnerships, such as those with bus companies Keoli and Nobina, which offer job guarantees to Adult Education graduates. PES has also forged new partnerships with large companies like Axfood, opening doors for students to secure internships and gain practical experience. These collaborations are instrumental in creating employment pathways in sectors such as retail and solar energy, showcasing how diverse sectors are coming together to support and innovate education and employment.</p> <p>The department has been proactive in developing sector-specific partnerships aimed at enhancing employability for job seekers facing social barriers. For instance, partnerships with companies like Gröna Lund and Axfood, which have benefited persons from vulnerable groups, as well as initiatives like hosting inclusion workshops for HR professionals, are excellent examples of how PES works to create more inclusive job markets. Localised efforts, such as the collaboration with the Youth Job Centre in Kista in Järva (one of the department's target areas, due to high socioeconomic challenges), focus on reducing dropout rates, demonstrating a targeted approach to supporting youth in need.</p> <p>The department has also taken significant steps in supporting language integration and addressing barriers through creative collaborations with civil society and through department initiatives like "Welcome House", which is a support center for the newly arrived. These efforts, which include multilingual coaches and recruitment events for individuals without established networks in Sweden, are helping job seekers overcome challenges and connect with employers.</p> <p>The department has developed methods to assess the effects of partnerships. In relation to the department's projects, this is done primarily through project steering groups that monitor results. However, there are limitations in accessing all necessary data from external sources. The department has worked to remove</p>							



social barriers through agreements with psychiatric care services and guidelines for individuals in social psychiatry, a work which has contributed to an increased number of people entering employment.

Resources

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

[Welcome House](#)

Critical Issues

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

- While the Labour Market Department has established various partnerships, there is a need to develop more effective tools to measure the impact of these partnerships. There are some, but there are needs of much more.
- The department faces challenges in accessing all necessary data from external partners, making it difficult to track and evaluate the results of partnerships.

Areas for improvement

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

- The department uses various methods to evaluate partnerships, including project steering groups, workshops, and graphical facilitation. However, there is a need to standardize these processes to ensure consistency and comparability across different partnerships.
- To address the issue of accessing stakeholder data, developing more effective tools and systems for data collection and analysis would help address this issue.
- Improving data collection and analysis: The department relies on various data sources, including networks, meetings, project steering groups and workshops, to evaluate partnership results. However, there is a need to improve data collection and analysis to ensure that the data is accurate, reliable, and actionable.
- Enhancing collaboration with external partners: While the department has established partnerships with various external partners, there is a need to enhance collaboration and communication with these partners to ensure that their needs and expectations are met.

PDCA (Plan, Do, Check, Act)

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Mark which stage of the process has been covered

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

Performance enabler	4.3 Resource Allocation and Funding						
Description of the ideal performance	<p>To support and strengthen strategic partnership, PES combine EU, national and local public funds but also resources from private stakeholders with the following characteristics:</p> <ul style="list-style-type: none"> The PES combines EU, national and local public funds, but also private stakeholder resources. Funding should be devoted to long-term development and innovation programmes and aim at supporting evidence-based design of services, especially in the field of vocational and training programmes and in the design of countercyclical policies Resource allocation should also cover training needs, especially to deal with the emerging challenges posed by the twin transition. 						
Score	<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 evidence 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 related to the ideal performance	Mark the relevant column					X	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>The Stockholm City Labour Market Department operates differently from similar institutions in other countries, as it is not funded by private means in the same way. Instead, the department is run through public budget, combined with various EU funds and programmes when it comes to projects, especially Erasmus+ and the European Social Fund (ESF+). The department uses external funds for projects and not ordinary programs as it is in some countries. The department uses the funds for its innovation work, testing new methods for example to solve bigger challenges. Approximately 90% of all projects have been implemented and runs with internal funds. When designing project the department uses systematic way of work, where different areas are considered and involved in the process. For example, it is based on evidence and recent researches, the target groups are involved, and The staff are involved with a clear support by the management. A multifunctional group are working together to finalise the application. The same systematic processes are done for all applications.</p> <p>Regarding transparency in how funds are utilised, all funding and resource allocation information is public, as required by law. The overall transparency in handling financial resources remains a priority. All projects are evaluated and followed up by an external evaluator and often also by a researcher.</p> <p>Additionally, the Labour Market Department is dedicated to sharing its working methods and strategies with its partners, other municipalities and countries. By providing access to methods documents and updates on ongoing developments, the department ensures that its collaborative partners are well-informed about its operations. This approach encourages open dialogue, giving partners the opportunity to provide feedback and engage in the continuous improvement of services.</p> <p>There are two types of projects, those who target activities for staff and those who target activities for different target group's among our clients. Some examples of those projects are:</p> <p>ESF+ Digital Inclusion Project, targeting all department staff, upscaling the digital competences, and competences related to AI.</p> <p>SYVEN: upscaling project for staff working with guidance</p> <p>Care, providing activities for Ukrainian refugees</p>							



Women's Labour Market Engagement, based on outreach and providing support for women who are far from the labour market.			
Competency development in Elderly Care, which provides training for people with a short educational background who work in elderly care.			
Resources			
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described			
The EU policy for the City of Stockholm (Attachment 20)			
The international Strategy for the City of Stockholm (Attachment 21)			
Antura, project place			
Critical Issues			
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage			
The department is in the middle of a re-organisation, where the area of external financing will be moved to another unit that will contain the digital area, information management and security, international relation and innovation. This will affect the development of the area.			
Areas for improvement			
Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.			
Due to the re-organisation mentioned in the previous section, it is at this point too soon to say what aspects what the challenges and leverages for improvement will be.			
PDCA (Plan, Do, Check, Act)			
The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.			
Mark which stage of the process has been covered			
PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant	Execution is managed through defined processes and responsibilities and diffused throughout the relevant	Defined processes are monitored against relevant indicators and reviewed throughout the relevant	Corrective and improvement actions are taken based on the results of the above processes throughout the



parts of the organisation, on a regular basis.	parts of the organisation, on a regular basis.	parts of the organisation, on a regular basis.	relevant parts of the organisation, on a regular basis.
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			

TRANSVERSAL SECTION

Transversal topics	1. Twin transition (digital and green transition)
Guiding questions	How has the green and digital transition influenced the services offered by your PES? Can you describe specific activities, projects, or measures that your PES has implemented to promote the green and digital transition?
FOCUS ON DIGITAL TRANSITION	
Description of your performance	
Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best	
<p>The digital transition has significantly influenced the services offered by our PES. Both the Job Center and the Adult Education departments are actively working to adapt to a more digital labour market. This includes integrating digital elements into training programs—for example, incorporating digital order systems into truck driving courses. These changes aim to increase accessibility and improve the efficiency of service delivery. While progress has been made, there is still ongoing work to further develop and optimize these digital services and digital systems.</p> <p>A key initiative supporting the digital transitions is the employer engagement strategy. This approach allows the department to identify employers' evolving digital skills needs and align training and services accordingly. Moreover, access to external funding has enabled the department to work on these transitions in a more strategic and structured way.</p> <p>Through funded projects, the PES has implemented skills development measures aimed at enhancing employees' competitiveness in the labour market. These projects have focused on the digital domain, emphasizing the development of new competences, tools and methods to better support the organisation, jobseekers and employers.</p> <p>Currently, the PES is performing particularly well in developing user-friendly IT systems for our services, an IT and AI strategy for the organisation, an organisation with a steering group that decides with digital initiative, based on incoming needs from units, should be developed or implemented, and project-based initiatives related to skills development, AI, and digital innovation. The structured use of external funding, as mentioned above, has enabled the implementation of targeted initiatives that directly address both staff and market needs. The development of competencies, as well as digital tools and</p>	



methods within these projects, stands out as a strong area of performance—supporting both management and workers in navigating a rapidly changing labour market.

Critical Issues

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

While the digital transitions have been integrated into several activities and projects, the implementation process has not been without challenges. One of the main limitations has been the pace of technological change, which requires continuous adaptation of training content and methods. Keeping up with rapidly evolving digital tools and platforms has proven demanding, particularly when it comes to updating training programs and ensuring staff are adequately skilled.

Another issue has been varying levels of digital competences among both staff and jobseekers. This can hinder the effective use of new digital systems and reduce the overall impact of digitalized services. Despite efforts to improve accessibility, there is still a need for more tailored support to ensure that all user groups can benefit from the digital tools provided.

As a public organization, we also face specific legal and regulatory constraints related to data collection, data sharing, and product development. These restrictions are mainly driven by information security requirements, data protection regulations, and central public procurement policies. Such limitations can delay or hinder innovation, especially in areas like system development and digital service delivery.

Another structural challenge concerns the limitations of available funding. While funds are often accessible for skills development, needs assessments, and certain aspects of product development, there is often no financing available for system purchases or prototyping. This becomes particularly problematic when we aim to co-develop systems with external suppliers to meet our specific needs, as the lack of funding flexibility can prevent promising ideas from being tested or implemented effectively.

Finally, while external project funding has enabled many successful initiatives, it also creates a degree of dependency and makes long-term planning difficult. When funding periods end, maintaining the same level of activity or integrating successful project outcomes into regular operations can be a major challenge. Additionally, coordination between departments and stakeholders can sometimes delay implementation, particularly when aligning digital transition goals within broader organizational strategies.

Areas for improvement and mutual learning

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

While our PES has made considerable progress in supporting the digital transition—particularly through a sustainable organisation, strategic use of external funding, project-based initiatives, and employer engagement—there remain several areas where improvement is both possible and necessary. These also represent opportunities where we could benefit from learning from other PES organisations.

Areas for improvement and learning:



1. **Funding flexibility for digital system development:**

Although our PES has access to funding for training and development activities, there are limitations when it comes to financing system procurement or prototyping. This hampers innovation, especially when co-developing tailored digital solutions with external partners. We would benefit from learning from PESs that have found innovative funding models or have better internal structures for investing in digital infrastructure.

2. **Digital competence across user groups:**

The varying levels of digital skills among both staff and jobseekers continue to present a challenge. We are interested in how other PESs have successfully implemented upskilling initiatives, especially for staff and vulnerable groups with limited digital experience. Peer learning in this area could help us tailor more inclusive strategies.

3. **Agility in updating training content:**

The rapid pace of technological change makes it difficult to continuously adapt training content and methods. Learning from PESs with agile systems for content updates—particularly those closely aligned with labour market needs and employer feedback—would be valuable.

4. **Cross-departmental coordination and governance:**

Although we have established governance structures (e.g. a digital steering group), coordination across departments and alignment with broader organisational strategies can be slow. We would benefit from learning how other PESs have structured internal collaboration and decision-making processes to enable faster implementation of digital initiatives.

5. **Data management and regulatory navigation:**

Legal and regulatory constraints around data sharing, privacy, and procurement can slow innovation. We are interested in how other public organisations have navigated similar issues while maintaining compliance, especially in relation to AI and digital service development.

6. **Using AI in public sector**

By connecting with other PESs that have successfully tackled these issues, we believe we can strengthen our own digital transition efforts and further enhance the value of our services for both jobseekers and employers.

FOCUS ON GREEN TRANSITION

Description of your performance

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



Our PES demonstrates strong performance in the area of **users' accessibility and engagement**, particularly within **Adult Education**. This is evident in the way sustainability is systematically integrated into training programs,

Key strengths and evidence:

1. Green Competence and Sustainability Integration:

- o many staff are trained to consider green competences across all training programmes, ensuring that sustainability becomes a standard component of educational content.
- o A dedicated *sustainability portal* has been developed for staff within adult education to support the integration understanding of sustainability as an area
- o Notable examples of green transition integration include:
 - **Culinary training** adapted with a sustainability perspective.
 - **Park maintenance programs** with embedded environmental practices.
 - **Workshops with city-owned companies** to identify green job roles (e.g., environmental compliance roles).
 - Engagement in urban development projects, such as the **electrification of Stockholm**, exploring roles for candidates in installation of EV charging stations.
 - A follow-up workshop is planned for **end of 2024** to continue identifying relevant green transition roles.

2. Employer Engagement as a Tool for Accessibility:

- o Through the **Employer Engagement Strategy**, the PES effectively identifies current labour market demands — both in **green** and **digital** sectors — allowing for tailored, needs-based training development.
- o Collaboration with employers ensures that training content remains relevant, increasing the value for participants and their employability post-training.

Areas of strongest performance:

- **Adult Education** is leading in integrating green **competences** into training programs.
- The **systematic use of employer dialogue** ensures both engagement and adaptability, improving user outcomes.
- **Internal staff tools** (e.g. sustainability portal) and training show commitment to capacity-building, which in turn benefits end users.

While the **Job Center** is still developing its green-focused training, it contributes to sustainability through **recycling and reuse efforts** within ALMP (active labour market policy) initiatives. These efforts show that user engagement on the topic of green transition is being approached at multiple levels across the organisation.



Critical Issues
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage
<p>Despite the overall progress in integrating green transitions, several challenges and limitations have been identified in the implementation process across our PES:</p> <ol style="list-style-type: none"> 1. Uneven implementation between departments While the Adult Education department has made significant strides in offering training programs and information focused on the green transition, the Job Center has yet to develop equivalent, dedicated training initiatives. Their current contribution is limited to promoting sustainability through recycling and reuse activities within ALMP initiatives. This disparity creates an uneven user experience and limits the overall impact of the PES's green transition . 2. Need for continuous employer dialogue While employer engagement has been a strength, the success of green training programs depends heavily on maintaining ongoing, structured dialogue with employers. This requires dedicated resources and coordination, which can be challenging to sustain over time. 3. Coordination and integration challenges Efforts such as workshops with city-owned companies to identify green job opportunities are valuable, but there is a need for stronger coordination across departments to ensure that insights from these activities are translated into concrete, accessible training or employment pathways. 4. Scalability and long-term planning Many of the green initiatives (e.g., workshops, project involvement like Stockholm's electrification) are in exploratory or pilot stages. Scaling these efforts and integrating them into long-term, institutional strategies remains a challenge. There is a risk that without a clear path for implementation, promising ideas may remain isolated or short-lived.
Areas for improvement and mutual learning
Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others
<p>1. Developing Green Transition Programs/information Across All Units</p> <p>We could learn from other PESs that have successfully embedded green competence development across all organisational units, including job centers or employment offices, ensuring a consistent offer to all users.</p>



2. Scaling Pilot Initiatives into Systematic Solutions

Several promising activities — such as workshops with city-owned companies and participation in urban electrification projects — remain at an exploratory or pilot stage.

We would benefit from insights into how other PESs have scaled such initiatives into sustainable, institutionalised programs that are part of the core offering, rather than time-limited experiments.

3. Strengthening Cross-Departmental Coordination

There is a need for stronger coordination between departments to ensure that employer input, labour market needs, and policy changes are quickly translated into updated training content and accessible pathways for users.

We are interested in how other PESs have established internal processes or governance models that enable agile collaboration and implementation across units.

5. Employer Engagement as a Strategic Driver

Although employer engagement is a strength, maintaining it as a **continuous, structured process** — rather than ad-hoc consultations — requires dedicated capacity.

We would benefit from best practices on how other PESs institutionalise employer dialogue and use it as a systematic driver for programme design.

Conclusion:

To further enhance our work, we are eager to learn from PESs that have succeeded in organisation-wide green transition integration, agile and scalable project models and structured employer collaboration. These insights would support both strategic development and improved service delivery for our users.

Transversal topics	2. Labour inclusion of vulnerable groups
Guiding questions	Which specific activities described in the four working areas contribute to the socio-occupational inclusion of vulnerable targets? Can you provide concrete examples of interventions or projects carried out?
Description of your performance	Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best
Critical Issues	



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

Areas for improvement and mutual learning

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

Description of your performance

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

Across several working areas such as—**Users' Accessibility and Engagement, Employer Engagement Strategy, Policy Design through Change and Innovation, and Resource Allocation and Funding**—our PES has implemented targeted activities to support the labour market inclusion of vulnerable groups. These activities are both structural and project-based, and address a range of barriers faced by jobseekers.

The department has established **dedicated units** and **permanent activities** focusing on vulnerable groups such as:

Youth Initiatives – targeting young people with difficulty entering the labour market.

PES uses the **IPS method (Individual Placement and Support)** for psychologically vulnerable groups.

- In 2023, **490 individuals** participated in IPS-based interventions.
 - **53%** of participants in the **social psychiatry group** were placed in work, mostly in the regular labour market.
 - **65%** of those in the **LSS group** (people with disabilities) moved on to work or studies — half into regular employment, half into supported work like Stockholm Jobs

Welcome House – An ongoing programme supporting newly arrived individuals in navigating employment and integration.

FOP Unit – A tailored support unit for individuals with mental illness and disabilities, which also serves as a model for collecting user feedback and adapting services accordingly.



Theme Day for Employers – Under the **Employer Engagement Strategy**, the PES arranged a dedicated event for HR professionals, focusing on inclusion strategies for people with disabilities. This aimed to change employer attitudes and increase awareness.

The **Resource Allocation and Funding** area is also a strong performer. A majority of the department's projects are **strategically designed to support vulnerable groups**, and these efforts have had a **tangible impact** on the range and quality of services currently offered. A wide range of initiatives have targeted:

- **People with disabilities**
- **Newly arrived immigrants**
- **Women far from the labour market**
- **Young people who are neither working nor studying (NEETs)**
- **Long-term unemployed**

These projects have led to the development of new methods and services that have become part of regular operations.

Lastly, the **Policy Design through Change and Innovation** area is developing well, especially with the incorporation of user feedback from vulnerable groups in ongoing service development. The **FOP unit** stands out as a model for how feedback loops can enhance inclusivity and relevance of services.

Critical Issues

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

. Dependence on Project-Based Funding

Many successful initiatives—particularly within the **Resource Allocation and Funding** area—have been driven by **short-term project funding**. Although these projects have delivered tangible results, their **sustainability remains uncertain** once funding periods end, even though the department carries out the majority of the testbeds.



- ♦ The lack of sufficient and long-term funding, especially for the inclusion of individuals with short educational backgrounds, risks undermining progress if successful models are not fully integrated into regular operation

Uneven and Limited Employer Engagement

The **Theme Day for Employers** under the Employer Engagement Strategy is a positive step toward increasing inclusion. However, these efforts are still **sporadic and limited in scale**. There is a need of more established, **systematic employer outreach strategy** specifically targeting the inclusion of vulnerable groups.

- ♦ A broader, more consistent engagement strategy is needed to create lasting and inclusive employment pathways.

Fragmentation Between Units and Programmes

Although specialised units such as **Welcome House** and **FOP** perform well, **coordination with the wider PES structure can be improved**.

- ♦ A more integrated and cross-functional approach is needed to ensure that effective methods are shared and scaled across the organisation. Strengthening collaboration between Adult education and labourmarket are, such as the cooperation between Welcome House and Job Centers is particularly important to create seamless support chains for newcomers.

Inconsistent Use of User Feedback

The **FOP unit** stands out in its use of user feedback in collaboration with other units. However, this practice is **not yet standardised** across the PES.

- ♦ Developing structured and systematic feedback mechanisms would enhance the relevance, quality, and responsiveness of services for all vulnerable groups.

Areas for improvement and mutual learning

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

Several areas within our Public Employment Service (PES) could benefit from improvement and offer opportunities for mutual learning:



Strengthening Employer Engagement

Employer collaboration remains uneven and limited in scale. Although we have taken steps, such as organising Employer Theme Days, there is still a need for a more structured and consistent strategy. We would be interested in learning from PESs that have successfully implemented long-term employer engagement strategies—especially those that focus on the inclusion of vulnerable or underrepresented groups.

Enhancing Internal Coordination and Cross-Sector Collaboration

Our work across specialised units (e.g. Welcome House, FOP) shows promise, but coordination with other parts of the organisation is fragmented. We aim to improve cross-functional collaboration, especially between adult education and labour market actors. Learning from PESs with more integrated service delivery models could help us streamline and scale effective practices.

Developing Systematic User Feedback Mechanisms

Currently, the use of user feedback is inconsistent across units. While some areas (like FOP) excel, there is no standardised approach in place. We are interested in learning how other PESs have institutionalised feedback systems to continuously improve service delivery and better respond to user needs.

Transversal topics	3. Communication and PES reputation
Guiding questions	How do the activities in the four working areas influence the reputation of your PES? What communication strategies does your PES use to promote the services and measures offered, and how do these strategies improve the perception of the service among users and the community?
Description of your performance	
Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best	
Critical Issues	
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage	
Areas for improvement and mutual learning	
Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others	



Description of your performance

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

Communication and PES Reputation

The activities across several working areas of our Public Employment Service (PES) play a vital role in shaping and strengthening our reputation, both among users and within the broader community.

Influence of Working Areas on PES Reputation

- **Users' Accessibility and Engagement**

The PES places a strong emphasis on accessibility and active user engagement. Our reputation is directly linked to how well we listen to and serve the needs of diverse user groups. By monitoring activities and gathering feedback from both jobseekers and employers, we ensure continuous improvement in service delivery. These user-centric practices have helped build trust and reinforce our image as a responsive and inclusive service provider.

- **Employer Engagement Strategy**

The Labour Market Department's proactive collaboration with enterprises significantly boosts our credibility and reputation. By building strong partnerships with employers, we are seen not just as a service provider but as a key player in labour market development. This collaboration enables us to understand employer needs better and develop tailored services, enhancing both employer satisfaction and labour market outcomes. Positive word-of-mouth from employers further amplifies our reputation as a reliable and effective partner.

- **Policy Design through Change and Innovation**

The department continuously improves by maintaining open channels for stakeholder input. Through these well-functioning platforms, we collect and integrate stakeholder views into our policymaking. This inclusive approach signals transparency and responsiveness, two qualities that are essential to maintaining public trust and a strong institutional reputation.

- **Service Delivery**

The ability to act on employer feedback, improve accessibility, and adapt policies directly affects how services are experienced by users and, consequently, how the PES is perceived by the public.

Communication Strategies and Their Impact

To promote our services and maintain a strong reputation, the PES employs a range of communication strategies:

- **Stakeholder-Centric Messaging:** We highlight our collaborative approach with both employers and jobseekers in our communications, showcasing success stories and tailored solutions.



- **Active Feedback Loops:** We use surveys, user forums, and stakeholder meetings to gather feedback and demonstrate that these insights are used to shape policies and services.
- **Digital Platforms and Outreach:** Our presence across digital channels ensures that we are accessible, visible, and engaged with our users where they are. Information campaigns and service updates are communicated clearly and frequently.
- **Reputation through Results:** We leverage positive outcomes—such as successful job placements and employer partnerships—to build credibility and promote word-of-mouth advocacy.

These strategies help strengthen user confidence, enhance transparency, and position the PES as a proactive and modern public service provider

PES Performance and Evidence

Based on current practice, the **strongest performance is seen in the Employer Engagement and Policy Design through Change and Innovation** working areas.

- In **Employer Engagement**, our partnerships with enterprises have directly led to more tailored and effective services. This not only improves labour market outcomes but also enhances our reputation through employer advocacy and repeated collaboration.
- In **Policy Design**, the consistent integration of stakeholder feedback into platform and service development has improved the responsiveness of our PES and contributed to our image as a transparent and participatory institution.

Together, these areas demonstrate our commitment to both quality service and continual innovation—key drivers of our growing reputation.

Critical Issues

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

While our Public Employment Service (PES) has made notable progress in strengthening its reputation through effective communication and strong performance in key working areas—particularly **Employer Engagement** and **Policy Design through Change and Innovation**—several challenges and limitations remain that impact the full implementation of strategies across all stages.

Improvement:

Investments in digital tools (e.g., AI-driven matching, automated feedback analysis) and increased staff capacity are necessary to ensure users consistently receive timely and tailored support.

Limitations in visibility on social media have contributed to constraints in disseminating information and reaching various target groups.



Variability in Employer Collaboration

While many successful partnerships exist, the **level of employer engagement varies**. Some areas experience challenges in establishing and maintaining strong ties with local businesses due to:

- A lack of awareness or understanding of PES offerings.
- Resource limitations for outreach and relationship-building.
- Competing services or platforms used by employers.

Motivation for Improvement:

To ensure a more uniform reputation and performance, targeted outreach campaigns and local employer forums could be introduced to strengthen engagement in underserved regions.

Challenges in Feedback Integration and Policy Adaptation

Although stakeholder feedback is actively collected, **closing the feedback loop in a visible and timely way** remains a challenge.

Communication Strategy Reach and Impact

While digital platforms have expanded the PES's reach, **not all users are equally digitally literate or connected**. This digital divide can limit access to information and services.

Areas for improvement and mutual learning

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

While the Stockholm City Labour Market Department demonstrates strong performance in employer engagement and policy innovation, there are still areas where further development is possible. Additionally, there are valuable opportunities to learn from the practices of other Public Employment Services (PES) to enhance both communication and service delivery.

1. Strengthening User Engagement and Co-Creation

Although the PES gathers feedback through forums and surveys, there is potential to deepen **user participation in the co-design of services**. Learning from PES systems that have implemented participatory design models or user advisory panels could further enhance trust and relevance, especially for underserved groups.



2. Expanding Digital Inclusion Efforts

While the PES has a strong digital presence, **ensuring equal digital access and usability** for all groups—including older adults, newly arrived migrants, and people with disabilities—remains an ongoing challenge. There is an opportunity to learn from other PES that have successfully implemented **accessible digital tools, multilingual platforms**, or digital literacy support services.

3. Enhancing Communication with Hard-to-Reach Groups

The current communication strategy effectively promotes success stories and policy updates. However, **reaching individuals who are disengaged from the labour market**—or unaware of PES services—requires more targeted outreach. Other PES might offer best practices in **community-based communication, local ambassadors, or peer-to-peer networks** that help bridge these gaps.

4. Improving Impact Evaluation and Storytelling

While the PES leverages successful outcomes to build reputation, there is room to develop **stronger impact measurement frameworks** and data storytelling techniques. Learning from others who effectively combine quantitative results with human-centered narratives could improve both internal learning and external communication.

5. Strengthening Internal Communication Culture

Maintaining a consistent reputation also depends on how well communication is integrated internally. There may be opportunities to learn from other PES that have developed **cross-departmental communication systems**, regular internal briefings, or collaborative digital platforms to ensure that all staff are aligned with the organisation's messaging and values.

Conclusion

To further enhance its effectiveness and reputation, the PES could benefit from peer learning in areas such as **digital inclusion, participatory service design, targeted outreach, social media presence and impact storytelling**. Exploring these areas through international collaboration would support continued innovation and ensure that communication and service strategies remain inclusive, responsive, and future-oriented.



Transversal topics	4. Gender transversality
Guiding questions	How are gender issues addressed in the policies, measures, and services offered by your PES? Can you describe specific initiatives or projects aimed at promoting gender equality and supporting women's participation in the labour market?
Description of your performance	
Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best	
Critical Issues	
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage	
Areas for improvement and mutual learning	
Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others	

Description of your performance
Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best
<p>The Stockholm City Labour Market Department integrates gender considerations as a core element across all its policies, measures, and services. Gender transversality is not treated as a separate issue but is embedded in the overall strategic and operational design of programs and initiatives. This approach is guided by the principle of starting from the individual's needs, with a particular focus on vulnerable groups, to ensure equitable access to employment opportunities for all genders.</p> <p>Annual gender equality analyses are conducted to identify gaps and inform adjustments in workforce participation strategies. The department also works actively with gender expert, including a human rights strategist from the Development and Investigation Unit, to lead internal workshops and planning sessions. These activities aim to strengthen gender inclusivity in everyday operations and ensure that both women and men receive the support they need to succeed in the labour market.</p> <p>Several targeted initiatives have been implemented to promote gender equality and improve women's labour market participation, among them:</p>



- **Transformator:** This initiative focuses on creating work teams for women in traditionally male-dominated industries. It aims to challenge gender norms and promote more balanced gender representation in these sectors.
- **Women-Focused Education Fair:** The department organised a dedicated education fair targeting women to increase their awareness and participation in industries where they are underrepresented.
- **Career Outreach Campaigns:** Efforts are made to inform women about career opportunities such as bus driving, a field typically dominated by men. This outreach is part of a broader goal to diversify occupational choices and ensure equal access to information for all genders.
- **Program Adaptations for Parents:** The department has also adapted its educational and training programs to accommodate women with children, making it easier for them to balance study and family responsibilities.
- **Increased Male Participation in Study Programs:** A notable trend is the growing number of men enrolling in the department's study programs. Since men are generally underrepresented in higher education, this is seen as a positive development and a step toward greater gender balance.
- **Women's Establishment:** A project funded by the European Social Fund (ESF), aimed at increasing the participation of women in labour market initiatives and education."

The Labour Market Department performs particularly well in the **design and implementation of inclusive and gender-aware projects**. Gender transversality, alongside equality and accessibility, is systematically embedded into the early stages of project development. This means that new methods, actions, and services are already shaped with a gender perspective in mind before they are implemented.

Key strengths include:

- **Proactive engagement with employers** to promote gender diversity in recruitment and workplace practices.
- **Effective internal capacity-building** through gender training and strategic workshops.
- **Evidence-based strategy**, using regular gender equality analyses to guide policy and program development.
- **Holistic approach** that integrates gender alongside other horizontal priorities like accessibility and diversity management.

These efforts have led to more inclusive service delivery, stronger gender balance in participation, and increased awareness among both job seekers and employers.

Critical Issues

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



While the Stockholm City Labour Market Department has made significant progress in promoting gender equality through targeted initiatives and gender mainstreaming, several **challenges and limitations** have been identified:

1. Reaching Underrepresented Women Remains a Challenge

Despite dedicated efforts such as women-focused education fairs and career outreach campaigns, reaching women who are furthest from the labour market — particularly those with migrant backgrounds, limited education, or who face multiple barriers — remains a critical issue. There are often cultural, linguistic, or structural obstacles that prevent these women from engaging in available programs.

2. Gender Norms and Stereotypes Are Deeply Rooted

Initiatives like the *Transformator* aim to challenge gender norms by encouraging women to enter male-dominated industries. However, the **slow pace of cultural and societal change** presents a limitation. Many women may still feel discouraged or unsure about pursuing careers in these sectors, and some employers may continue to hold biases, even if unintentionally.

3. Balancing Family Responsibilities Is Still a Barrier

Although programs have been adapted to support women with children, balancing study or training with family life continues to be a **practical limitation for many women**. There remains a need for more flexible learning formats, childcare support, and tailored guidance to fully enable participation.

4. Limited Resources and Capacity

Implementing a comprehensive gender strategy requires **ongoing investment in staff training, expert involvement, and program development and adaptation**. Ensuring that all staff apply a gender lens in their daily work can be difficult due to competing priorities and resource constraints. The involvement of gender experts is effective but not yet systematically integrated across all operational levels.

5. Monitoring and Measuring Long-Term Impact

While the department conducts annual gender equality analyses (Job center), **measuring the long-term impact** of gender-focused initiatives remains challenging. More robust follow-up mechanisms and indicators are needed to track outcomes beyond initial participation.

Summary



In summary, while the PES has demonstrated strong performance in designing and initiating gender-inclusive projects, **implementation challenges remain** — particularly in reaching the most vulnerable groups, addressing persistent gender norms, and ensuring flexible, accessible services. Addressing these issues requires continuous learning, stronger employer collaboration, and more targeted resource allocation.

Areas for improvement and mutual learning

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

While the Stockholm City Labour Market Department has made notable progress in promoting gender equality and mainstreaming gender across its services, there are still areas where improvement is possible — as well as opportunities to learn from other PES systems:

1. Enhancing Outreach to Marginalised Women

One key area for improvement is **developing more effective outreach strategies** to engage women who are furthest from the labour market — including those with migrant backgrounds, limited education, or complex life situations. Here, the department could benefit from **learning from PES organisations in other countries** that have successfully built trust and tailored services for hard-to-reach groups through community partnerships, mobile units, or culturally adapted communication tools.

2. Strengthening Employer Engagement on Gender Diversity

While the department engages proactively with employers, there is room to deepen this collaboration by **working more closely with industries to address unconscious bias, improve workplace inclusion, and create sustainable pathways for women in male-dominated sectors**. Learning from PES agencies with strong employer co-creation models or sectoral partnerships could offer valuable insights.

3. Improving Flexibility in Program Delivery

Although adaptations have been made to support women with children, **increased flexibility in training and study formats** (e.g., evening classes, hybrid learning, on-site childcare) could further enhance accessibility. The department could learn from others who have developed **innovative, family-friendly training models** or implemented “wrap-around” services that support both employment and life needs.

4. Developing More Robust Monitoring and Evaluation Tools



Another area for improvement is **measuring the long-term impact** of gender equality initiatives — not only participation rates, but also job retention, progression, and satisfaction. There is an opportunity to learn from PES systems that use **longitudinal tracking or gender-sensitive impact evaluation frameworks**.

5. Internal Capacity Building and Cultural Change

While gender experts are involved in workshops and planning, there is potential to **mainstream gender competence more systematically** across all staff levels and functions. PES organisations that have embedded continuous gender training and accountability structures into their internal systems may offer useful models for peer learning.

Conclusion

The Stockholm Labour Market Department performs strongly in project design and strategic alignment around gender equality. However, **deepening operational capacity, improving inclusivity for vulnerable women, and expanding learning from successful models in other contexts** could further enhance its impact. Cross-national exchange and cooperation on these topics would be highly beneficial.

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