

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	<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							
<p>a very comprehensive profiling application (called "My Profile") has been online since 2018 for all citizens who wanted to do so from their personal space. The tool allows any citizen to generate a CV by filling in his or her profile in terms of personal data, education, experience</p>							



and skills, and to eventually put this CV online.

Since March 2022, a new online registration module, called "simplified registration", has been implemented in order to collect all the necessary information for the assignment of the jobseekers in a more efficient way. In case of registration difficulties, the jobseekers can contact the helpdesk by phone or come to a FOREM office to register: either they register themselves on a FOREM PC or a counselor registers them during a face-to-face interaction.

- The information collected during registration since March 2022 allows for a holistic profiling of the jobseeker. It covers the following main topics:
- The jobseeker's administrative situation (address, new registration or re-registration, vehicle, ...),
- The job or jobs on which he/she is positioned (it is possible for him/her not to position him/herself on a job, in which case he/she is directed towards orientation actions).
- The education and training they have completed.
- The skills he/she considers to have.
- His/her professional experiences.
- 4 questions relating to the digital autonomy that he/she considers to have: the equipment that the jobseeker has (connection, PC, tablet, mobile phone) and his/her independence in relation to the digital job search.

Once the information necessary for registration has been encoded by the jobseeker in the "Simplified Registration" application, he is offered to complete his profile with additional information (he then switches to the "My Profile" application which is pre-filled with the answers he has just encoded in the "Simplified Registration" application).

- Based on the information entered, two scores are calculated:
- A job proximity score, which is a calculated probability of a job seeker being placed in employment for an uninterrupted period of at least 3 months, within 6 months of registering with Forem. This score is determined via Artificial Intelligence (AI) technology, and more precisely Machine Learning (ML). It should be noted that 34 parameters are taken into account by machine learning: primary data (for example, possession of a vehicle) but also secondary data calculated from the primary data (for example, number of job offers for the main job declared).



- In the specific field of **integration** of Jobseekers, the new decree on the AOCS - which Forem collaborated closely in drafting - frames 2 types of Forem partnerships:
- Partnerships with a certain number of organisations specified in the decree and called "accompagnement partners" such as the municipalities, the AVIQ, the CISP, the MIREs with which LE FOREM has concluded a framework collaboration or cooperation agreement. A regional consultation commission, for which LE FOREM provides the secretariat, brings together the support partners mentioned in the decree as well as LE FOREM. It should be noted that financial flows can transit from LE FOREM to these operators, but it is the government and not LE FOREM that takes all the granting decisions in their regard.
- Partnerships with third party operators subsidised by LE FOREM via a call for projects. In this case, it is LE FOREM which takes the subsidy decisions (the internal directive is explained in F5). These partners respond to needs that are not met by the structural service offer of LE FOREM or its "support partners". It is planned that the **strategic steering of the adequacy** of the offer, cumulated by Forem and partners, with the diversity of the profiles of Walloon jobseekers, will be entrusted by the Walloon Government to Forem, a strategic steering that it will ensure in close collaboration with the partners concerned.

Resources

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

<https://wallex.wallonie.be/eli/loi-decret/2021/11/12/2021022566/2021/12/17>

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

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

PDCA (Plan, Do, Check, Act)

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



Mark which stage of the process has been covered			
PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
			X
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
The profiling tool is in permanent evaluation and improvement.			
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	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	

Description
<p>Provide more details on the current PES performance on that topic including some evidence</p> <ul style="list-style-type: none"> The objective of the new AOCS support is clearly to ensure that every jobseeker has an integration opportunity, i.e. a job, a traineeship or a training adapted to his or her situation, at least within a year for new registrants. The two key tools for managing the jobseeker's pathway - which help to achieve this objective - are the roadmap and the action plan. They are both structured in objectives, actions and means. The roadmap is the real guiding thread of the jobseeker's pathway and is sent to jobseekers as soon as they register via their "personal space" (except for those jobseekers who are furthest away from employment and oriented towards socio-professional support. They do not receive a generic roadmap because they require particularly adapted support. It is therefore made up of generic actions in the form of result-oriented objectives, broken down into seven actions and nine means. It is then fed by all the agents interacting with the jobseekers. It is not used in the case of a formative evaluation. Specifically, for the jobseekers whose channel is socio-professional support, the roadmap will only be initiated when they are taken in charge by a support services counsellor, for two reasons: <ul style="list-style-type: none"> Due to their profile, it would not be appropriate to mobilise these jobseekers through digital tools and generic actions; The first interview with a support services counsellor takes place one month maximum after their registration.



- In the **digital** mode, jobseekers receive digital coaching for a maximum of 4 months from the time of registration. After this period, they have either found a job or are reassigned to the Digital HR mode. The jobseekers coming from this support mode can at any time call LE FOREM or go to different Open Services in order to get the necessary support.
- In the **Digital HR** support mode, the jobseekers first receive 100% digital support during the first two months after their registration. At two months, they will be contacted by an e-counsellor, in order to assess their degree of autonomy, and plan the appropriate actions for their profile, and if necessary redirect them to a more appropriate support mode. At the latest in 6 months, any jobseeker accompanied by the e-counsellor and who has not yet found a job will be reassigned to a sectoral counsellor face-to-face.
- **The action plan**, defined by the decree, is the document that serves to formally assess the jobseeker in the context of active availability. It is presented in 3 different forms (Action Plan, Formal Action Plan and Ultimate Formal Action Plan). These action plans are evaluated during face-to-face interviews by the reference counsellor, within a period ranging from 3 to 6 months: if the counsellor notices, during the 3/6 month follow-up of the action plan, that the jobseeker has not fulfilled his/her commitments, he/she elaborates a formal action plan with the jobseeker. If, during the follow-up 3 months later, the counsellor again finds that the jobseeker has not fulfilled his/her commitments, then he/she elaborates a final formal action plan with the jobseeker. If, three months later, the counsellor finds that the jobseeker has not fulfilled his or her commitments, then the jobseeker's file is forwarded to the SGD Control. The latter will summon the job seeker to be heard and, if necessary, apply a sanction. If, on the other hand, the jobseeker fulfils his or her commitments within the framework of a formal or final action plan, then the formalised process ends and the counsellor draws up a (non-formal) action plan with the counsellor. The actions of the action plan are included in the roadmap, with proposals for practical ways to carry them out.

The 2022-2027 Management Contract considers that one of the three major challenges of the labour market is to make transitions more fluid, in particular by contributing to raising the level of skills of jobseekers and by facilitating employment-training-employment transitions for better integration into the labour market. As voluntary or involuntary career changes and reorientations will increase in the future, the need for support in job-to-job transitions should be strengthened. In this line, the following elements can be mentioned:

- **Training:** Forem coordinates the network of competence centres which provide training not only to jobseekers, but also to workers and students.
- **Lifelong guidance:** the Forem coordinates the network of Carrefours des Métiers and Cités des Métiers, whose objective is to provide information, advice and guidance services to citizens.
- **Adaptation credit:** the system consists of paying lump sums (per trained worker) to employers who allow their workers to undergo training and thus adapt their skills to the market and who undertake to retain 80% of their staff.

Resources



Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described			
Critical Issues			
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage			
Lack of change management in the implementation of the accompaniment, and trainee of human resources			
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			
Forem could improve the assesment of efficiency of ALMP			
PDCA (Plan, Do, Check, Act)			
The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.			
Mark which stage of the process has been covered			
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			X
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
Programs were already implemented to correct some aspects of the program, like shortening delays between registration and employment.			

Performance enabler	1.3. Users' accessibility and engagement
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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	<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							
<ul style="list-style-type: none"> Collective retraining: Collective retraining units set up with the trade unions offer an outplacement programme for workers who have been made redundant. The scheme is regulated by law. It is financed by the ESF+, or even by the Globalisation Adjustment Fund in the case of large-scale redundancies. It should be noted that inter-regional collaboration between Belgian PES is set up when workers 							



domiciled in other regions are affected by collective redundancies, restructuring or company closures: according to a cooperation agreement (24/02/2005), an emergency social plan for the redeployment of workers who are victims of collective redundancies is automatically applied if more than 250 workers are made redundant in one region and if at least 50 of these workers are domiciled in another region. A crisis unit then oversees the implementation of the plan.

- **Online services:** the offer of online services (job offers, online CV submission, FORMAPASS training offer <https://www.leforem.be/FORMAPass/catalogue-des-formations-insertions.html> , description of Horizon Emploi jobs <https://www.leforem.be/HE/former/horizonemploi-index.html> , ...) is available to all citizens.
- **The reform of the AOCS** designed since 2019 and deployed on a large scale in 2022 is clearly oriented in this direction. It allows LE FOREM to provide the best possible care, according to the means available, to all jobseekers (and not, as previously, to certain target groups) and this, in the earliest possible way:
- First-line counsellors (e.g. e-counsellors), will be able to refer jobseekers to actions, before the referent counsellors see them for the first time: for example when, at the time of registration/re-registration, the jobseekers do not have a robust job positioning, they will already be able to participate in a guidance action. In other words, as soon as they register, the 1st line tries to implement solutions to save time. NB. Since 2017 the Walloon government has implemented a Lifelong Orientation approach (OTLAV). Forem actively participates in this by coordinating the OTLAV network consisting of many partners.
- Many tools are available online.

Before the implementation of the AOCS (since September 2020) and in reaction to the Covid crisis, Forem implemented a service called "Instant Support Services" for people who have just lost a job: they are contacted within 48 hours in order to undertake a series of steps and quickly find a job. The 70 counsellors dedicated to instant support offer, depending on the experience and skills of these people, job offers and contact with companies that are recruiting, or, failing that, direct entry into a support process where they can benefit from a skills assessment, coaching for reorientation, and other assistance. In addition to these priority steps, the counsellors suggest to the jobseekers to use, if it is not already the case, LE FOREM's online tools and in particular "My Profile" the jobseekers are not in a portfolio.

- **The reform of the AOCS** designed since 2019 and deployed on a large scale in 2022 is clearly oriented in this direction. It allows LE FOREM to provide the best possible care, according to the means available, to all jobseekers (and not, as previously, to certain target groups) and this, in the earliest possible way:





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Generalitat
de Catalunya



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Stockholms
stad



RÉPUBLIQUE
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France
Travail



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stad



RÉPUBLIQUE
FRANÇAISE



France
Travail

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;



		<ul style="list-style-type: none"> - 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							
<ul style="list-style-type: none"> • For many years, the Forem has had employers' counsellors and PFI counsellors (the PFI, Plan Formation Insertion is an ALMP of training in employers); the employers' counsellors are assigned to one or more sectors (the PFI counsellors are a little less sectorized because there are fewer of them). They have a functional SPOC (single point of contact) to whom they can ask questions. These employers' counsellors were organized in TDs within an Employers' Directorate. 							



- As part of the implementation of the AOCS, a major restructuring has been implemented since 01/07/2022: 1st line business counsellors and PFI counsellors are now part of multidisciplinary teams (sectoral and socio-professional).
- It should be noted that even before the implementation of the pilots, a multidisciplinary test team (grouping employers' counsellors and PFI counsellors) had already existed for several years at the Liège TD in the Construction sector.
- Each LE FOREM client employer has a dedicated employer's counsellor, who can be contacted online, by phone and in person (LE FOREM site or employer site).
- Responding to the recruitment and skills needs of employers, as well as informing and guiding them in terms of financial aid, are key missions of the Forem. The employers' strategy is expressed in the 2022-2027 management contract and is measured by specific indicators (see axis 3: measuring the satisfaction time and the number of satisfied job offers for key sectors).
- The strategy includes a segmentation of employers into different segments that are approached and offered services adapted to their characteristics.
- In the HQ, the Forem has a Direction of Services to Employers. Employer counsellors are present in each TD. Labor market analysts are also present at the HQ and in each TD. In terms of tools, the Forem has also developed a CRM (Customer Relationship Management) for employers since 2014. This has been subject to continuous improvements.
- Half of LE FOREM's Management Committee is made up of members of employers' federations. The partnerships with sectoral employers' federations are very numerous.
- The services provided by LE FOREM to employers can be found on the employers' page of the website <https://www.leforem.be/entreprises.html> : publish my job offer, recruit with my counsellor, train to recruit staff, obtain financial aid, create my employer space, train my staff, welcome a trainee, retrain my staff.
- Since 2019, employers also have access to **online services** via their personal space.
- Employment aids (ALMP) are divided into 3 categories: employment aids <https://www.leforem.be/entreprises/aides-financieres-emploi.html>, training aids <https://www.leforem.be/entreprises/aides-financieres-formation.html> and restructuring aids <https://www.leforem.be/entreprises/aides-financieres-restructuration.html> .
- The tools/applications/products available to employers are: financial aid, Horizon Emploi, the aid calculator, and digital tools (in particular, publishing offers online, searching for candidates, etc.).



- In order to meet the **talent and skills needs** of employers, 34 training centers and a network of 23 competence centers have been set up in Wallonia. The latter are either centers directly under LE FOREM's authority - we speak of their own management - or centers constituted as non-profit organizations that maintain an "in-house" type relationship with LE FOREM.
- Services for employers have a sector focus:
 - o As of July 2022, TDs are restructured into sectoral support teams consisting of employers' counsellors, PFI counsellors, and sectoral support counsellors.
 - o Prospective studies are conducted by sector.
 - o Product Line Experts develop technical and methodological tools to support the service offer in their sector.
 - o Various measures are implemented to support on-the-job training: sandwich training, shortage punch, customized training in our centers, etc. A reflection is currently underway at the Walloon government level to boost on-the-job training and improve the legislative framework that supports it.
 - o The agreements concluded with the main professional sectors as well as the sectoral recovery plans initiated during the end of the COVID-19 crisis support and boost a good number of sectoral actions carried out by the Forem: awareness raising of jobseekers to the professions in shortage, development of new training courses/modules, online training, organization of Jobdays for meetings between employers and pre-selected candidates, etc.
 - o The Job Focus Service, which analyzes the situation of the job market in terms of the available labor pool and the skills required by employers. This service disseminates sectoral expertise.

SMEs constitute the bulk of LE FOREM's corporate clients in number (95%) and represent about 40% of the job offers managed. They particularly appreciate the pre-selection services, the support of their personal counsellor for the help he/she gives them in their recruitments and the online tools. More than 90% (2021 satisfaction survey) consider that their counsellor is available, that his or her advice is useful, that they are satisfied with the frequency of exchanges, that he or she has done everything possible to satisfy the request and that he or she has really adapted to their employer's situation. They are 88% to consider that he has a good knowledge of their sector.



Forem also deploys a specific strategic approach for strategic clients (key accounts, foreign investors, fast-growing employers). Each major account has an account manager who is his unique point of contact for the analysis of his needs and the construction of an integrated and tailor-made response, gathering all the services that Forem can offer and by consulting the different stakeholders involved. He/she is responsible for articulating the different products/services and, if necessary, for negotiating with the services/training centers in order to optimally meet the client's needs (role of "architect-integrator"). This Account Manager follows the relationship established with the employer over time and measures the satisfaction of his client. He/she also carries out proactive actions with strategic clients to build loyalty among the clients in his/her portfolio and to prospect for new clients.

Forem, in collaboration with AWEX, also supports candidate investors who want to set up in Wallonia. The collaboration between AWEX and Forem consists of 3 parts depending on the evolution of the file:

- Presentations of Forem's service offer and employment and training assistance, followed by customized salary simulations (SC)
- Recruitment support during the implementation (territories)
- After-sales service, as part of a follow-up of the foreign investor's establishment file. This is an opportunity for Forem to (re)contact the employer, particularly in the context of future recruitments (territories).

The DUE is a specific direction dedicated to employers.

It has more than 200 business advisors who help companies in their development.

The specificity is that each company has a dedicated counselor.

This counselor is specialized in his sector and is the privileged contact of the company.

The services offered are:

- recruiting staff (diffusion of job offers on-line, pre-selection, etc.)
- supporting worker training
- hosting trainees
- advising on public financial grant for the recruitment of staff



Since October 2022, Forem has deployed several efficient digital tools allowing companies to carry out certain services online independently, such as posting vacancies, for example. This notably frees up time for business counselors, enabling them to develop and implement more high-value-added services for hard-to-fulfill recruitment needs (preselection, job fairs, tailor-made training, etc.).

Resources

<https://www.leforem.be/entreprises.html>

Critical Issues

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

There is a lack of direct view of all offers proposed by employers

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

working on employer confidence in Forem

PDCA (Plan, Do, Check, Act)

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			X

Description

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

We are monitoring all the results of our politics and we try to correct the actions we implement



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

- In order to fight against shortages in different sectors many actions are implemented or reinforced:
 - o New training centers are being planned, others will benefit from extensions or improvements to their infrastructure as part of the Wallonia Recovery Plan and the National Recovery and Resilience Plan (e.g., Belgrade Eco-Center, Mons Contemporary Technology Center, Digital Factories...) or new activities are being developed in existing centers (e.g., customized training in support of the deployment of fiber optics: trenching, blowing, joining...).
 - o The Wallonia Compétences d'Avenir partnership platform has been set up (the evaluation of the pilot phase took place in the first quarter of 2022). Its objective is to co-construct training responses to specific needs expressed by employers/sectors that cannot be met, qualitatively and/or quantitatively, by the training offer of the existing operators - the platform does not have the vocation of operator itself: it puts the operators and their expertise in contact with each other and with the employers/ sectors.
 - o The Individual Training Account is set up (at federal level, in collaboration with the other Belgian regional PES).
 - o The GARMO approach (Active Management of Labour Pools), coupled with elements of AI, allows for a better targeting / identification of profiles likely to meet the needs of employers, either directly or via a training / skills enhancement pathway.
 - o A detailed study aimed at anticipating the needs in skills and training in the construction value chain was conducted in December 2021 <https://www.leforem.be/content/dam/leforem/fr/documents/chiffres-et-analyses/WCA-construction-analyse-VF-20211215.pdf>. The construction sector is among those with the greatest shortages, further accentuated following the floods of summer 2021; the Forem has set up a "construction plan".
 - o The Forem participates in the Interfederal Platform against Shortages as well as in the THAMM project (Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa) coordinated by Enabel (Belgian Development Agency).

Various measures are implemented to support on-the-job training: sandwich training, shortage punch, customized training in our centers, etc. A reflection is currently underway at the Walloon government level to boost on-the-job training and improve the legislative framework that supports it.



The services consist of tailor-made actions for employers according to their needs, such as Jobdays, pre-selection of candidates, Coup de poing pénurie (training at the employer and in the center for jobs in shortage), but also services available online such as the publication of job offers, consultation of profiles published by my job seekers...

In general, Forem pushes employers towards digitalization, encouraging them to use more online services (in 2021, 420,000 job offers were published on the Forem website). New online tools are regularly developed and made available to employers. These can, for example, search online for candidates without having published offers.

Employment aids: The "Coup de poing pénurie" scheme (i.e. training of jobseekers in a trade in shortage for one or more employers for at least 8 people, of whom at least 80% will be hired) has been continuously reinforced since its implementation in 2019.

In order to fight against shortages in different sectors many actions are implemented or reinforced:

- o new training centers are being planned, others will benefit from extensions or improvements to their infrastructure as part of the Wallonia Recovery Plan and the National Recovery and Resilience Plan (e.g., Belgrade Eco-Center, Mons Contemporary Technology Center, Digital Factories...) or
- o new activities are being developed in existing centers (e.g., customized training in support of the deployment of fiber optics: trenching, blowing, joining...).

Resources

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

Critical Issues

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

Areas for improvement

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



PDCA (Plan, Do, Check, Act)

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

Mark which stage of the process has been covered

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

Description

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

Various measures are implemented to support on-the-job training: sandwich training, shortage punch, customized training in our centers, etc. A reflection is currently underway at the Walloon government level to boost on-the-job training and improve the legislative framework that supports it.



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							
<ul style="list-style-type: none"> • Responding to the recruitment and skills needs of employers, as well as informing and guiding them in terms of financial aid, are key missions of the Forem. The employers' strategy is expressed in the 2022-2027 management contract and is measured by specific indicators (see axis 3: measuring the satisfaction time and the number of satisfied job offers for key sectors). 							



- The strategy includes a segmentation of employers into different segments that are approached and offered services adapted to their characteristics.
- In the HQ, the Forem has a Direction of Services to Employers. Employer counsellors are present in each TD. Labor market analysts are also present at the HQ and in each TD. In terms of tools, the Forem has also developed a CRM (Customer Relationship Management) for employers since 2014. This has been subject to continuous improvements.
- Half of LE FOREM's Management Committee is made up of members of employers' federations. The partnerships with sectoral employers' federations are very numerous.
- The services provided by LE FOREM to employers can be found on the employers' page of the website <https://www.leforem.be/entreprises.html> : publish my job offer, recruit with my counsellor, train to recruit staff, obtain financial aid, create my employer space, train my staff, welcome a trainee, retrain my staff.
- Since 2019, employers also have access to **online services** via their personal space.
- Employment aids (ALMP) are divided into 3 categories: employment aids <https://www.leforem.be/entreprises/aides-financieres-emploi.html>, training aids <https://www.leforem.be/entreprises/aides-financieres-formation.html> and restructuring aids <https://www.leforem.be/entreprises/aides-financieres-restructuration.html> .
- The tools/applications/products available to employers are: financial aid, Horizon Emploi, the aid calculator, and digital tools (in particular, publishing offers online, searching for candidates, etc.).
- In order to meet the **talent and skills needs** of employers, 34 training centers and a network of 23 competence centers have been set up in Wallonia. The latter are either centers directly under LE FOREM's authority - we speak of their own management - or centers constituted as non-profit organizations that maintain an "in-house" type relationship with LE FOREM.
- Services for employers have a sector focus:
 - o As of July 2022, TDs are restructured into sectoral support teams consisting of employers' counsellors, PFI counsellors, and sectoral support counsellors.
 - o Prospective studies are conducted by sector.



- o Product Line Experts develop technical and methodological tools to support the service offer in their sector.
- o Various measures are implemented to support on-the-job training: sandwich training, shortage punch, customized training in our centers, etc. A reflection is currently underway at the Walloon government level to boost on-the-job training and improve the legislative framework that supports it.
- o The agreements concluded with the main professional sectors as well as the sectoral recovery plans initiated during the end of the COVID-19 crisis support and boost a good number of sectoral actions carried out by the Forem: awareness raising of jobseekers to the professions in shortage, development of new training courses/modules, online training, organization of Jobdays for meetings between employers and pre-selected candidates, etc.
- o The Job Focus Service, which analyzes the situation of the job market in terms of the available labor pool and the skills required by employers. This service disseminates sectoral expertise.

Resources

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

Critical Issues

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

Areas for improvement

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

PDCA (Plan, Do, Check, Act)



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

Mark which stage of the process has been covered

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

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



	<ul style="list-style-type: none"> Both internal staff and external organisations (public and private) need to have the right methodological tools and knowledge on how to make the best possible use of available information and data to design and implement evidence-based services and measures. PES should identify concrete actions in the labour market to raise awareness among businesses in order to accelerate the digital and green transitions while training jobseekers and employees in digital and environmental skills. <ul style="list-style-type: none"> To pursue this goal, PES must have a digital/green transition expert working with businesses and labour market actors to support them in the green and digital transitions. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					X	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<ul style="list-style-type: none"> Performance management at LE FOREM generates data that allow to reflect a situation and its evolution on the basis of objective quantitative data provided by the field for a whole series of services provided by LE FOREM. This in itinere evaluation allows an analysis aiming at questioning general phenomena (e.g. attendance rate of training centers) or more specific ones (e.g. under-representation of certain groups for a particular service offer) and in fine to adjust or design appropriate responses from LE FOREM. To carry out ex-post evaluations of ALMPs (Active Labour Market Policies), Le Forem relies on the following resources. The Directorate Foresight, Prospective and Analysis of Labour within DG Strategy; the Directorate is located at the Headquarters but also has a network of analysts located in each of the TDs, which ensures direct contact with the local labour markets. The network of analysts from the SC and the TDs meets virtually every month. External resources: consultants, universities, etc. The criteria used to decide whether to carry out an ALMP evaluation internally or externally include the complexity and scale of the ALMP, its strategic importance and/or its impact. The triggers for carrying out ex-post evaluations are the following: 							



- The decrees or AGWs (Walloon Government Decree) that institute a new ALMP: most of them also require an ex-post evaluation to be carried out and establish the frequency of this evaluation (e.g. every year for “service vouchers”, every 2 years for “APE”, every 3 years for “Airbag”, every 5 years for “Impulsions”). Note that the decrees also require activity reports (volume, target audience, type of action, etc.)
- A mandate from the supervisory authorities (this mandate is often predefined in the five-year government programme).
- The wish of LE FOREM itself to reform the measure on the basis of evidence.
- Whether they are carried out internally or externally, the ex-post evaluations follow the same **evaluation grid**.
- **The data** used for the evaluations include:
 - Quantitative data collected by management control. Quantitative data are stored in a data warehouse (WICAHPI) which is managed by the DAP, but also in the SGD's own databases on public aid and financial incentives.
 - Quantitative data on the use of online services by users.
 - Qualitative data from focus groups conducted with various internal and external stakeholders (TD counsellors, operators, Forem agents who manage the system, etc.), or from online or telephone surveys, either in-house or outsourced. The aim is to identify the impact of the scheme on the person's entry into employment or on their career path.

In addition to ALMPs, LE FOREM also evaluates its **activities, services and processes**. The AMEF and the DAP contribute to this.

Resources

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

<https://www.leforem.be/chiffres-et-analyses/analyses.html>

Critical Issues

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

Areas for improvement

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



PDCA (Plan, Do, Check, Act)			
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Mark which stage of the process has been covered			
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			X
Description			
Provide more details on the reasons for the 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 		



	<ul style="list-style-type: none"> 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							
<ul style="list-style-type: none"> LE FOREM's findings have led to a series of concrete corrective measures internally (e.g., wording of certain convocations, implementation of certain training modules) or more broadly, such as negotiation with the political level for the implementation of certain measures, such as those offering a bonus and favorable conditions for people training in a trade in shortage (maintaining the level of unemployment benefits, accumulation of certain advantages, etc.). An ex-post analysis is planned from the design of the measure. The ex-ante evaluations of ALMPs also include budget simulations, for example the budgetary impact of a change in the size of the beneficiary employers. Seven ALMPs that were scheduled for evaluation in the 2019-2024 government program underwent ex-post evaluation in 2020: <ul style="list-style-type: none"> These are "Training Voucher", "Adjustment Credit", "Paid Educational Leave", "Work Experience Fund", "Impulsions", "Training-Insertion Plan", and "Sesam". The analysis grid and its translation into precise questions were developed by LE FOREM, then agreed upon and validated by the Wallonia Social Partners Group (GPSW) and by the CESE (Economic, Social and Environmental Council of Wallonia). The criteria of the grid were the following: <ul style="list-style-type: none"> Relevance: analysis of the adequacy between the objectives of ALMPs and the state of the public problem targeted (needs); Design: analysis of the coherence of the intervention mechanisms with the objectives and issues of the schemes; Implementation: analysis of the process of the schemes, from the introduction of a request to the delivery of the assistance; Effectiveness: measuring the use of the programs by the beneficiaries 							



Effectiveness: measurement of the direct and induced effects, planned and unplanned, of the schemes on the beneficiaries.

- A cross-sectional analysis of the coherence between the schemes, distinguishing between training aid and employment aid, was also carried out.
- The evidence used was the following:
- Databases from Forem's management of the schemes, supplemented when necessary by external data aggregated by Statbel or IWEPS;
- Calibration interviews with representatives of the stakeholders (in the broadest sense) of the schemes in order to understand the context and the issues of the evaluations;
- Documentary sources such as legal texts, internal and public documents produced by LE FOREM, and scientific literature;
- Semi-structured interviews with the actors of the systems (about thirty) such as the system managers, the different social partners, Forem counsellors, training operators, temporary work agencies, social secretariats, sectoral funds, etc., in order to deepen the knowledge of the targeted problems, of the issues and of the functioning of the systems;
- Focus groups by type of system with workers or job seekers (24) and employers (18) in order to identify points of convergence and divergence between the actors of the same group and between the groups, to complete and qualify the results of the quantitative analyses;
- An online survey of individuals (21,101) and employers, both recipients (4,598) and non-recipients, about their perceptions of access to supports and their effects on their situations, for the supports they have used, and about the reasons for not using (other) supports.

Employer satisfaction is measured by an annual survey. According to the survey conducted in 2021, 79% of respondents are satisfied with the online job posting tool (79% in 2020; 66% in 2019). More and more employers report using the Find a Candidate application; 30% of our sample in 2021 (23% in 2020; 17% in 2019). The satisfaction rate is 6.6/10 (6.7 in 2020 and 6.4 in 2019). 75% believe it is easy to use. (65% in 2020 and 57% in 2019). 42% say they have met interesting candidates via the tool (44% in 2020 and 41% in 2019). Finally, 22% of respondents have hired someone via this app (30% in 2020; 24% in 2019)

Resources

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



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

Performance enabler	3.3 Policy design through change and innovation
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Description of the ideal performance	<p>PES strategically embraces change and innovation. It anticipates and proactively manages these processes, perceiving them as avenues to enhance performance and to enable evidence-based design and redesign of public employment services. Engaging employees, customers, and relevant partners from the outset and throughout the process is integral to the PES approach with the aim to trigger change and innovation, and leverage expertise across all levels of the organisation. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> - The creation of collaborative workspace where employees, partners, job seekers, and companies come together to exchange ideas and co-create innovative solutions to design and redesign public services based on evidence. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					x	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>In terms of change management, LE FOREM relies in particular on the following elements:</p> <ul style="list-style-type: none"> • A change management network linked to the deployment of the AOCS and coordinated by DG Support. This network brings together the network of HR partners/internal HR consultants, the HR Directors, the HR Experts, the Communication Director and the Communication experts, as well as the "business" directors of the HQ and TD support. • HR partners, one of whose tasks is change management, have been integrated into the organization charts of each DG and TD. They participate in the CODirTer meetings chaired by the TDs and in the staff meetings chaired by the DGs. • The managerial line: Bilateral meetings are planned between each employee and his/her manager at least once a month and are an excellent way of ensuring exchanges and personalized support. Functioning interviews for any aspect relating to the person's experience in his or her professional environment take place twice a year or during the bilateral meetings. • Exchanges between peers in order to bring out and transfer good practices: <ul style="list-style-type: none"> ○ Communities of Practice: every two months, they bring together managers who choose to talk about one of their practices in order to share it either because it works well or to improve it. 							



- **HR Tables** are also organised for managers. They target specific topics such as performance reviews or absenteeism management and start with specific information given by HR Partners and CIRHs.
- **Points Com** (this practice was recognised as an Emerging Best Practice following the benchlearning evaluation visit of the 1st cycle in August 2017): it consists of information exchange days concerning a specific sector (presentation by TEAMS, visit of competence centres in person, ...)
- At the request of CORIs, **thematic networks** are regularly set up on operational themes to develop practices. These thematic networks encourage the sharing of information and good practices as well as the co-construction of new tools/practices. They bring together people from the HQ and the TDs in two configurations:
 - Either they all belong to the same function (e.g. the Thematic Network for Advice on Administrative Procedures).
 - Either they all belong to the same function (e.g. the Thematic Network for advice on administrative procedures) or they belong to very different functions (e.g. the Thematic Network for job search, or the 4 Thematic Networks set up by CORI Governance and actions with third parties).
- The use of the social network **Yammer**.
- Use of the **Intranet**.
- **Continuous training and the appropriation of new knowledge** are supported by the following organisational elements.
- LE FOREM Academy and its **training catalogue**.
- **Internal trainers**, with excellent knowledge in areas where major changes have just been implemented; they are recruited following calls for expressions of interest and have the task of training employees in the new activities.

Innovation:

To support its approach to innovation, LE FOREM has notably put in place the following structural elements:

- evaluations.
- Studies and benchmarking visits on the good practices of PES and European public organisations are regularly carried out.
- A Research, Development and Innovation network was created at the end of 2019 within DG Strategy.

During the design phases of new products, contributions from Forem employees and clients (employers and Jobseekers) are solicited via User Experience techniques, methods and methodologies, in particular via prototyping and the production of iterative models. The UX team that has been set up already involves users (internal and external) and their work prefigures the dynamics of setting up a Lab (digital learning platform) planned for 2023.



Resources			
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described			
Critical Issues			
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage			
Areas for improvement			
Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance			
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			X
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. ▪ PES must launch targeted promotional campaigns to raise awareness about the services offered. ▪ A strong reputation strategy should also include transparent information on the impact of funding and resource allocation ▪ PES develops internal communication on evidence-based outcomes and storytelling as inspirational tools ▪ PES includes in its communication policy transparent information on the impact of funding and resource allocation ▪ The level of user satisfaction is monitored. 						
Score	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	1 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>Le Forem entered the networks with a Facebook page in 2010. Since then, social media has been an integral part of our communication and digital strategies.</p> <p>We have a constantly growing community of around 185,000 subscribers (Nov. 2023 figures), all networks combined (Facebook, LinkedIn, TikTok, YouTube, Instagram, X). It was 50,000 in 2019.</p> <p>We pursue two main objectives:</p> <ol style="list-style-type: none"> 1. develop the notoriety of Le Forem 2. activate our various services with our target audiences. <p>Our actions aim to generate engagement (clicks, reactions, shares or any other form of virality), while managing "discussion" type interactions in "best effort". This strategy consists of redirecting direct conversations to dedicated channels such as our contact center.</p> <p>Our presence on social media is regularly monitored and optimized. The evolving nature of this ecosystem and the developments specific to Forem lead to an adjustment between the available resources (working time) and the real impact of our actions on these media (return on investment).</p> <p>The algorithms and functionalities of social platforms are constantly evolving. We must therefore adapt to them by offering content likely to arouse interest, even if it means making choices.</p> <p>Ecosystem and the developments specific to Forem lead to an adjustment between the available resources (working time) and the real impact of our actions on these media (return on investment)</p>							



The algorithms and functionalities of social platforms are constantly evolving. We must therefore adapt to them by offering content likely to arouse interest, even if it means making strategic choices.

Our social media team takes these aspects into account in the editorial strategy, while ensuring compliance with the codes and rules of use of social platforms.

This involves in particular exploiting the latest trends, creating authentic visuals, as well as the responsiveness of our teams to unwanted buzz, comments and private messages that our content can generate.

OBJECTIVES FOR EACH PLATFORM

Our experience on social media has allowed us to position Forem on ad hoc platforms, taking into account our targets.

A qualitative and quantitative analysis of the results has shown that it is now necessary to refocus the missions and communication channels to "DO DIFFERENTLY TO DO BETTER".

Our positioning is reviewed in order to identify for each social channel, a general orientation, specific objectives, as well as the level of investment in relation to the ROI observed.

The new guidelines can be summarized as follows:

Facebook is mainly dedicated to cross-functional communications and local content on territorial pages, aimed at citizens, VSEs and SMEs. It involves activating our services and generating conversions and registrations.

Linkedin allows us to work on our employer branding. We position ourselves as an expert in the job market, while showing our successes and services to potential recruits, as well as partners or opinion leaders.

TikTok is used to reach young people aged 18 to 25, at the end of their studies or recently arrived on the job market. We give them advice and present our services, while ensuring that we maintain a modern image using the platform's codes.

YouTube allows us to host and promote our video content. We target all audiences: citizens and businesses, workers and job seekers.



Instagram: struggling to find our young audience on this channel, the media will now be used as a "best effort", when appropriate.

X - Twitter's new name - allows us to monitor and respond to criticism. We address citizens who challenge us, as well as opinion leaders who have an opinion on employment.

THE ADVERTISING QUESTION

The gradual evolution of algorithms in recent years has made the use of paid content inevitable.

This sponsored content allows us to combat the decline in visibility of organic publications, orchestrated by the various networks, thus increasing their advertising revenue.

The advertisements that we broadcast (mainly on Facebook) are therefore intended to ensure better visibility for our priority content. They take the form of cross-functional campaigns targeting Wallonia or more local campaigns, aimed at encouraging conversion (taking action), awareness, consideration or notoriety; one-off publication boosts, mainly aimed at registration (for training, a job day, etc.).

To this end, the Meta advertising manager (Facebook, Instagram and WhatsApp) offers numerous targeting possibilities (geographic, demographic, by interest).

We should also note that employment-related content falls into what are called "special categories", which are particularly strict with regard to potentially discriminatory targeting (age, gender, etc.) from which we cannot opt out under penalty of refusal of publication by Meta.

On other networks, the use of advertising is more modest and reserved for specific content. LinkedIn campaigns, for example, are dedicated to employer branding publications.

Finally, TikTok will also be invested in advertising content, mainly as part of our Youth actions, sometimes with the use of certain influencers.

TOWARDS CONTINUOUS IMPROVEMENT

Our teams have developed their skills in this area. The operating mode has become more fluid over time. Management and monitoring tools are used. However, the workload has only increased crescendo, for a return on investment that can still be optimized.

Each of the actions must therefore be approached in terms of impact. This will be done first by establishing KPIs specific to each social media, then by a two-stage analysis:



- after each campaign, for advertising content
- twice a year, for organic content.

In this way, we aim for the continuous optimization of our actions and our positioning. This will allow us, ultimately, to best respond to the priority issues identified in our communication strategy.

Resources

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

Critical Issues

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

Areas for improvement

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

PDCA (Plan, Do, Check, Act)

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

Mark which stage of the process has been covered

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



throughout the relevant parts of the organisation, on a regular basis	throughout the relevant 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			
Performance enabler	4.2 Building strategic partnerships		
Description of the ideal performance	<p>The PES establishes formal and informal partnerships, which consist of multi-level, multi-stakeholder cooperative relationships. For this reason, it is necessary that the PES strategies and tools:</p> <ul style="list-style-type: none"> • Building alliances that contribute to the overall objectives of national, regional and local policies <ul style="list-style-type: none"> - They can be used to design, develop and implement innovative policy measures and specific initiatives/projects - They are specific partnerships, including sectoral ones, to remove social barriers to the employment and employability of jobseekers, to facilitate cooperation between the different services and to mobilise targeted support. ▪ Developing tools to measure the effects of partnerships 		
Score	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	1 No evidence or some ideas	2 Some weak evidence, related to some areas
		3 Some good evidence related to relevant areas	4 Strong evidence related to most areas
		5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column		
			X
Description			
Provide more details on the current PES performance on that topic including some evidence			



The partnership policy is one of the cornerstones of LE FOREM's action.

- The **Management Contract** 2022-2027 explicitly refers to partnerships to enable LE FOREM to reach its strategic objectives.
- For many years, LE FOREM has had an **internal structure** that allows it to support partnerships, in a strategic and operational way, at all levels of the organisation:
- The Directorate of Partnership Relations of DG Strategy deals with partnerships related to the integration of Jobseekers; it should be noted that within DG Strategy also, the responsibilities of the Directorate of International Relations have been extended to institutional relations.
- The Directorate for Operational Partnerships in DG P&S deals with partnerships with sectoral federations and related to skills training.
- In each of the 4 TDs, a Directorate of Relations with Operators (DRO) has the mission to develop the partnership dynamics with external organisations in order to help Forem achieve its objectives in terms of socio-professional integration. Each DRO fulfils its mission by taking into account the socio-economic reality of its DT. All DROs have about 70 employees.
- In the specific field of **integration** of Jobseekers, the new decree on the AOCS - which Forem collaborated closely in drafting - frames 2 types of Forem partnerships:
- Partnerships with a certain number of organisations specified in the decree and called "accompagnement partners" such as the municipalities, the AVIQ, the CISP, the MIREs with which LE FOREM has concluded a framework collaboration or cooperation agreement. A regional consultation commission, for which LE FOREM provides the secretariat, brings together the support partners mentioned in the decree as well as LE FOREM. It should be noted that financial flows can transit from LE FOREM to these operators, but it is the government and not LE FOREM that takes all the granting decisions in their regard.
- Partnerships with third party operators subsidised by LE FOREM via a call for projects. In this case, it is LE FOREM which takes the subsidy decisions. These partners respond to needs that are not met by the structural service offer of LE FOREM or its "support partners". It is planned that the **strategic steering of the adequacy** of the offer, cumulated by Forem and partners, with the diversity of the profiles of Walloon jobseekers, will be entrusted by the Walloon Government to Forem, a strategic steering that it will ensure in close collaboration with the partners concerned.
- In the specific field of **qualification training**, LE FOREM coordinates the network of 23 Competence Centres and collaborates with the Social Promotion Education, under the cover of a public cooperation framework agreement.
- In the specific **field of Lifelong Orientation** (OTLAV), LE FOREM participates in the Cités des métiers and Carrefours des métiers and ensures the general coordination of the system.



Depending on the needs, LE FOREM joins forces with partners present in the whole of Wallonia (e.g. the federation of CPAS, the AVIQ, ...) or in a much more local way (e.g. the CPAS and the municipalities with which LE FOREM has built the Employment Centers)

LE FOREM is present in a large number of multi-partner structures, and can therefore act as a mediator with regard to the potentially divergent interests of some of its partners.

In terms of partnerships, the internal coordination of actions between the HQ and the different TDs is ensured by the regular organisation of meetings between the HQ's Partnership Relations Department and the SROs present in the TDs.

Since 2018, LE FOREM has a map of institutional partnerships in 7 fields (education, economic, social, studies, temporary work, public employment/training and social security).

Resources

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

Critical Issues

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

Areas for improvement

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

PDCA (Plan, Do, Check, Act)

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

Mark which stage of the process has been covered



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

Performance enabler	4.3 Resource Allocation and Funding
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Description of the ideal performance	<p>To support and strengthen strategic partnership, PES combine EU, national and local public funds but also resources from private stakeholders with the following characteristics:</p> <ul style="list-style-type: none"> The PES combines EU, national and local public funds, but also private stakeholder resources. Funding should be devoted to long-term development and innovation programmes and aim at supporting evidence-based design of services, especially in the field of vocational and training programmes and in the design of countercyclical policies Resource allocation should also cover training needs, especially to deal with the emerging challenges posed by the twin transition. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column					X	
Description							
Provide more details on the current PES performance on that topic including some evidence							
<ul style="list-style-type: none"> For orientation, LE FOREM coordinates the monthly steering committees of the Cités des Métiers and Carrefours des Métiers network. In this capacity, it monitors attendance and the activities carried out (since the Covid crisis, the profile of users has changed: on average, they are more qualified than before the crisis). For training, the "skills centre" label of the 23 skills centres, initially awarded for 3 years, expired at the end of 2019. LE FOREM, coordinator of the network, carried out an evaluation of the evolution of the socio-economic context and proposed to the government an improvement of the process and of the strategic and operational management of the centres (see ACT below). The centres have been labelled - in two stages - until 2024, with the exception of two centres, which are due to reapply to the jury in 2022. For inclusion, the CoDir commissioned an evaluation of the "Coup de Boost" pilot project for NEETs in partnership with two trade unions in two TDs. The CoDir also commissioned an internal study in 2019 to evaluate the need for LE FOREM to strengthen its relations with institutional partners in particular. (it appeared that in a number of cases, LE FOREM employees participating in these structures did not have all 							



the necessary information from LE FOREM to ensure their role effectively and to ensure synergies of interest or did not disseminate widely enough within LE FOREM all the information received via the structure). The study showed the need to improve the quality and efficiency of the representation within the partnership structures.

Given the increasing labour shortages, innovative partnerships have been initiated, for example with LinkedIn or the sectoral strategic committees.

Resources

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

Critical Issues

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

Areas for improvement

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

PDCA (Plan, Do, Check, Act)

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

Mark which stage of the process has been covered

PLAN	DO	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.
			x
Description			
Provide more details on the reasons for the provided positioning in the PDCA cycle			

TRANSVERSAL SECTION

Transversal topics	1. Twin transition (digital and green transition)
Guiding questions	How has the green and digital transition influenced the services offered by your PES? Can you describe specific activities, projects, or measures that your PES has implemented to promote the green and digital transition?
FOCUS ON DIGITAL TRANSITION	
Description of your performance	
Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best	
AI is currently used in the frame of jobseekers' segmentation to map their distance to employment. It is used as follows (also see table "Recommended support channel matrix"): jobseekers answer questions about their digital autonomy and according to the information they declaratively gave on their "Profile",	



their distance from employment will be evaluated by our AI system. On that basis, jobseekers will either be autonomous in their job search (digital support) or guided by counsellors (digital HR, sectorial, or socioprofessional support).

Artificial intelligence is used to recommend one of the 4 channels, but ultimately, counsellors and jobseekers still have the possibility to switch to a more suitable channel, if needed.

At the Walloon level, Forem is in regular contact with the Agoria professional sector in order to determine together the challenges and needs of the sector in terms of ICT expertise. The main response concerns the implementation of training courses leading to qualifications within the ICT Competence Centres, whose main missions concern training in IT professions (business analyst, architect, cyber security expert, developer, etc.), including AI.

There are 5 of these competence centres (Technocité, Technofutur TIC, Cepegre, Technobel and Technifutur). The training offer is accessible to both men and women. The competence centres train job seekers, workers, teachers and students.

The Skills Validation Consortium is currently developing Credentials for several IT professions (business analyst, architect, developer, etc.) in order to allow workers or job seekers to have their skills recognized in these professions and thus, more easily, to integrate into the job market or to evolve within companies.

In addition, as digital technology impacts all sectors of activity, digital skills are also targeted in the training standards of practically all the professions for which FOREM trains (cf. BIM).

The network of 5 digital factories that will gradually be created by 2026 aims to raise awareness among trainees in the Construction, Industry, Logistics and Transport sectors, mainly, by concretizing the impact of digital technology on their professions and to develop their skills in this area in a concrete way.

In terms of basic skills in the digital field, Forem has developed short training courses based on the European Digcomp standard to enable job seekers to develop these basic digital skills. These training courses, which are directly related to job searching, are complementary to the basic digital skills developed by the network of "Digistart" operators (non-profit organisations, local authorities, etc.).

During their support by the public employment service, job seekers are invited to assess their digital skills in order to offer them possible skills development pathways.

In Wallonia, there is a network of digital public spaces (DPSs) accessible to all citizens.



The Digilearn Studio is part of the global strategy that Forem implements in terms of training. It supports the development of digital skills, directly or indirectly, for both training professionals and learners, participating in the individualization of training pathways.

The Digilearn Studio, funded by the PNRR, the PRW and the ESF+ directly targets training professionals by offering them:

1. The production and provision of digital educational content that is used in training (*blended* mode, distance learning with remote coaching, autonomously), content used by learners.
 2. The production and provision of meta-resources for trainers (examples of themes: how to respect copyright, how to rely on AI in training, how to comply with accessibility standards when creating digital educational content, etc.).
 3. Techno-pedagogical support for trainers.
 4. The creation and implementation of the Community of Digital *Learning* Practices for public services, which brings together more than 300 people involved in *digital learning* from some forty different organizations. This Community promotes the exchange of experiences, methodologies, the sharing of tools and generates projects (e.g. pooling of digital educational resources between different entities: beacons and pilot).
- The sharing of physical and virtual spaces to meet the three key functions of the "Digilearn Studio": Design, Share and Explore.

Through this service offer, the "Digilearn Studio" aims to integrate the potential of *digital learning* (distance learning and the use of technology in training for learning) into the practices of trainers in order to improve training and make it more attractive, effective and innovative.

This approach makes it possible to reach learners by allowing them to:

1. To train in digital through digital technology: development of digital skills in line with the digitalization of society and professions;
2. To access training more easily through the flexibility of schedules/rhythms, modalities and content;
3. Collaborate between peers: *social learning* and peeragogy;
4. Learning to learn: strengthening autonomy and other *soft skills* (looking for information, checking its reliability, valuing it in one's work, etc.).

The evolution of the training offer supported by this approach allows companies (indirect target):

5. Access reinforced upskilling and reskilling systems;



6. To compensate for the lack of profiles in critical functions and professions in shortage through on-the-job or work-study training schemes;
7. Facilitate entry into training: flexibility, modularity and continuous entry;
8. To improve the adequacy between training content/methods and the needs of companies.

The Digilearn studio thus contributes to the overall acquisition of the basic skills necessary for the dissemination of technology and participation in the job market.

Critical Issues

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

Risk of Bias in AI-Based Segmentation

Digital Inclusion Gaps

Not all job seekers—especially older workers, migrants, NEETs, or people with disabilities—are equally equipped to benefit from digital-first approaches such as online assessments, AI-based tracking, or blended learning formats.

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

Enhance counsellor training to better interpret and challenge AI-generated recommendations when needed.

Even if free access to digital infrastructure such as EPN (Digital Public Space), Ensure equitable access to digital infrastructure (devices, internet, digital literacy) for all job seekers, especially older workers, migrants, and low-skilled individuals.

Implement regular audits of AI-based tools to ensure fairness, transparency, and bias detection.

Expand digital infrastructure and support for vulnerable groups (e.g., device loans, internet vouchers).

Provide ongoing digital upskilling for counsellors and trainers.

Integrate soft skills and digital literacy into all digital learning pathways.



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

- A platform called "Food@work" (<https://foodatwork.be/fr>) has been set up by the agri-food sector to promote sustainable development and connect different stakeholders. Its website includes a tab for jobseekers that presents job offers related to the food industry. Under the umbrella of Food@work, Forem co-organises Jobdays, fairs, etc. with partners from the food industry.
- Forem, in collaboration with the food industry training organisation Alimento (<https://www.alimento.be/fr>), participates in the French-speaking Service for Jobs and Qualifications (SFMQ) committees, which aim to define the standards of competences needed to work in various professions in the food industry. A training catalogue has been created jointly.
- (Note that although the above examples relate to the food sector, there are many examples from other sectors).
- The "Coup de Boost" scheme set up with trade union related associations for NEETs is being generalised to all basins in 2022
- WCA aims at the 2021-2025 prospective and has 2 objectives:

- Identify the jobs and skills that will be fundamentally transformed in the short, medium and long term by the dual environmental and digital transition.
- To set up training courses that meet the labour needs that are not or not sufficiently met (with particular attention to growth occupations, critical functions, occupations in shortage).

In concrete terms, since 2021, WCA has already carried out prospective work on the value chains of the Strategic Innovation Areas (SIA) of construction, agri-food and industry. (This work is based on interviews with stakeholders who are familiar with the evolution of the sectors). The value chains were selected on the basis of their link with the Walloon government initiatives S3 (Intelligent Specialisation Strategy) and Circular Wallonia. NB. The S3 concerns niche activities on which Wallonia is capitalising for its long-term redeployment.

In addition, as part of the re-labelling of skills centers and the drafting of a strategic plan, they were asked to align themselves with the S3 and thus become more sustainable, innovative and digital.

- The sectoral committees created following the Covid crisis have been perpetuated and structured so as to maintain the momentum after the crisis; they bring together around ten partners including the competence centres corresponding to the sectors. The number of sectoral committees has been increased from 6 to 10. The coordination of the committees is ensured by the WCA Directorate - Operational Partnerships of LE FOREM; a priority action plan has been set up for each committee.



Skills Centres like “Environnement”¹, “Construform” or “Green sectors (Secteurs verts)”², are labelled by the Walloon Government.

The « Environnement » Skills Center is a pedagogical tool, and it features a range of technologies for training purposes. It is based on the principles of bioclimatic architecture and uses materials with low environmental impact. This Forem Skills Center offers training for occupations in environmental, waste and energy management, as well as in the rational use of energy (RUE) and renewable energy sources. This centre plays a major role in the green transition field.

ConstruForm Hainaut³ and ConstruForm Liège⁴ are two Skills Centers dedicated to the construction sector. Thanks to a network of partners and experts, the Centres offer a range of training programmes adapted to their target groups: business managers, employees, workers, jobseekers, teachers, students, etc.

The “Green sectors” Skills Centre provides training in a wide range of occupations in agriculture, market gardening, parks and gardens, and technical agricultural and market gardening work.

Strategic business units (SBU) (“domaines d’activités stratégiques – DAS”) are organized around Skills Centres and Competitiveness Clusters to identify training trends and match vocational training provision to the economic and innovation policy.

The range of services offered by the Skills Centres is divided into 13 SBUs, including environment, construction and “mechanical engineering - technological industries”, which bring together the leading operators in this field, such as TechnoCampus and TechniFutur Centres.

Please also note that the “Job Market Watch, Analysis and Forecasting Department” (AMEF – Direction Veille, Analyse et Prospective du marché de l’emploi) focuses on producing and disseminating knowledge about the employment and training market, carrying out evaluations and anticipating service needs.

¹ [Forem Environnement \(formation-environnement.be\)](http://formation-environnement.be)

² [Forem Secteurs Verts \(formation-secteurs-verts.be\)](http://formation-secteurs-verts.be)

³ [Construform Hainaut \(formation-construform.be\)](http://formation-construform.be)

⁴ [Construform Liège \(formation-construform.be\)](http://formation-construform.be)

All the labour market statistics, analyses of occupations and sectors, and skills anticipation studies are made to identify future developments. All studies can be accessed online⁵.

On top of that, the principle of DNSH⁶ (EU) – “do no significant harm”, which is defined by the EU taxonomy for sustainable activities (2020), is being implemented, a.o. in the RFF-funded projects of the Walloon Plan. It is a process to review potential negative impacts have on an activity or have on the 6 objectives fixed by the EU. This principle has to be respected by all measures from the National Recovery and Resilience Plan (PNRR).

Also, in the context of project management, the aim is to ensure that each project contributes to the Sustainable Development Goals (SDGs) of the United Nations deemed to be a priority for Forem, either by developing specific projects or by integrating the SDGs into existing projects. This approach ensures consistency, team commitment and a tangible impact.

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage
green competencies are not systematically integrated across all vocational training paths
Low Visibility and Attractiveness of Green Jobs Among Young People and NEETs

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

- Embed green skills across all vocational curricula.
- Develop better recognition systems for non-formal green learning (e.g., VAE expansion).
- Increase visibility and attractiveness of green careers through outreach and mentorship.
- Improve coordination with SMEs and employers to align green training with real job demands.

⁵ For further information see online:

<https://www.leforem.be/infos-metiers/secteurs/energie-eau-assainissement-et-depollution.html> <https://www.leforem.be/cherche.html?q=m%C3%A9tiers+verts>

⁶ PowerPoint presentation (wallonie.be)



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
<p>The 2022-2027 Management Contract provides in its axis 1 ("An opportunity for each job seeker") that those complementarities with partners will be exploited.</p> <p>The Directorates and Services for Relations with Operators (DRO and SRO) present in each TD have the task of optimising the socio-professional integration dynamic by completing and diversifying LE FOREM's service offer in terms of employment, training and integration for the benefit of the integration of jobseekers, particularly the most vulnerable. They work in very close contact with the referral advisors.</p>



Since December 2024, under the impetus of the new Walloon Government (set up in July 2024), Forem now takes care of all job seekers who register as such, as soon as they register. The objective is the immediate, intensified and empowering mobilization of **each** job seeker who engages in an integration process, whether or not he or she receives social benefits.

These actions are reflected in the range of services that Forem, with its network of training and socio-professional integration partners, offers to job seekers.

Specific actions aimed at vulnerable groups are also carried out by Forem in line with European recommendations (such as the Reinforced Youth Guarantee or the recommendation on the integration of the long-term unemployed (LTU)) and also in line with the framework set out by the [DPR2024-2029.pdf](#), as well as through the implementation of its [2022-2027 Management Contract](#).

More specifically, these are young people, NEETS, people of foreign origin and older workers, for whom Forem's actions are set out below.

The Forem aims to provide concrete responses to the challenges and issues raised in the context of the examination of the situation of young Walloons on the labour market through six areas of intervention.

These axes are part of the framework defined by the Youth Guarantee and integrate the guidelines given by the supervising Minister, the Walloon Recovery Plan and the ESF+ Funds.

The vision of the Jeunes sur [leforem.be](#) space is to offer young people leaving school a simple online experience to support them in the steps towards their first job.

NEETS :

Focus on Coup de Boost:

Since 2016, the partners of the retraining units have been carrying out, through the Coup de Boost project, an action to remobilise and support young people aged 18 to 29 who are neither in employment, training nor studies (NEETs). The programme of actions proposed to young people has been developed on the basis of the methodology and the collective dynamics of the retraining units. The project targets a public that is very far from employment, exposed to social exclusion and/or from marginalised groups.

Since 1 July 2021, the Coup de boost scheme has been financed through the Walloon Recovery Plan (PRW).

The project "Promoting access to employment for NEETs", through the generalization of the Coup de Boost scheme, is operationalized through seven activities:



1. Deploy and coordinate Coup de Boost by ensuring its deployment throughout Wallonia;
2. To support them towards employment through collective activities and individual follow-ups;
3. Supporting NEETs via social supporters;
4. Organize group modules that meet the identified needs of young NEETs (self-esteem, etc.);
5. Develop the skills of NEETs through training leading to qualifications;
6. Organize visits to companies, training centers, etc. ;
7. Manage financial benefits for young people (travel expenses, etc.).

In view of the positive results obtained, the Coup de Boost scheme in terms of professional integration or training has now been made permanent via an application programme decree since 1 January 2025.

Particular attention to learner mobility. (87% of the public covered does not have a driving licence and/or vehicles available).

Since 2022, 1146 young people have been supported by the Coup de Boost scheme, 659 young people have benefited from support in 2024, including 576 new contracts.

For the public who have completed the Coup de Boost support, a longitudinal follow-up conducted at the end of 2024 shows that 81% are in positive exit (training, studies, employment) in the year following the support.

Persons born outside the EU:

The migrants taken in by the Forem currently concern non-EU foreign nationals who have been living in Belgium for less than 5 years and who have an AIA residence permit (applicant for international protection) or electronic card A (refugee or beneficiary of subsidiary protection or beneficiary of temporary protection⁷) and the F card (family reunification).

Support for "people born outside the EU":

In 2016, in parallel with the compulsory integration process, Forem set up, at the request of the Walloon Government, the support system for migrants. The objective is to promote the professional integration of migrants into the labour market. And also to respond on the one hand to the influx of migrants since 2015 but also to improve the integration rate of foreigners in Belgium, which is one of the lowest in Europe.

⁷ Today, only Ukrainians benefit from temporary protection (until 4 March 2026); an extension is always possible depending on the situation in the country.



Since March 2024, the service has become a structural service in the same way as the other services offered to job seekers.

The integration of the migrant system into the coaching and solution-oriented support of job seekers appears to be increasingly essential to meet the following challenges:

1. Respond to the large influx of applicants for international protection. Belgium welcomes Ukrainians (more than 5,000 people have registered with Forem);
2. Contribute to the achievement of the employment rate of 80% by 2030 for the country (objective set by the Belgian Government). Increasing the employment rate of foreign nationals in Belgium can indeed contribute to this objective.
3. To meet the challenges related to Wallonia's labour needs, particularly in terms of labour shortages, by actively taking care of migrant populations within the appropriate support.

Financial Sources and Government Support:

4. Structural budget;
5. Subsidies from the Walloon Government as part of the "Wallonia Recovery Plan" project. The purpose of the subsidy is to increase the skills of people of non-EU origin;
6. ESF+ subsidies as part of the "Sustainable Inclusion for All" project to recruit additional advisers.

In addition to this structural service offer, we can also mention the EU-funded projects such as AB Réfugiés, FACT, OLO, the construction of a new Interreg project, the calls for projects that had made it possible to finance ++FLE orientation training with Mode d'Emploi, the conversation-networking tables built with Vie féminine Tournai, the business creation support service for migrant women in Flanders, Integra Care.

"Older" workers:

Forem offers a ["Impulsion 55+"](#) financial incentive.

This assistance allows employers in the private sector (market and non-market) to benefit from a reduction in employer social security contributions to ensure the employment of job seekers aged 55 and over, as well as the retention of workers aged 60 and over.



Low-skilled people:

[Training in Wallonia](#) via the service offer of Forem and its network of partners.

Critical Issues

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

Lack of Long-Term Monitoring

Mobility Barriers for NEETs and Low-Income Job Seekers

Supporting vulnerable job seekers often requires collaboration between multiple actors (social services, education providers, housing agencies, etc.), yet coordination remains fragmented or inconsistent across regions and sectors. Due to a new DPR (Regional Policy Declaration) The landscape of integration partners is undergoing profound changes.

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

Develop more adaptive tools (digital or human-led) that help users identify non-stereotypical or accessible pathways based on their aptitudes, motivations, and barriers to employment , rather than only prior experiences or educational background.

Implement systematic follow-up mechanisms to assess whether people remain employed or continue learning beyond the initial support period.



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
<p>Forem has made significant progress in enhancing its communication strategy and digital presence , especially since the implementation of the Digital Wallonia Strategy and the launch of initiatives such as Digilearn Studio , Coup de Boost,...</p> <p>Key Communication Efforts:</p> <ul style="list-style-type: none"> Online Visibility : Le Forem maintains an updated website (leforem.be) offering jobseekers access to tools like job listings, self-assessment tests, training catalogues, and AI-based segmentation.



- Targeted Campaigns : Initiatives like "*Ladies dans la construction*" and "*Coup de Boost*" are promoted through digital campaigns and events aimed at increasing visibility among specific groups (e.g., women in male-dominated sectors, NEETs).
- Social Media Presence : Active presence on platforms like LinkedIn, Facebook, and YouTube to reach younger audiences and share updates about services, success stories, and job opportunities.
- Partnerships and Co-branding : Collaboration with sectoral actors (e.g., Food@Work, Alimento, ConstruoForm) enhances credibility and extends outreach.
- Internal Communication : Regular newsletters and internal bulletins keep staff informed about new policies, equality & diversity actions, and operational changes.

Public Perception:

- FOREM is generally perceived as a modernized and accessible public service , particularly among digitally literate users.
- However, some segments of the population—especially older workers, low-skilled individuals, and non-French speakers—may still view FOREM as difficult to navigate or overly bureaucratic .

Critical Issues

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

Reputation Gaps in Certain Sectors, but not only on the communication perception

Areas for improvement and mutual learning

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

Expand Multichannel Communication Strategies

Increase the use of satisfaction surveys , focus groups, or feedback mechanisms to assess how FOREM is perceived. identify areas for improvement. Use this data to refine communication strategies and service delivery.



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
Forem implemented the "Plan Égalité & Diversité" (Equality and Diversity plan) which started in 2019. <u>The objectives are the following:</u>



1. Draw up a list of good practices implemented at Forem in terms of equality and diversity and present the follow-up the following years.
Every year, the members of the Equality & Diversity network (made of designated representatives for each territorial directorate/directorate general/department) and the Plan Coordinator make a list of actions set up in each Directorate/Department and notably through 3 lines:
 - training sessions for staff members
 - information spread internally and/or externally (subscribed readers)
 - project on one or more specific criteria (or all)
2. Set up every year, at least 1 new project per TD/GD/DEPARTMENT, to ensure a dynamic evolution of the plan. These new actions have to be listed by the members of the Equality & Diversity network.
3. The training « Egalité & Diversité » (Equality & Diversity) provided to all staff members (counselling, training, welcoming jobs, etc.) includes a “gender neutral dimension” and therefore insists on gender neutral support and training.

In this matter, some initiatives have been launched:

- 1) Training sessions about equal opportunity and diversity are given to all our co-workers that have physical interactions with jobseekers in the framework of a job search. All jobseekers' counsellors and companies' counsellors have already followed this training.
- 2) The « gender » plan also aims at implementing measures to help both women and men with their integration in sectors where they are underrepresented. Therefore, in the framework of the above-mentioned training, a focus on the gender allows to remember the importance of the professional equality related to occupations, and also the importance to give each jobseeker a clear view on all job opportunities.
- 3) “Digital Wallonie” is Wallonia's digital strategy, supported by the Walloon Government. Officially launched in December 2015, it was updated in 2018 and 2022. Acting as a structuring regional framework, it ensures the coherence and sustainability of digital policies. It is integrated into the General Policy Declaration (DPR) of the Walloon Government for the 2019-2024 legislature. Several of its structuring programs will benefit from significant resources within the framework of the Wallonia Recovery Plan drawn up following the health crisis.



- 4) Since 2010, the service “equality and diversity” implemented at Forem has spread a newsletter that regularly presents to each staff member and external subscribed readers the latest news, projects, events, good practices, and improvements made in these areas (including gender and the mixing of occupations).
- 5) The goal to apply the principles of non-discrimination linked to gender and equal opportunities has been fixed, especially in the construction sector (Construction 2022-2 FEDER): each actor, in their training, support, project managing or other missions, has to be careful to not reproduce gender stereotypes linked to an occupation, for instance by being vigilant to verbal, written and visual communication. The aim is to avoid discrimination.
- 6) The training centre “FormaForm” also has a training module called “Social phenomena and their incidence on adult learning” which allows trainers to develop the needed skills for better support.

In the framework of the European Pillar of Social Rights Action Plan, one of the principles is to cut by half the difference between employment rates for men and women by 2030. A higher participation of women also provides an opportunity to address labour shortage. According to the “Higher Employment Counsel”, in order to meet these objectives, the employment rate will have to be tackled not only among women but also among men, especially in Wallonia and Brussels. In Wallonia, the employment rate among women (between 20 and 64 years old) was 61.2 % in 2021 against 69.2 % among men.

Through the event « Ladies in construction », Forem wishes to raise awareness among women, more and more present in this sector, to follow training sessions for jobs in the construction industry that can lead to an occupation in Wallonia. The last 5 years, Forem has recorded a rise of 28 % of women who had a training for occupations in the construction sector. In order to support this trend and the sector that suffers from a shortage of manpower, the counsellors and the trainers from Forem and Constructiv propose an unprecedented event: « Ladies dans la construction » (“Ladies in construction “). This new approach of raising awareness took place on April 20th in the training centre in Saint-Servais (Namur). These goals however match those of the Walloon Government that aims at ensuring a greater participation of women in this sector.

Critical Issues



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

While there are annual reports on equality and diversity measures, there is limited publicly available quantitative data to measure the long-term impact of these initiatives on women's employment outcomes.

Many of the barriers women face in entering or staying in the labour market are structural and external to Forem's role, such as unequal access to childcare, wage gaps, etc.

Intersectional identities (e.g., race, disability, socio-economic background) can worsen discrimination and reduce access to opportunities for some women.

Expand partnerships with private sector actors to create more inclusive hiring practices.

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

Develop more quantitative and qualitative indicators to assess the long-term impact of gender-based interventions (e.g., career progression, pay equity, retention rates).

Increase efforts to encourage employers to promote inclusive hiring and work practices, particularly in male-dominated sectors.

Le Forem has already taken important steps to improve its career guidance tools and encourage access to non-stereotypical professions, including through its equality and diversity training, sector-specific events (such as "Ladies in Construction") and more inclusive communication.

However, there are concrete opportunities to go further, including:

By developing innovative digital tools,



By strengthening the continuous training of counsellors,

By opening up more to mutual learning with other European and international PES, Le Forem can enrich its methods and amplify the impact of its actions in favour of professional equality.

Funded by the European Union. The views and opinions expressed are those of the author(s) and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for this.

