



## FEEDBACK REPORT France Travail Auvergne-Rhône-Alpes SUMMARY

### a. Introduction :

**PES assessed:** France Travail Auvergne-Rhône-Alpes

**Objectives:** conduct a comprehensive evaluation of PES performance through Benchlearning methodology

**Agenda :** LDD2 in Lyon, France, November 5 - 7, 2024

**Participants :** Day 1 : 21 participants / Day 2 : 24 participants / Day 3 : 30 participants

### b. Evaluation Process:

1. Self-assessment
2. External assessment including: Light evaluation during Benchlearning sessions / Discussions at PES headquarters / Verification of activity implementation
3. Follow-up questionnaires from project partners
4. Compilation of lessons learned and recommendations

### c. Strengths and areas for improvement for the 4 areas of Benchlearning including the 4 best practices:

#### 1. Strengths and areas for improvement for "Sustainable activation and management of transitions"

##### 1.1. Holistic profiling

Average score : **4,4 out of 6**

##### Strengths :

- o **tailored support:** personalized plans and specialized counselors assist diverse job seekers
- o **collaborative approach:** partnerships ensure comprehensive employment and social support
- o **innovation & efficiency:** digital tools and structured services improve job placement.

##### Areas for Improvement:

- o **advanced assessments:** train advisors and enhance tools for better jobseeker support
- o **stronger collaboration:** improve coordination and expand digital and local access
- o **optimized digital services:** refine systems, foster teamwork, and integrate user feedback.

##### 1.2. Segmented and tailor-made action plan and ALMP-measures to enhance workforce inclusivity and diversity management

Average score : **4,7 out of 6**

##### Strengths :

- o **inclusive employment support:** personalized pathways prioritize skills and adapt to diverse jobseekers
- o **training & market alignment:** business collaboration ensures relevant skill development
- o **strong networks & accessibility:** partnerships and digital tools enhance coordination and support.

##### Areas for Improvement:

- o **enhanced training & evaluation:** align programs with market needs and expand support for vulnerable groups
- o **stronger collaboration:** improve coordination between employment services, training providers and companies
- o **personalized & adaptive support:** simplify processes and tailor interventions based on feedback.

=> **Best practice** "The "Bifurcators" initiative promotes green sector training and ecological awareness but lacks clear results and long-term impact. Improving pilot selection, structuring, and communication could enhance its effectiveness and scalability.

##### 1.3. Users' accessibility and engagement

Average score : **4,6 out of 6**



### Strengths :

- o **accessible & flexible services:** multi-channel access, strong identity and financial aid support job seekers
- o **inclusive & engaging approach:** events, sports and fair recruitment methods enhance motivation
- o **commitment to equal access:** engagement contracts and digital accessibility ensure fairness.

### Areas for Improvement:

- o **expanded support & accessibility:** strengthen targeted services and engagement.
- o **personalized multi-channel approach:** improve follow-ups and service delivery.
- o **early intervention:** remove employment barriers proactively.

## 2. Strengths and areas of improvement for “Relations with employers”

### 2.1. Specialized Units for Employer Services

Average score : **4,7 out of 6**

#### Strengths :

- o **employer partnerships:** training and collaboration align jobseekers with market needs.
- o **smart hiring:** digital tools and simulations enhance recruitment.
- o **practical experience:** immersion programs strengthen career paths.

#### Areas for Improvement:

- o **job integration:** structured paths and employer engagement boost retention.
- o **employer support:** tailored solutions and feedback improve hiring.
- o **efficient services:** better training and teamwork streamline support.

### 2.2. Matching Labour Supply and Demand to Overcome Labour Shortages

Average score : **5 out of 6**

#### Strengths :

- o **skill-based hiring:** focus on abilities over qualifications with tailored training.
- o **market alignment:** use data to match jobseekers with industry needs.
- o **stronger connections:** job fairs, immersion and structured support boost hiring.

#### Areas for Improvement:

- o **evidence-based tracking:** monitor impact, refine strategies, and align training with market needs.
- o **employer collaboration:** strengthen partnerships, sector initiatives and job attractiveness.
- o **upskilling & inclusion:** boost training, work-based learning and diverse hiring practices.

### 2.3. Employer Engagement Strategy

Average score : **4,9 out of 6**

#### Strengths :

- o **tailored employer support:** recruitment services, job platform and dedicated teams streamline hiring.
- o **sector & inclusion focus:** DOMEX, market surveys and inclusive hiring initiatives drive workforce diversity.
- o **digital & fair hiring:** skill-based tools enhance job matching and market integration.

#### Areas for Improvement:

- o **stronger impact measurement:** improve tools to track employment outcomes and program effectiveness.
- o **optimized job matching:** expand innovative methods to align training with employer needs.
- o **inclusive hiring:** boost employer engagement and tailored support for disadvantaged job seekers.

=> **Best practice:** The **Digital Domex** connects job seekers with digital careers but faces gender disparity and coordination gaps. Improvements include early career exposure, targeted gender initiatives and better communication. The **Ecological Transition Domex** promotes green jobs but needs broader sector focus and stronger industry ties. Enhancing sustainability efforts and female participation would boost its impact.



### 3. Strengths and areas of improvement for “Evidence-based design and implementation of PES services”

#### 3.1. Promotion of Local Labour Market Understanding and Knowledge

Average score : 4,5 out of 6

**Strengths :**

- o **targeted strategies:** uses labour data, partnerships, and tools like DOMEX.
- o **evidence-based decisions:** ensures transparency through observatories and collaborations.
- o **holistic support:** aligns jobseekers and employers via coordinated services.

**Areas for Improvement:**

- o **stronger data & insights:** improve labour market analysis with qualitative and quantitative data.
- o **effective evaluations:** combine stats and real-world impact assessments.
- o **better collaboration:** expand partnerships and digital knowledge-sharing.

#### 3.2. Monitoring and evaluation systems

Average score : 4,5 out of 6

**Strengths :**

- o **robust data systems:** tracks labour trends, jobseeker progress, and policy impact.
- o **advanced analytics:** uses real-time dashboards, surveys, and pilot projects for improvement.
- o **open data & collaboration:** shares insights to drive policy and innovation.

**Areas for Improvement:**

- o **enhanced evaluation:** standardized metrics and qualitative assessments improve transparency.
- o **stronger data & collaboration:** better collection and coordination align services with labour trends.
- o **long-term impact:** tracking career progress refines employment and training programs.

#### 3.3. Policy design through change and innovation

Average score : 5,2 out of 6

**Strengths :**

- o **the Lab & innovation:** a co-creation space for designing and testing employment solutions.
- o **creative recruitment & training:** uses VR, simulations and sports to develop jobseekers' skills.
- o **adaptive & inclusive services:** engages stakeholders to align support with labour market needs.

**Areas for Improvement:**

- o **broader engagement:** strengthen outreach to companies and NEET youth to reduce long-term unemployment.
- o **impact assessment:** evaluate innovative recruitment methods through surveys and feedback.
- o **sustainable integration:** embed successful initiatives into core services for better accessibility.

=> **Best practice : The LAB** fosters creativity and collaboration but needs structured facilitation and follow-up to ensure ideas translate into action. Clearer session structures & preparatory materials would enhance its effectiveness.

### 4. Strengths and areas of improvement for “Management of partnerships and stakeholders “

#### 4.1. Perception of PES and impacts on the users’ and stakeholders’ engagement

Average score : 4,1 out of 6

**Strengths :**

- o **employer engagement:** online tools and structured support streamline recruitment.
- o **effective outreach:** social media, newsletters, and partnerships enhance visibility.
- o **adaptive innovation:** the LAB and sector-based services ensure relevance and inclusivity.

**Areas for Improvement:**

- o **stronger collaboration:** digital tools and co-designed services boost stakeholder engagement.
- o **effective communication:** multi-channel outreach and success stories enhance visibility.
- o **optimized service delivery:** chatbots, FAQs, and trained advisors improve responsiveness.



## 4.2. Building Strategic Partnerships

Average score : 4,8 out of 6

Strengths :

- o **broad partnerships:** collaborates with key stakeholders to boost employment and inclusion.
- o **targeted strategies:** works with AGEFIPH, MEDEF ARA and others to enhance service impact.
- o **global engagement:** contributes to cross-border initiatives shaping labour policies.

Areas for Improvement:

- o **stronger coordination:** streamline governance and stakeholder collaboration.
- o **enhanced impact tracking:** highlight short- and long-term outcomes with data.
- o **future-ready strategy:** create a task force on employment trends and innovation.
- o **inclusive growth:** expand partnerships to support vulnerable job seekers.

=> **Best practice:** The MEDEF partnership supports DYS individuals beyond school, fostering job market inclusion. Expanding the network, increasing visibility, and ensuring broader regional access would enhance its impact.

## 4.3. Resource Allocation and Funding

Average score : 4,7 out of 6

Strengths :

- o **diverse funding sources:** secures national, regional, and EU support, including ESF+ and Erasmus+.
- o **strategic investments:** focuses on digital, green sectors, and gender equality.
- o **sustainability challenge:** balances innovation with long-term financial stability.

Areas for Improvement:

- o **clearer funding transparency:** simplify presentation for better evaluation.
- o **diversified resources:** explore private contributions & Just Transition Funds.
- o **stronger partnerships:** enhance public-private collaboration for lasting impact.

## d. Strengths and areas for improvement for the transversal issues:

### 1. Digital transition

Average score : 4,8 out of 6

Strengths :

- o **green job integration:** connect job seekers with sustainable careers.
- o **eco-training & industry support:** offer green skills programs & emission reduction initiatives.
- o **collaborative sustainability:** strengthen partnerships for a greener labour market.

Areas for Improvement:

- o **boost awareness:** engage companies, employees & citizens in green transition efforts.
- o **expand green sectors:** strengthen PES expertise in sustainable industries.
- o **align with sustainability goals:** promote green mobility, waste management & advisor training.

### 2. Green transition

Average score : 4,9 out of 6

Strengths :

- o **boost digital access:** improve services while addressing digital literacy gaps.
- o **tech-driven employment:** use data tools & training for better job matching.
- o **future-ready services:** enhance usability & adapt to digital workplace trends.

Areas for Improvement:

- o **digital inclusion support:** assist low-literacy job seekers with training & guidance.
- o **connected data integration:** improve public-private data exchange for job matching.
- o **accessible & trained workforce:** expand outreach, specialized training & staff upskilling.



### 3. Vulnerable groups

Average score : 4,8 out of 6

Strengths :

- o **inclusive support:** tailored aid for vulnerable job seekers.
- o **strategic partnerships:** youth programs, gender equality & Cap emploi.
- o **targeted initiatives:** "Créa Duo" & "Equip'Emploi" boost inclusion.

Areas for Improvement:

- o **tailored support:** better accessibility & targeted services for vulnerable groups
- o **holistic partnerships:** collaboration with associations & social enterprises.
- o **enhanced programs:** expand & refine initiatives like Intensive Youth Support & Equip'Emploi.

### 4. Gender perspective

Average score : 5,1 out of 6

Strengths :

- o **gender equality & LGBTQIA+ inclusion:** promote diversity through training, awareness & partnerships.
- o **institutional commitment:** support equality via charters, gender metrics (99/100) & balanced representation.
- o **structured inclusivity:** strengthen mentoring, professional support & secularism for equal treatment.

Areas for Improvement:

- o **intersectional inclusion:** address overlapping employment barriers across gender, class, ethnicity & identity.
- o **diversity training & hiring:** expand staff education & corporate partnerships for inclusive recruitment.
- o **gender equality strategy:** combat job segregation & embed equality measures in employment services.

### e. Strengths and areas for improvement for the Communication Strategy

Strengths :

- o **strategic visibility:** strengthen public awareness through digital & media outreach.
- o **successful rebranding:** maintain strong recognition post-Pôle emploi transition.
- o **targeted communication:** tailor outreach for easy access to services.

Areas for Improvement:

- o **stronger visibility:** boost awareness through targeted promotions.
- o **impact storytelling:** share success stories to enhance engagement.
- o **inclusive outreach:** simplify communication for broader accessibility.

**f. Lessons learned and recommendations :** Summary of recommendations and lessons learned by visiting partners

**Lessons learned :**

- o **personalized support:** holistic profiling, individual action plans, and specialized advisors enhance jobseeker guidance.
- o **strong collaboration:** multi-sector partnerships improve employment pathways.
- o **digital accessibility:** user-friendly platforms streamline services and boost efficiency.
- o **adaptive training:** programs are regularly updated to align with labour market trends.
- o **employer partnerships:** trust-based relationships and specialized services support hiring needs.
- o **evidence-based insights:** labour market analysis tools, like the Regional Employment Observatory, guide decisions.
- o **innovation hub:** the LAB fosters co-created employment solutions.
- o **data interoperability:** improved institutional data sharing enhances service coordination.
- o **green job growth:** structured ecological planning and strong sector training promote sustainability.
- o **inclusive support:** tailored programs assist long-term unemployed, youth, individuals with disabilities, and priority districts.







- o **holistic stability:** coordination with social services, healthcare, CAP emploi, and Third Places ensures jobseeker readiness.
- o **equality & inclusion:** gender equality and LGBTQIA+ representation are embedded in policies and training.
- o **smooth transition:** the shift from Pôle emploi to France Travail preserved service recognition.
- o **engaging communication:** multi-channel outreach (social media, newsletters, employer engagement) strengthens visibility.

#### Recommendations:

- o **holistic advisor training:** equip advisors to detect barriers (health, housing, financial).
- o **digital accessibility:** expand initiatives for jobseekers with low digital literacy.
- o **data integration:** enhance data-sharing protocols between partners and france travail ara.
- o **employer follow-ups:** strengthen post-hiring engagement to improve job retention.
- o **targeted employer engagement:** expand sector-specific recruitment initiatives.
- o **qualitative assessments:** implement structured evaluations of long-term employment outcomes.
- o **impact measurement:** standardize frameworks to assess program effectiveness.
- o **governance alignment:** strengthen coordination across national, regional, and local policies.
- o **integrated support system:** improve collaboration between employment services, municipalities and social enterprises.
- o **innovative partnerships:** promote joint employer-training provider initiatives.
- o **future-ready training:** expand digital and green skills programs.
- o **green hiring incentives:** encourage sustainable employment practices.
- o **job coaching expansion:** strengthen mentoring for long-term unemployed individuals.
- o **gender equality training:** enhance training for advisors and employers.
- o **evidence equity:** improve collection and analysis of gender disparities in employment.
- o **employer outreach:** develop campaigns to boost hiring initiatives.
- o **storytelling for impact:** use success stories and testimonials to highlight employment services.

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