



## FEEDBACK REPORT Servei Públic d'Ocupació de Catalunya (SOC)

### SUMMARY

#### a. Introduction :

**PES assessed:** Servei Públic d'Ocupació de Catalunya (SOC)

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

**Agenda :** LDD3 in Barcelona, Catalonia, Spain, January 20 - 22, 2025

**Participants :** Day 1 : 23 participants / Day 2 : 23 participants / Day 3 : 26 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 of improvement for "Sustainable activation and management of transitions"

###### 1.1. Holistic profiling

Average score : **2,93 out of 6**

###### Strengths:

- data-driven tools: combined statistical methods
- support for vulnerable groups: tailored help for youth, long-term unemployed, 45+
- stakeholder collaboration: strong ties with public entities and partners

###### Areas for Improvement:

- psychological support: train staff, develop better tools
- multidisciplinary teams: improve internal collaboration and evaluation
- inter-agency cooperation: create shared databases and service integration

###### 1.2. Segmented and tailor-made action plan and ALMP-measures

Average score: **4,55 out of 6**

###### Strengths:

- personalized guidance: action plans matched to labour market and regions
- strong training offer: VET collaboration, ADA, Cluster, Passwork
- ongoing evaluation: structured monitoring (e.g., PAE)

###### Areas for Improvement:

- holistic profiling: include personal traits, boost psychological support
- service integration: enhance coordination with employers and providers
- digital & green skills: expand tools, green training, and incentives

### 1.3. Users' accessibility and engagement

Average score: **3,79 out of 6**

**Strengths:**

1. multi-channel access: in-person, phone, and digital services ensure broad reach
2. local presence: 70 offices with personalized, early-stage interventions
3. inclusive support: DOT Network for vulnerable women, training in strategic sectors
4. user engagement: regular satisfaction surveys and continuous evaluation

**Areas for Improvement:**

1. continuous guidance: assign dedicated advisors and offer sustained support
2. labour mobility: reduce barriers with financial aid and mobility services
3. digital inclusion: enhance digital literacy and accessibility tools
4. early intervention: strengthen support for users at risk of long-term unemployment

**=> Best practice: New Opportunities**

Average score: **8,27 out of 10**

The program offers holistic, talent-focused support for youth, combining innovation and sector-based training. It could improve by refining talent forecasting, involving users more, and balancing service delivery between business and citizen needs.

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

### 2.1. Specialized Units for Employer Services

Average score: **3,93 out of 6**

**Strengths:**

- structured services: SOC Empresa offers tailored recruitment and training
- digital tools: Feina Activa and EURES support job matching
- regional collaboration: strong local networks ensure business support
- innovation: Cluster and ADA initiatives meet emerging skills needs

**Areas for Improvement:**

- personalized engagement: adapt services to sectors and employer types
- territorial outreach: expand SOC Empresa locally
- staff development: boost training and expertise
- coordination & inclusiveness: improve KPIs, service integration, and diversity

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

Average score: **4,02 out of 6**

**Strengths:**

- multi-channel matching: diverse platforms increase reach
- crisis support: strong protocols for laid-off worker reintegration
- skills alignment: training shaped by cluster and stakeholder input
- events & outreach: job fairs, social media, and Job Dating boost visibility

**Areas for Improvement:**

- innovative tools: adopt AI and predictive analytics
- high-skilled focus: develop advanced profiles via targeted partnerships
- sector-specific events: organize compact, tailored recruitment forums
- modern intermediation: streamline processes and explore inclusive models
- labour intelligence: improve staff skills in market forecasting and analytics



### 2.3. Employer Engagement Strategy

Average score: **3,86 out of 6**

- proactive engagement: SOC develops strategic partnerships with businesses
- training alignment: Cluster Project co-designs sector-specific programs
- centralized tools: platforms like Canal Empresa ease service access
- specialized units: dedicated teams strengthen employer relations

#### Areas for Improvement:

- employer collaboration: deepen relationships and customize services
- business unit structure: stabilize SOC Empresa across regions
- staff expertise: focus training on business and labour dynamics
- digital modernization: upgrade tools for agile, effective matching

=> **Best practice: Cluster project**

Average score: **8,2 out of 10**

The Cluster Project co-develops training with 24 company clusters to match labour market needs. Strengthening follow-up after training would improve long-term employability insights and overall impact.

## 3. Evidence-based design and implementation of PES services

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

Average score: **4,76 out of 6**

#### Strengths:

- labour market data: accessible adatasets via platforms like El SOC en dades
- academic partnerships: collaboration with universities strengthens evaluation
- real-time analysis: dashboards and indicators support monitoring and decisions
- predictive tools: AI enhances labour forecasting and service personalization
- evaluation-based improvement: data from analyses informs continuous updates

#### Areas for Improvement:

- data integration: improve interoperability and real-time exchange
- data access & skills: publish open data and train staff in data literacy
- forecasting: invest further in AI and predictive modelling
- external collaboration: deepen cooperation with research and partners
- inclusive analysis: integrate intersectional lenses, focusing on vulnerable groups

### 3.2. Monitoring and Evaluation Systems

Average score: **4,74 out of 6**

#### Strengths:

- structured evaluation: robust ex-ante and ex-post processes (e.g. ESF+, REACT-EU)
- improvement cycle: strategic planning driven by user feedback and evidence
- diverse tools: surveys, pilots, and focus groups capture multi-dimensional feedback
- real-time tracking: platforms like Power BI monitor policies and resources
- social impact focus: external partners (e.g. IVALUA) reinforce credibility

#### Areas for Improvement:

- interoperability: standardize systems for better regional/national data flow
- harmonization: define shared rules to align evaluations across regions
- accessible results: use dashboards and briefs to share findings effectively
- long-term impact: include more qualitative and longitudinal assessments
- follow-up systems: enable real-time feedback and monitor uptake of recommendations

### 3.3. Policy Design through Change and Innovation

Average score: **4,21 out of 6**

#### Strengths

- innovation strategy: frameworks like ABOQ and COE-CAT guide long-term change
- pilot testing: forward-looking projects address labour and training needs
- analytics & AI: digital tools anticipate shifts and support personalization
- collaborative governance: inclusive design through partnerships and stakeholder input
- institutional learning: COE-CAT promotes knowledge transfer and staff development

#### Areas for Improvement:

- participatory design: involve more staff and partners in innovation processes
- internal collaboration: enhance cross-department communication
- innovation labs: co-design and test solutions in real-life settings
- intrapreneurship: support bottom-up innovation from staff
- sustained engagement: improve communication and keep staff connected to outcomes

=> **Best practice: Continuous Improvement Cycle**

Average score: **8,8 out of 10**

The Continuous Improvement Cycle ensures strategic alignment by linking planning, evaluation, and redesign. Greater integration with social policies, improved data coordination, and wider stakeholder involvement would further boost its effectiveness.

## 4. Management of partnerships and stakeholders

### 4.1. Perception of PES and Impacts on Users' and Stakeholders' Engagement

Average score: **3,67 out of 6**

#### Strengths

- multi-channel communication: reach through social media, websites, and events
- storytelling: success cases build trust and visibility
- strong brand identity: accessible visuals and values-based campaigns
- staff engagement: internal tools keep employees informed and involved
- performance-based communication: strategy adapted through monitoring indicators

#### Areas for Improvement

- communication flow: enhance internal and external tools for clearer messaging
- visibility: clarify SOC's role and distinguish from other institutions
- impact storytelling: increase use of testimonials and real-life cases
- partnership management: improve mapping, tracking, and strategic coherence
- partnership branding: co-branded content to showcase shared initiatives

### 4.2. Building Strategic Partnerships

Average score: **4,33 out of 6**

#### Strengths:

- **formal framework: Law 13/2015 ensures transparent and stable governance**
- **cross-sector coordination: collaboration on youth, gender, mental health, migration**
- **territorial collaboration: local actors involved in service co-creation**
- **innovation alliances: strong ties with actors like Barcelona Activa**

#### Areas for Improvement:

- **stakeholder mapping: define roles and align priorities**

- **partnership evaluation: adopt tools to track results and improve coordination**
- **future-focused collaboration: foster inclusive alliances to address challenges**

#### 4.3. Resource Allocation and Funding

**Average score: 4,81 out of 6**

##### Strengths:

- diversified funding: mix of EU, national, and regional resources ensures resilience
- strategic allocation: 73% of budget goes directly to services, keeping admin costs low
- alignment with goals: funding supports labour inclusion and services for vulnerable groups

##### Areas for Improvement:

- local flexibility: give local offices more budgetary autonomy
- funding coordination: strengthen vertical collaboration across governance levels
- innovation focus: invest more in pilots, evidence-based practices, and long-term plans

**=> Best practice: Youth Employment Support Program**

**Average score: 8,5 out of 10**

The Youth Employment Support Program offers holistic, personalized support with strong coordination. To boost impact, it should involve youth more in service design, improve outcome tracking, and expand shared systems and inclusive spaces.

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

##### 1. Green Transition

**Average score: 4,0 out of 6**

##### Strengths:

- sustainability in training: integrate green and circular economy into VET
- green innovation: support advanced projects (e.g. green hydrogen) with VET–company–university cooperation
- territorial clusters: apply sector-based strategies for local green labour needs
- SDG alignment: contribute to inclusive decarbonisation and EU sustainability goals

##### Areas for Improvement:

- staff upskilling: train PES advisors on green economy and emerging sectors
- green intelligence: research green job trends using international tools (e.g. OECD)
- partnerships: co-create training and strategies with local and sectoral actors
- sustainability culture: raise awareness, name green ambassadors, adopt eco-friendly practices

##### 2. Digital Transition

**Average score: 4,05 out of 6**

##### Strengths:

- digital services: modernize platforms (job portal, employment file) for accessibility
- ICT training: target digital skills programs to women and vulnerable groups
- internal capacity: train staff to support innovation and digital adoption

##### Areas for Improvement:

- interoperability: connect SOC systems with other public platforms
- inclusion: support low-skilled users through facilitators and tailored tools
- tech innovation: adopt AI and analytics for personalized, efficient services
- digital culture: promote engagement, reduce resistance to change



### 3. Targeting of the most vulnerable groups of jobseekers

Average score: **4,86 out of 6**

#### Strengths:

- intersectional focus: address overlapping barriers (e.g. gender, ethnicity, isolation)
- targeted programs: run specific initiatives like SOctrans, ADA, ALMA
- networked support: work with youth services, Roma Secretariat, GBV networks
- policy alignment: link actions to inclusive legal and strategic frameworks

#### Areas for Improvement:

- specialized training: upskill staff on complex needs and inclusive methods
- tailored services: design user-centered paths (mentoring, soft skills)
- partnership building: enhance local collaboration for holistic support

### 4. Gender perspectives

Average score: **4,16 out of 6**

#### Strengths:

- policy integration: embed gender equality in planning through strategic tools
- dedicated programs: support women in rural, low-qualified, or marginalized contexts
- GBV support: XARXA DOT provides comprehensive pathways for survivors
- intersectionality: address gender with ethnicity, age, disability, migration

#### Areas for Improvement:

- targeted support: expand coaching and services for mothers, migrants, GBV survivors
- internal mainstreaming: train staff, promote women in leadership, use gender-disaggregated data
- break stereotypes: awareness campaigns and measures to reduce occupational segregation

### e. Communication and PES reputation

#### Strengths:

- multi-channel reach: use diverse formats (social, press, intranet, video) for cohesion
- branding: success stories and campaigns (e.g. #SOCSolidària) enhance public trust
- engagement: tools and collaboration foster internal and stakeholder alignment

#### Areas for Improvement:

- identity clarity: distinguish SOC from SEPE with clear language and localized messaging
- internal coordination: create centralized tools, strengthen team cohesion
- media outreach: use dynamic formats and showcase partnerships to boost reputation

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

- Profiling & guidance: data + tailored plans improve employability.
- Collaboration: local and cross-sector ties enhance services.
- Youth programs: effective but need co-design and follow-up.
- Employer links: clusters work, but need ongoing dialogue.
- Digital tools: useful, but better system integration needed.
- CIC model: aligns planning and evaluation effectively.
- Data use: supports strategy and service quality.
- Vulnerable groups: targeted, intersectional support works.
- Gender: progress made, but stereotypes persist.
- Green skills: training aligned, but more intelligence needed.



- Communication: good outreach; identity needs clarity.
- Partnerships: solid base; mapping and metrics needed.
- Funding: efficient; more local flexibility and innovation support required.