

## AE Madrid FEEDBACK REPORT – Summary

### a. Introduction:

- **SPE evaluated** : Madrid Employment Agency
- **Objective** : to carry out a comprehensive evaluation of the performance of the PES through the Benchlearning methodology.
- **Program** : LDD3, Spain, Madrid January 23 and 24, 2024
- **Participants** : Day 1 (January 23) : 18 participants ; Day 2 (January 24) : 17 participants

### b. Description of the evaluation procedure :

1. Self-evaluation
2. External evaluation: preliminary during the Benchlearning sessions, Discussions at the SPE headquarters and Audit of the implementation of the activities
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:

#### 1. AREA 1 : "Activation and sustainable management of transitions" : Average rating : 4.1 out of 6

##### 1.1. Holistic profiling : Average rating : 3.8 out of 6.

- **Strengths:**
  - Comprehensive approach and use of innovative digital tools
  - Competency-based care model
  - Cooperation with social services, health, education and universities
- **Areas for improvement:**
  - Strengthening the interoperability of IT systems
  - Improve the collection and analysis of data on career paths
  - Move towards a truly holistic profiling of personalized itineraries.

##### 1.2. Segmented action plan and active employment policy measures : Average rating : 4.3 out of 6

- **Strengths:**
  - Care for vulnerable groups (women, people over 45 years of age, disabilities)
  - Collaboration with employers to define training routes
  - Strategic alliances and orientation to emerging sectors
- **Areas for improvement:**
  - Systematize programs and develop more structured catalogs
  - More systematic evaluation of results and impact
  - Reinforcement of specific means and structures.

##### 1.3. Accessibility and user participation : Average rating : 4.1 out of 6.

- **Strengths:**
  - Wide variety of service channels, ensuring both accessibility and flexibility for users. 8 proximity agencies, 1 auxiliary office and 1 Employment Bus, to bring services closer to the periphery.
  - Employability strategy based on personalised itineraries, connecting skills and opportunities.
  - San Blas Digital Campus, with workshops on digital skills and digital and accessible platforms.
- **Areas for improvement:**
  - **Expanding support and accessibility** : Strengthening targeted services and participation;
  - **Personalized and multichannel approach** : improve the monitoring and quality of services;
  - **Early intervention** : Proactive removal of barriers to employment.

### Best practice : Fakelt Methodology

**Positive Feedback:** Fakelt is seen as an innovative methodology that boosts confidence and soft skills in vulnerable groups. They emphasize the use of dramatization as a creative and participatory approach. The approach is effective in



empowering participants and improving motivation. It was suggested that it could be extended to other contexts. Fakelt helps the most struggling groups and strengthens the commitment of the participants.

**Areas for improvement identified:** Measure long-term results and assess their actual impact on access to employment. It was recommended to train more facilitators to scale the methodology in other services and settings.

## 2. AREA 2 : "Relations with employers" Average rating : 4.3 out of 6

### 2.1 Specialized Units for Employer Services: Average rating: 4.1 out of 6.

- **Strengths:**
  - Specialized support for companies.
  - Multichannel accessibility, with digital platforms, social networks, totems, Employment Bus
- **Areas for improvement:**
  - Improve coordination and data sharing between areas.
  - Strengthen the continuous training of technical staff
  - Strengthen the recruitment of highly qualified profiles, especially in emerging sectors that are difficult to cover.

### 2.2. Adequacy of supply and demand to overcome labour shortages: Average rating : 5 out of 6

- **Strengths:**
  - Alliances with Carrefour, the green sector, and adapted sectoral programmes.
  - Direct collaboration with companies to identify current and future talent needs.
  - Specialized Labor Intermediation Unit.
- **Areas for improvement:**
  - Greater professional specialization.
  - Improve integration between the phases of the itinerary.
  - Adaptation to the diversity of unemployed profiles, designing flexible and personalised services.

### 2.3. Employer Engagement Strategy : Average rating : 4 out of 6.

- **Strengths:**
  - Structured model of collaboration with employers through the Talent and Companies service.
  - Business involvement in training design
  - Stable and long-term relationships with companies, including recruitment events and specific training.
- **Areas for improvement:**
  - Consolidate long-term relationships and participation in inclusive contracting
  - Establish monitoring mechanisms by companies in selection processes, with feedback systems that allow the suitability of candidates to be assessed and barriers identified.
  - Develop automated digital services to facilitate the publication of offers and selection of candidates.

### Best practice : Talent and Business Center

**Positive evaluation:** Importance as a "high-performance center" for business intermediation and prospecting. Direct interaction with employers, tailor-made training programmes and the professional team stand out. Labor intermediation services and specific support to the employer are strengths. Training is offered according to business needs, including the use of the SALTA platform. Commitment to innovation and excellence. The design of specific programs, developed in collaboration with companies, was highlighted.

**Areas for improvement:** It is necessary to strengthen the interconnection between the units of employers and demanders. Proposal for greater focus on SMEs and local sectors instead of focusing on large multinationals. It is recommended to strengthen the strategic use of labor data and interoperability between platforms

## 3. AREA 3: "Evidence-based design and implementation of PES" Average rating: 3.3 out of 6

### 3.1 Promotion of understanding and knowledge of the local labour market: Average rating: 3.3 out of 6.

- **Strengths:**
  - Employment Observatory, use of skills dictionaries and data dashboards



- o Data dissemination for employment professionals: digital and web newsletters, facilitating access to interpreted and contextualized data that helps professionals make informed decisions.
- o Training aligned with market demands: (San Blas Digital School)
- **Areas for improvement:**
  - o Training of staff for the use of data and feedback.
  - o Greater internal dissemination of analytical data
  - o There are not enough tools to assess how services affect employability.

### 3.2 Monitoring and evaluation systems : Average rating : 3.3 out of 6.

- **Strengths:**
  - o Kanban board and EFQM model to evaluate the 87 strategic measures
  - o Innovation through design and prototyping
  - o Data-driven strategic guidance
- **Areas for improvement:**
  - o Include structured feedback from companies and expand social impact assessment
  - o Establish key performance indicators (KPIs), real-time data dashboards, audits, and regular external assessments to identify deviations
  - o Collaborate with universities and experts to increase the credibility of the analyses.

### 3.3 Policy design through change and innovation : Average rating : 3.6 out of 6.

- **Strengths:**
  - o Use of design thinking and stakeholder engagement
  - o Institutionalised change management: The Employment Agency (EA) has incorporated a specific change management axis into its Employment Strategy 2024–2027, ensuring a structured and sustainable transition to new intervention models.
  - o Orientation to impact and sustainability and Commitment to digital innovation.
- **Areas for improvement :**
  - o Participatory evaluation of the impact of innovation
  - o It is necessary to establish a structured evaluation mechanism that involves multiple actors (citizens, companies, unions, personnel, public bodies).
  - o There is currently a gap in the participatory evaluation of new services.

#### Best practice : San Blas School of Digital Competences

**Positive evaluation:** "San Blas Digital Campus" as part of the training offered within a multichannel strategy. Important role in the alignment of training with the green and digital sectors and its approach based on professional profiles built with data. It is seen as contributing to strengthening key skills in the digital and green transition. It provides targeted training that improves workforce adaptability.

**Areas for improvement identified:** Further training of staff on sustainability and twin transitions and specific attention to groups with weak digital skills are recommended. Invest in the continuous training of staff to use labour market data as a basis for planning and guidance.

## 4. AREA 4 : "Management of alliances and stakeholders" : Average rating: 3.8 out of 6

### 4.1 Perception of SPE to improve the participation of users and stakeholders: Average rating : 4.1 out of 6.

- **Strengths:**
  - o Multichannel strategy (SALTA, social media, totems, podcasts, fairs).
  - o Commitment to equity and inclusion: initiatives aimed at vulnerable groups, such as Women Can Build, programs for migrant women, people over 45 years of age, young people and people with disabilities.
  - o Organization of events and territorial visibility (e.g. "Empleo Contigo" District Fairs,)
- **Areas for improvement:**
  - o Clarify the institutional role of the AEM vis-à-vis SEPE and the Regional Employment Service
  - o Improve impact assessment of communication actions.
  - o Develop awareness campaigns to combat prejudice about PES.



#### 4.2 Creation of strategic alliances or partnerships: Average rating: 4.2 out of 6.

- **Strengths:**
  - Partnerships with NGOs, universities and technology companies
  - Green Jobs Programme, especially aimed at migrants and refugees.
  - Innovative approach to reskilling projects in technological sectors, such as the one promoted with Fundación Tomillo and Factoría F5, focused on groups at risk of exclusion
- **Areas for improvement:**
  - Greater internal coordination and alliance monitoring tools.
  - Lack of personalised strategies: Although there are numerous alliances, there is a need to develop specific strategies for groups with greater barriers to access employment.
  - Improvement in integrated care: It is suggested to move towards truly coordinated care between different entities, avoiding duplication through shared case management systems.

#### 4.3 Allocation of resources and funding : Average rating : 4 out of 6.

- **Strengths:**
  - Combination of European, state and private funds. Financing green and digital programmes.
  - Diversification of sources: effectively combines European Union funds (such as the ESF), national, municipal funding and contributions from the private sector.
  - Promoting the double green and digital transition: it allocates specific resources to training programmes that respond to the ecological and technological transformation.
- **Areas for improvement:**
  - Greater cost-benefit analysis and transparency in the allocation of funds.
  - Assessment based on real needs.
  - Diversification of underutilized funding: It is advised to identify and activate additional funding sources, such as regional grants, state or philanthropic funds, that may currently be untapped.

#### **Best practice: Green Jobs (Fundación Iniciativas Sur, public-private collaboration)**

**Positive assessment :** A strong point is the alignment of the programme with the objectives of the European Green Deal and its inclusion of vulnerable people. Green IPI and renewable energy certification programs as part of a strong green jobs strategy. The commitment to sustainability training, including the Renewable Energy Certification Program and sustainable construction, was positively valued.

**Areas for improvement identified:** It was recommended that coverage be extended to other green sectors and that the environmental skills of staff be strengthened. Widespread continuous training in sustainability was suggested. It was proposed to improve social impact through data and evaluation of results.

#### **d. Strengths and areas for improvement for the 4 cross-cutting themes:**

##### **1. Digital transition : Average rating : 5 out of 6.**

- **Strengths:**
  - SALTA Platform, CRM, San Blas Digital School.
  - AE offers personalized professional retraining programs with a focus on digital skills, especially aimed at unemployed or transitioning people.
  - Strong commitment to reducing the digital divide through initiatives aimed at vulnerable groups.
- **Areas for improvement:**
  - Interoperability between systems, improving digital accessibility.
  - Persistent digital divide.
  - Limited interoperability between systems.

##### **2. Ecological transition : Average rating : 4.4 out of 6.**

- **Strengths:**
  - Green Employment School and sustainability training programs.
  - Collaboration with local actors: The EA has had the support of companies and key actors in the territory to identify training needs in green jobs, thus strengthening the relevance and effectiveness of its programmes.



- o Notable complementary initiatives: Such as the Countercyclical Training Initiative and the Renewable Energy Certification Program, which prepare workers for key sectors in the green transition.
- **Areas for improvement :**
  - o Promote green jobs and specific impact indicators.
  - o Expanding partnerships: It is recommended to identify and involve more social actors, especially in the green field, to strengthen synergies around sustainability.
  - o Visibility and promotion: A more specific strategy to make green jobs visible and promote, including public campaigns and collaboration with companies in the sector, is lacking.
- 3. **Vulnerable groups : Average rating : 4.5 out of 6.**
  - **Strengths:**
    - o Programs aimed at women, the elderly, young people, migrants.
    - o Specific and adapted training: There are personalised training programmes for people with intellectual disabilities, people over 45 years of age, young people and women with work-life balance difficulties. Workshops such as the Information Assistants or the Gardening offer adapted technical and practical training.
    - o Strategic alliances: collaborations with companies, NGOs and the third sector, Expand monitoring of groups and measure results.
  - **Areas for improvement:**
    - o Limited coverage of vulnerable groups: Some groups are not yet fully served by PES services, such as people without residence permits or African migrants.
    - o Insufficient support for complex cases: Greater training of staff is required to deal with situations that combine multiple barriers (social, training, psychosocial).
    - o Lack of deep personalization: More robust individualized itineraries and follow-up after training are needed to avoid disconnection from the labor market.
- 4. **Gender perspective : Average rating : 4.1 out of 6.**
  - **Strengths:**
    - o Projects like Women Can Build and Equality Clauses
    - o Transversal gender strategy integrated into the Employment Strategy 2024-2027, with an approach based on sex-disaggregated data and specific planning.
    - o Institutional collaborations and collaborations with NGOs, such as the Women and Employment Protocol, which strengthen the link between social policies and employment services.
  - **Areas for improvement :**
    - o Strengthen the intersectional approach and include transversality in all services.
    - o Persistent inequality in female unemployment, especially long-term unemployment (42%), which requires a reinforcement of retraining and direct recruitment programmes.
    - o Occupational segregation by gender in training programmes, with male or female predominance in certain sectors.
- e. **Strengths and areas for improvement of the Communication Strategy**
  - **Strengths:**
    - o Breadth of media: social media, podcast, fairs, newsletters, totems.
    - o The communication strategy of the Madrid Employment Agency (EA) stands out for its multi-channel approach and its commitment to accessibility, inclusion and modernisation.
    - o Improved reputation and perception: communication activities have reinforced AE's image as a modern, close and reliable entity, increasing the trust of users and citizens.
  - **Areas for improvement:**
    - o Quality of the institutional role and participation of users in the narration of experiences.
    - o Technological integration can still be improved, despite current advances.
    - o Insufficient visibility of EE among some groups, despite their multiple communication channels
- f. **Lessons learned and recommendations:**

**Lessons learned:**



- o Need for greater involvement of technical staff, more innovative practices and classic strategies.
- o Visits to different centres show a strong commitment to local policies.
- o The vocational guidance model and methodologies such as Fakelt provide dynamism and motivation.
- o Digital platforms improve user access, especially in vulnerable districts.
- o Collaboration with companies and NGOs improves labor inclusion.
- o The commitment to methodologies such as Fakelt provides added value to the accompaniment.
- o The Fakelt methodology and the proximity approach are valuable tools to reach vulnerable groups.
- o The combination of personalised guidance, adapted training and institutional collaboration reinforces employability.
- o Collaborations with local entities allow for a more agile adaptation to the needs of the labour market.
- o Digital skills schools strengthen digital employability.
- o The territorial approach and experiential methodologies are effective in areas with high vulnerability.
- o Frequent contact with users generates greater engagement and positive results.
- o The EA stands out for its capacity for innovation, combining training, guidance and territorial diagnosis.
- o The use of specific methodologies for soft skills such as Fakelt demonstrates added value.

#### Recommendations:

- o Strengthen the impact assessment of good practices.
- o Establish a more robust strategy for monitoring partnerships.
- o Improve the collection of long-term results.
- o Clarify the institutional role of AE vis-à-vis other levels of administration.
- o Promote the use of qualitative data in planning.
- o Strengthen the impact evaluation of strategic partnerships.
- o Systematize the qualitative evaluation of services.
- o Reinforce the monitoring of individualised itineraries.
- o Train staff in sustainability and green transitions.
- o To promote the analysis of the impact of innovative methodologies.
- o Strengthen the connection between companies and users through shared platforms.
- o Develop KPIs to evaluate satisfaction and impact in the medium term.
- o Expand collaborations with SMEs and strengthen the local market focus.
- o Incorporate data intelligence tools to evaluate organizational performance.

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