

FEEDBACK REPORT SUMMARY - Labour Market Department of the City of Stockholm

a. Introduction:

PES assessed: Labour Market Department of the City of Stockholm

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

Agenda : LDD2 in Stockholm, Sweden, 15-17 September 2025

Participants : Day 1 : 27 participants / Day 2 : 24 participants / Day 3 : 23 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 : 4,5 out of 6

Strengths :

- o **Multi-Level governance and inter-institutional cooperation:** Effective coordination between employment, social services, education, health, and community organisations.
- o **Evidence-based approach:** Holistic, personalised support using evidence-based models.
- o **Inclusive services:** Targeted, inclusive support for disadvantaged groups through innovative initiatives.

Areas for Improvement:

- o **Improved IT cooperation and system integration:** Enhanced digital platforms and standardized data exchange to improve collaboration between public administrations.
- o **Enhanced staff training:** Ongoing training and cross-sector knowledge sharing to improve staff skills.
- o **User-centred services:** Tailoring services to client needs using feedback, evaluation, and agile training.

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

Average score : 5,2 out of 6

Strengths :

- o **Commitment to inclusivity:** Intersectional policies targeting diverse needs.
- o **Personalised support:** Collaborative, tailored action plans with continuous feedback.
- o **Flexible training pathways:** Agile, employer-aligned training with flexible, modular options.

Areas for Improvement:

- o **Stronger employer partnerships:** Expand employer collaborations to enhance job matching.
- o **Labour market needs analysis and sector cooperation:** Systematic labour market analysis to align training and services with current and future skill demands.
- o **Well-being and inclusion:** Inclusive training strategies that promote well-being and accessibility.
- o **Stronger evaluation, impact measurement, and co-design with jobseekers:** Structured, longitudinal evaluation to track outcomes, skills development, and social impact of labour market policies.

1.3. Users' accessibility and engagement

Average score: 4,6 out of 6

Strengths:

- o **Multi-channel service delivery:** Hybrid service models combining in-person and digital channels.



- o **Targeted services and direct outreach:** Proactive outreach and local services to engage vulnerable groups.
- o **Inclusive communication:** Digital tools and training enhance inclusive, responsive communication while maintaining accessibility for all users.

Areas for Improvement:

- o **Absence of a local employment services website:** Need for a dedicated local platform to consolidate services and improve user access and navigation.
- o **Digital literacy:** Targeted digital training and accessible tools to support vulnerable users.
- o **Monitoring and process improvement:** Continuous evaluation and automated tools to simplify processes and enhance service responsiveness.
- o **Communication:** Expand channels and outreach to engage hard-to-reach communities.

=> **Best practice: Welcome House** is set out to be a welcoming and holistic one-stop shop for newcomers. Broadening the target groups and considering multiple service locations could broaden the outreach.

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

2.1. Specialized Units for Employer Services

Average score : 4,5 out of 6

Strengths :

- o **Strategic engagement:** Participation in regional forums and alignment with national and EU policies.
- o **Specialized units:** Dedicated units with multidisciplinary teams provide effective support.
- o **Inclusive employment practices:** Use of social clauses in public procurement.

Areas for Improvement:

- o **Feedback mechanisms:** Systematic collection of employer feedback to identify skills needs and service gaps.
- o **Collaboration and communication tools:** Stronger coordination through peer networks and inter-regional meetings
- o **Leveraging technology and ICT tools:** Integrated digital platforms to streamline services, enhance coordination, and support data-driven decision-making.

2.2. Matching Labour Supply and Demand to Overcome Labour Shortages

Average score : 4,8 out of 6

Strengths :

- o **Structured labour market alignment:** Data-driven approach using labour market analysis and predictive tools to match supply and demand effectively.
- o **Collaboration with training providers:** Partnerships to align training with labour market needs.
- o **Labour market activation:** Job fairs, partnerships, and targeted programmes to boost labour market engagement.

Areas for Improvement:

- o **Strengthen the PES' role in job matching and vacancy promotion:** Enhance local job visibility through digital tools, events, and targeted outreach for vulnerable jobseekers.
- o **Involve SMEs:** Increase engagement with SMEs and new industries to unlock employment potential.

2.3. Employer Engagement Strategy

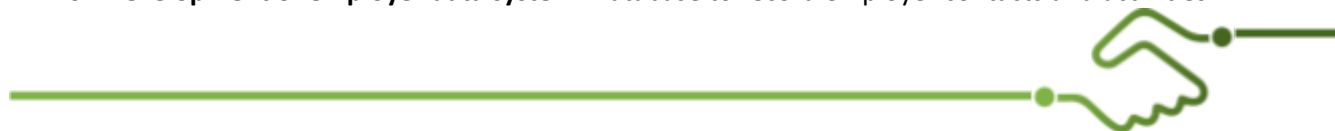
Average score : 4,5 out of 6

Strengths :

- o **Employer collaboration:** Strategic partnerships with employers supported by a dedicated unit.
- o **Regional coordination:** Active participation in regional forums to align skills development.
- o **Support for employers:** One-stop-shop model delivering tailored, responsive support.

Areas for Improvement:

- o **Development of employer data system:** Database to record employer contacts and activities.



- o **Strengthening consultation and coordination:** Structured consultation and better coordination with employers and contractors to support skills matching and sustainable partnerships.
 - o **Prioritising work placements and capacity building:** Expand and enhance employer engagement initiatives to increase high-quality work placement opportunities.
 - o **Long-term partnerships, especially with SMEs:** Strengthen tailored, sustained relationships with SMEs.
- => **Best practice: The Integration Pact** is a strong public-private platform bringing together 450+ entrepreneurs, NGOs, and public bodies. It could further be improved by enhanced impact evaluation, network management, and transparent communication.

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 : 4,2 out of 6

Strengths :

- o **Comprehensive data collection and analysis:** Systematic use of quantitative and qualitative data.
- o **Dedicated analytical capacity and tools:** Specialised analyst team using advanced tools.
- o **Collaborative knowledge sharing:** Open data sharing and inter-institutional collaboration.

Areas for Improvement:

- o **Standardisation of data collection:** Organisation-wide, coordinated approach to consistently gather and evaluate data.
- o **Structured evaluation framework:** Develop an integrated evaluation system.
- o **Strengthening research partnerships:** Expand collaborations with universities and research centres.
- o **Use of data:** Use surveys, case studies, and advanced data tools to generate deeper policy insights.

3.2. Monitoring and evaluation systems

Average score : 4,3 out of 6

Strengths :

- o **Evaluation processes:** Evaluation from programme design continuously refine and improve services.
- o **Institutional capacity:** Internal evaluation units support learning and evidence-based design.
- o **Knowledge sharing:** Dissemination of evaluation results through structured channels.

Areas for Improvement:

- o **Limited evaluation of ongoing operations:** Need to extend systematic evaluation to everyday services.
- o **Fragmentation across units:** Evaluation efforts are fragmented; better coordination is needed.
- o **Lack of continuous evaluation:** Evaluation is mainly on-demand, with limited continuous monitoring.
- o **Gaps in data:** Incomplete data integration and inconsistent user feedback limit impact assessment.
- o **Use of advanced evaluation:** Introduce counterfactual, SROI, and longitudinal evaluations.
- o **Staff training:** Enhance staff capacity to analyse and apply evaluation results for informed decision-making.

3.3. Policy design through change and innovation

Average score : 5,2 out of 6

Strengths :

- o **Innovation:** Innovation is embedded as a core function, supported by a dedicated unit.
- o **Strong use of external funding and project management:** Strategic use of external funds and robust project management to support innovation and EU policy alignment.
- o **Collaboration:** Co-design of services with universities, industry, civil society, employees, and users.
- o **Social innovation:** Flexible, responsive innovation supporting inclusion and training for emerging sectors.

Areas for Improvement:

- o **Integration of innovation with broader strategies:** Align externally funded projects with overall strategy to enhance resource efficiency, scalability and knowledge-sharing.



- o **Organisational learning:** Foster innovation through co-design labs and intrapreneurship initiatives.
- o **Dissemination:** Strengthen mechanisms to replicate and share effective innovations city-wide.

=> **Best practice : The IPS model** is an evidence-based employment model supporting people with mental health issues or disabilities. Could expand geographically, reach new groups, and enhance private sector involvement.

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 : **4,4 out of 6**

Strengths :

- o **High visibility and inclusive public image:** Inclusive communication and broad outreach.
- o **Strong stakeholder involvement:** Regular engagement with stakeholders to align services and vocational training with labour market needs.
- o **Targeted outreach:** Campaigns to increase participation in services, especially for youth and women.

Areas for Improvement:

- o **Development of a distinct PES identity:** Strengthen visibility and recognition of employment services through a clear and separate PES brand.
- o **Social media:** Expand digital engagement, especially among youth, using new strategies like influencer collaborations.
- o **Visibility of successful initiatives:** Share success stories through a centralised platform.
- o **Impact-oriented communication:** Use storytelling, videos, and summaries to highlight social value.

4.2. Building strategic partnerships

Average score : **5 out of 6**

Strengths :

- o **Extensive multi-stakeholder collaborations:** Strong, well-structured partnerships across sectors.
- o **Partnerships with employers:** Collaboration to identify labour market needs, design training, and provide internships, job guarantees and work placements.
- o **Collaboration with NGOs:** Works with non-profits to advance social goals and provide holistic support.

Areas for Improvement:

- o **Measurement and evaluation:** Establish a systematic framework to assess partnership impact.
- o **Data access:** Improve systems and shared protocols to enhance access to information for decision-making.
- o **Closer alignment of training with labour market needs:** Collaborate with employers to co-develop programmes and expand practical opportunities like apprenticeships, guided by labour market analysis.

4.3. Resource allocation and funding

Average score : **4,8 out of 6**

Strengths :

- o **Diverse use of funding sources:** Combines public and EU funding to support innovative projects.
- o **Evidence-based and participatory project design:** Use of data-driven, collaborative approaches with target groups, staff, and management to ensure projects meet real needs and foster internal ownership.
- o **Development and innovation:** Investment in strategic, long-term projects supporting digital and green transitions.
- o **Multi-level collaboration:** Interdepartmental projects like Competence Development in Elderly Care.

Areas for Improvement:

- o **Cost-benefit analyses:** Regularly evaluate service efficiency by comparing financial inputs with outcomes.



- o **Improve coordination in joint initiatives:** Implement centralized case management, clear protocols, and joint staff training to enhance consistency and reduce delays across multiple actors.
- o **Evaluation:** Enhance monitoring of employment outcomes and user satisfaction, and promote knowledge exchange through networks and best practices.

=> Best practice: Kommunhubben is an inter-institutional model for holistic support. It could be improved by introducing ICT tools, expanding stakeholder participation, and developing standardised evaluation methods.

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

1. Digital transition

Average score : 5 out of 6

Strengths :

- o **Digital tools and platforms:** Platforms like VERA and cloud-based portals provide efficient services.
- o **Upskilling:** Trains staff and managers via ESF+-funded Digital Competence Development project.
- o **AI integration and ethics:** AI adoption is ethical, reflective, and skill-focused.

Areas for Improvement:

- o **Digital inclusion:** Develop targeted digital skills programmes and initiatives for vulnerable groups.
- o **Advanced technologies:** Use AI, predictive analytics and automation to personalise services, improve job matching, and optimise internal procedures.
- o **Data integration:** Strengthen system interoperability and establish data-sharing protocols.
- o **Organisational agility:** Enhance funding models, strengthen coordination, and foster a digital culture.

2. Green transition

Average score: 5 out of 6

Strengths:

- o **Commitment:** Embeds sustainability goals in labour market policy, aligned with the city's climate plan.
- o **Cooperation:** Aligns training with needs in green and digital sectors and collaborates with employers.
- o **Circular economy initiatives:** Stocket Återbruk and Stocket Byggåterbruk are flagship projects.

Areas for Improvement:

- o **Strengthen staff training:** Provide specialised training on green jobs and sustainability.
- o **Data and research:** Improve data collection and research on green jobs and future trends.
- o **Raise awareness and promote green career paths:** Integrate sustainability into career counselling and matching.

3. Vulnerable groups

Average score : 5 out of 6

Strengths :

- o **Needs assessment and differentiated support:** tailored career, social, and psychological support.
- o **Targeted programmes:** Youth and FOP initiatives provide tailored, human rights-based support.
- o **Projects for vulnerable groups:** Support for foreign-born women, unemployed youth, and NEETs.
- o **Inclusive governance:** Public–NGO collaboration ensures cross-sectoral governance and locally adapted services.

Areas for Improvement:

- o **Strengthening interdepartmental coordination:** Cooperation between units is fragmented.
- o **Digital accessibility and literacy:** Invest in user-friendly platforms and provide digital literacy training.
- o **Long-term support and coherence:** Extend follow-up for clients, and develop uniform service models.
- o **Evaluation:** Implement long-term follow up systems and use social impact indicators.

4. Gender perspective

Average score : 4,6 out of 6

Strengths :



- o **Institutional commitment and strategic integration:** Gender equality is embedded across services.
- o **Gender-sensitive service design:** Tailored career guidance, training, and parental support.
- o **Targeted initiatives:** Promotes gender-balanced career opportunities through training and outreach.

Areas for Improvement:

- o **Strategic planning:** Develop a dedicated gender equality plan with clear goals and resources.
- o **Outreach to underrepresented groups:** Strengthen culturally adapted, community-based outreach.
- o **Combating occupational segregation:** Use data-driven initiatives, mentoring, and targeted training.
- o **Monitoring and data use:** Increase gender-sensitive monitoring and longitudinal tracking.

e. Strengths and areas for improvement for the Communication Strategy

Strengths :

- o **Strong brand and identity:** Cohesive, recognisable branding linked to City of Stockholm's values.
- o **Multi-channel communication:** Use of digital platforms, public campaigns (TV, radio, transport), events, advertisement in public transport and printed materials.
- o **Stakeholder messaging:** Tailored communication for jobseekers, employers and stakeholders.
- o **Inclusivity and visibility:** Promotes positive image through storytelling and client co-creation.

Areas for Improvement:

- o **Expand digital inclusion:** Improve digital accessibility with multilingual tools, accessibility features, and digital literacy support for older adults, migrants, and people with disabilities.
- o **Outreach:** Use local ambassadors, and peer networks to better engage vulnerable populations.
- o **Data use and dissemination:** Make data more accessible to public administrations and stakeholders.
- o **Improve impact measurement:** Go beyond reach metrics by assessing qualitative indicators.

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

Lessons learned:

- o **Strategic collaboration:** Multi-level coordination across governance and partners.
- o **Inclusive support:** Tailored programmes for vulnerable groups ensure social, digital, and green transitions.
- o **Employer engagement:** Cooperation with employers and training providers aligns skills supply and demand.
- o **Evidence-based design:** Systematic data collection and collaboration foster continuous improvement.
- o **Innovation and sustainability:** Structured innovation management and eco-focused projects.
- o **Digital integration:** User-friendly platforms and staff training enhance accessibility and service quality.
- o **Gender equality:** Training, analyses, and targeted initiatives promote gender equality.
- o **Communication:** Inclusive multi-channel messaging and storytelling strengthen client engagement.

Recommendations:

- o **Stronger IT integration:** Enhance digital platforms, data interoperability, and internal coordination.
- o **Formalised collaboration:** Expand structured cooperation with partners and employers.
- o **Early intervention:** Implement targeted profiling and broaden access to training for at-risk groups.
- o **Enhanced feedback systems:** Improve monitoring, evaluation, and data-driven decision-making.
- o **Employer database & inclusive recruitment:** Promote strategic engagement and diversity in hiring.
- o **Sustained funding & capacity-building:** Ensure stable resources, staff training, and long-term support.
- o **Equality & inclusion plan:** Strengthen gender-focused initiatives and intersectional approaches.
- o **Environmental impact measurement:** Improve assessment of green transition outcomes and expand staff training.

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