

FEEDBACK REPORT- SUMMARY- Le Forem (Public Employment Service of Wallonia)

a. Introduction :

PES assessed: Le Forem

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

Agenda : LDD6 in Charleroi, Belgium, November 20-22, 2025

Participants : Day 1 : 16 participants / Day 2 : 19 participants / Day 3 : 16 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 : 4.25 out of 6.

The main strengths:

- **Advanced profiling using AI** (e.g., job proximity score with 34 criteria), multidisciplinary teams, and partnerships with health, education, and social services.
- **Personalized psychological support** for vulnerable groups and innovative pilot projects : Coup de Boost.
- **High institutional maturity** in user profile management and continuous staff training in orientation and motivational interviewing.

The areas for improvement & recommendations :

- **Strengthen IT interoperability:** Develop real-time data exchange between public administrations and private partners.
- **Institutionalize psychological support:** Establish stable psychological services in all centers with certified training for counselors.
- **Standardize multidisciplinary procedures** and systematically measure the effectiveness of holistic profiling.

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

Average score: 4.97 out of 6.

The main strengths highlighted by partners are:

- Segmentation by jobseeker needs, individualized action plans, and quarterly skills gap analysis.
- Collaboration with training providers (e.g., Cités des Métiers, A6K) and companies for flexible, sector-specific training.
- Roadmap and action plan tools ensure structured, goal-oriented and traceable pathways for jobseeker.

The areas of improvement and recommendations from the partners :

- Expand staff training on green/digital transitions.
- Ensure equitable access to short courses in rural areas through mobile training units or online modules.



- Strengthen psychological support and feedback loops; systematize long-term monitoring of jobseeker outcomes.

1.3. Users' accessibility and engagement

Average score: **5.11 out of 6.**

The main strengths highlighted by partners are:

- Multi-channel access (web, face-to-face, phone), early motivational programs (e.g., Coup de Boost for NEETs), and mobility support (transport cost reimbursement).
- Digital tools for self-assessment and training registration; partnerships with local organizations.
- High level of contact between jobseekers and counselors, and targeted outreach to vulnerable groups.

The areas for improvement & recommendations shared by partners include :

- Improve digital inclusion, especially for vulnerable groups.
- Make mobility support structural and increase awareness campaigns.
- Enhance early intervention and personalized follow-up; train staff in communication, empathy and diversity.

=> **Best practice: Coup de Boost** is a well-anchored programme built on strong local partnerships and a balanced approach combining group activities and individual support, supported by sustainable funding and a strong reputation, with a clear focus on vulnerable young people and growing co-creation practices. However, it would benefit from a more structured monitoring and evaluation system, better integration of beneficiary feedback, stronger digital communication, improved mobility and pathways to vocational training, and reinforced long-term financial sustainability.

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

2.1. Specialized Units for Employer Services

Average score : **5.38 out of 6.**

The main strengths highlighted by partners are:

- Direction Unique Employeurs (DUE) provides each company with a dedicated sector consultant.
- Digital employer portal, continuous staff training, and sectoral intelligence (34 training centers, 23 competence centers).
- Personalized support for SMEs and high satisfaction rates among employers.

The areas for improvement & recommendations shared by partners include:

- Institutionalize KPIs and feedback mechanisms.
- Improve coordination between jobseeker and employer units using shared digital platforms.
- Promote diversity and skills-based recruitment; enhance transparency with real-time dashboards.

2.2. Matching Labour Supply and Demand to Overcome Labour Shortages

Average score: **5.10 out of 6.**

The main strengths highlighted by partners are:

- Proactive support for employers (e.g., Punch in Labour Shortage program), advanced labor market analysis (AMEF), and regular job fairs.
- Collaboration with education for tailored training; digital platforms for job posting and candidate search.
- Use of AI tools (GARMO) to enhance matching efficiency.

The areas for improvement & recommendations shared by partners include:

- Increase recruitment events and improve post-placement follow-up.
- Promote AI and digital tools for matching; enhance interregional cooperation.
- Reduce bureaucracy and streamline administrative processes for training and





2.3. Employer Engagement Strategy

Average score: **5.09 out of 6.**

The main strengths highlighted by partners are:

- Long-term partnerships, one-stop-shop for employers, and high satisfaction
- Sectoral partnerships and digital tools (Find a Candidate app, CRM).
- Employer satisfaction surveys and tailored support for strategic clients.

The areas for improvement & recommendations shared by partners include:

- Expand support for vulnerable groups and SMEs.
- Formalize employer feedback and impact measurement.
- Deepen evaluation of long-term agreements and improve digital communication.

=> **Best practice : Direction Unique Employeurs (DUE)** is a centralized, client-oriented model combining sectoral expertise, digital tools, personalized support, and KPI-based monitoring to address labour shortages and improve employer services. To strengthen it, priorities include greater transparency, stronger digital trust, continuous advisor training, better data use, workload management, a stronger focus on employment quality, real-time dashboards, improved CRM matching, systematic feedback integration, and reinforced partnerships.

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: **5.28 out of 6.**

The main strengths highlighted by partners are:

- Robust data analysis (AMEF), combining quantitative and qualitative (focus groups, surveys) sources.
- Public dissemination via reports, dashboards, and partnerships with universities.
- Analytical approach to evaluation and anticipation of future labor market needs.

The areas for improvement & recommendations shared by partners include:

- Broaden access to micro-data and integrate AI for forecasting.
- Strengthen international cooperation and foresight.
- Enhance qualitative research and user-focused surveys.

3.2. Monitoring and evaluation systems

Average score: **4.86 out of 6.**

The main strengths highlighted by partners are:

- Systematic evaluation (ex-ante and ex-post), high satisfaction (83%), and impact measurement (58% employability after training).
- Feedback from companies and users directly informs service redesign.
- Structured evaluation framework validated by social partners.

The areas for improvement & recommendations shared by partners include:

- Standardize evaluation procedures across regions.
- Expand jobseeker satisfaction surveys and feedback mechanisms.
- Develop real-time dashboards and clearer impact indicators.

3.3. Policy design through change and innovation

Average score: **4.82 out of 6.**

The main strengths highlighted by partners are:

- Structured change management (DG Support, Forem Academy), staff engagement (Communities of Practice), and user-centered design (prototyping, UX).



- Innovation labs, benchmarking visits, and intrapreneur projects.

The areas for improvement & recommendations shared by partners include:

- Increase user co-design through innovation labs and collaborative platforms.
- Expand digital innovation labs and feedback loops.
- Promote rapid pilots and agile experimentation.

=> **Best practice:** *AMEF is a strong analytical practice based on solid institutional capacity, regional expertise, and an integrated use of quantitative and qualitative data to support labour market analysis, forecasting, and evidence-based service adaptation, with transparent publications and strong methodological quality. To further enhance its impact, it could expand open data access, strengthen predictive analytics and AI use, improve communication for non-experts, and reinforce partnerships, training, and feedback mechanisms to further embed an evidence-based culture.*

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: 5 out of 6.

The main strengths highlighted by partners are:

- Strong brand, multi-channel communication and transparent reporting (annual public reports).
- Targeted campaigns for inclusion (e.g., Ladies in Construction).
- Systematic evaluation of user and company satisfaction.

The areas for improvement & recommendations shared by partners include:

- Refine digital communication for youth and low-skilled audiences.
- Simplify budget/result information for citizens.
- Measure reputation and trust through specific indicators.

4.2. Building Strategic Partnerships

Average score: 5.1 out of 6.

The main strengths highlighted by partners are:

- Multi-level partnerships, sectoral collaborations, and tools to measure partnership effects.
- Stakeholder engagement through regular meetings and joint initiatives.

The areas for improvement & recommendations shared by partners include:

- Diversify funding sources (EU, national, private).
- Prioritize innovation and long-term development.
- Enhance coordination and conduct cost-benefit analyses.

4.3. Resource Allocation and Funding

Average score: 4.86 out of 6.

The main strengths highlighted by partners are:

- Diversified funding (regional, national, EU, private), long-term investment in innovation (Digital Academy, Green Skills).
- Strategic management of competence centers and pilot projects (Coup de Boost).

The areas for improvement & recommendations shared by partners include :

- Improve flexibility and territorial balance in resource allocation.
- Monitor funding impact and efficiency.
- Strengthen integration of green/digital skills in all training programs.

=> **Best practice :** *OTLAV is a well-structured lifelong guidance system based on multi-level governance, a shared framework, strong partnerships, and a unified digital portal that enhances con*



coordination across actors. To further strengthen the system, it should improve data integration, reduce fragmentation, address digital inclusion, secure sustainable resources, and reinforce impact evaluation and continuous improvement mechanisms.

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

1. Green transition

Average score: **4.86 out of 6.**

The main strengths highlighted by partners are:

- Institutional strategy for green skills (Green Skills for Wallonia), sectoral competence centres, and public-private partnerships in energy, construction, and recycling.
- CSR policy aligned with SDGs; AMEF observatory tracks green job trends.

The areas for improvement & recommendations shared by partners include

- Expand green training access in rural and peripheral areas.
- Develop sustainability indicators to measure environmental and employment impact.
- Increase SME awareness and support for green practices.
- Strengthen partnerships with universities and innovation hubs for circular economy /eco-industry skills.
- Mainstream green modules in all vocational training; promote green careers to youth and NEETs.

2. Digital transition

Average score: **4.86 out of 6.**

The main strengths highlighted by partners are:

- Robust digital ecosystem: Digital Academy, multichannel services and inclusive user experience.
- Partnerships with Digital Wallonia, universities, and tech firms; AI for skills assessment and matching.
- Foundational digital skills programmes (Digcomp, Digistart, Digital Public Spaces, Digilearn Studio).

The areas for improvement & recommendations shared by partners include:

- Intensify digital training for 50+ and vulnerable groups; provide device and connectivity support.
- Expand micro-credentials for rapid tech upskilling.
- Monitor digitalisation's impact on counselling quality; avoid service gaps.
- Extend Digital Academy and remote labs to rural areas.
- Define KPIs for digital services and collect user feedback.
- Continuous staff training on new tools, AI ethics, and blended pedagogy.

3. Vulnerable groups

Average score: **5.36 out of 6.**

The main strengths highlighted by partners are:

- Comprehensive inclusion: Coup de Boost (NEETs), migrant integration, Impulsion 55+, disability support.
- Immediate mobilisation for all new registrants; strong partner network (CPAS, AVIQ, CISP, MIREs).
- Measurable results (positive exits in Coup de Boost, >25k certifications/year).

The areas for improvement & recommendations shared by partners include:

- Strengthen post-placement retention coaching for NEETs, migrants, low-skilled, and disabled.
- Formalise local coordination between employment, social, and education services.
- Develop tailored pathways for migrant women (language, childcare, mentoring).
- Targeted outreach via community actors and multilingual assets.
- Train advisors in diversity management and intercultural counselling.
- Implement longitudinal tracking of retention, wage progression, and job quality.
- Create specialised teams for complex cases; enhance inter-agency data sharing

4. Gender perspective

Average score: 4.81 out of 6.

The main **strengths** highlighted by partners are:

- Structured Equality & Diversity Plan; compulsory staff training; gender-neutral communication; initiatives like Ladies in Construction.
- EDI unit and network promote inclusion; alignment with regional/EU goals.

The **areas for improvement & recommendations** shared by partners include:

- Set quantified objectives for participation, placement, and pay equity; monitor transparently.
- Develop targeted pipelines for women in digital and green sectors (scholarships, cohorts, role models).
- Measure career progression, post-training mobility, and wage gaps; publish dashboards.
- Guide SMEs on bias-free recruitment and inclusive job design.
- Outreach to marginalised women via culturally adapted messaging and community brokers.
- Mainstream gender lens across all ALMPs and training offers.

e. Strengths and areas for improvement for the Communication Strategy

The main **strengths** highlighted by partners are:

- Recognizable brand, strong digital presence (website, social media), and inclusive campaigns (NEETs, women in STEM).
- High employer/user satisfaction and transparent communication.

The **areas for improvement & recommendations** shared by partners include:

- Make communication more participatory (user councils, testimonials).
- Strengthen digital inclusion and tailor messages to diverse audiences.
- Monitor perception through regular surveys and focus groups

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

- Visiting partners emphasised Le Forem's strong holistic profiling tools but noted missing integration of health and psychosocial factors and uneven territorial consistency.
- Multi-sector collaboration is well-developed, yet requires more formalised coordination mechanisms.
- Digital tools are advanced, though digital exclusion remains a major barrier for vulnerable users.
- Employer services are solid but need stronger cross-unit coordination, clearer KPIs, and more tailored support for SMEs.
- Evidence-based design is robust, but evaluation outputs should be more accessible, qualitative data expanded, and long-term tracking improved.
- Partnerships are extensive, though governance, communication and shared platforms need reinforcement.
- Green and digital transitions are progressing, but require broader territorial deployment and stronger interoperability.
- Support for vulnerable groups should include long-term follow-up and stronger multi-actor coordination.
- Gender equality mechanisms exist but need deeper intersectional analysis.
- Communication should become more participatory, accessible and consistent across regions.

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