Strengthening the implementation of the Common Portfolio of employment services in Spain

Final Report

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ABBREVIATIONS

Acronym	Description
SEPE	Servicio Público de Empleo Estatal
SNE	Sistema Nacional de Empleo
CEO	Chief Executive Officer
CVs	Curriculum Vitae
CSP	Common Services Portfolio
EC	European Commission
EU	European Union
HQ	High-Quality
HR	Human Resources
ICT	Information and Communication Technology
IT	Information Technology
ICTS	Singular Scientific and Technical Infrastructures
AI	Artificial Intelligence
KoM	Kick-off Meeting
JE	Junior Expert
OCG	Operational Coordination Group
OWG	Operational Working Group
PAPE	Policy Plan of Employment
PERT	Project Evaluation and Review Techniques
PES	Public Employment Service
PM	Project Manager
PADP	Public Administration Digitalization Plan
QM	Quality Manager
REFORM	Structural Reform Support Service of the European Commission
RSWG	Regional Stakeholders Working Groups
SC	Steering Committee
SE	Senior Expert
SRSS	Structural Reform Support Service
SCEW	Service Centres on Education and Work
TC	The Consortium
TL	Team Leader
TSI	Technical Support Instrument
TWG	Technical Working Group
WG	Working Group
DG REFORM	Directorate General for Structural Reform Support
BI	Business Intelligence
RRP	Spain's Recovery and Resilience Plan
DGCONECT	DG for Communications Networks, Content and Technology

DG DIGIT	DG for Informatics
DGRTD	DG for Research and Innovation
DGGROW	DG for Internal Market, Industry, Entrepreneurship and SMEs
CSR	Country Specific Recommendations
BPMN	Business Process Model and Notation
PoC	Proof of concept
PIU	Unique information point
OECD	Organisation for Economic Co-operation and Development
ESCO	European Classification of Skills, Competences and Occupations
EUROSTAT	European statistics
INE	National Institute of Statistics
IECA	Instituto de Estadística y Cartografía de Andalucía
ISTAC	Instituto Canario de Estadística
EMPL	Directorate-General for Employment, Social Affairs and Inclusion

1 About the Project

Summary

Project Title	*Strengthening the implementation of the Common Portfolio of employment services in Spain*
Country	Spain
Overall Objective	Identify those characteristics of the environment that directly or indirectly affect the implementation of the CSP; analyse the intensity of implementation of CSP in the SNE; identify the obstacles and accelerators for the SEPE and the 17 regional PES to advance in the implementation of CSP, produce an Integrated Plan that will support the SNE in achieving full implementation of the CSP; positioning employers as another priority of the regional PES
Expected Results	The specific outcomes and respective impacts are the following: **Outcomes SNE and SEPE**: a governance model revised for the implementation of the PDAP; a holistic management model designed for each axis of the Plan; a scorecard with KPI's implemented both for each line and for the whole Plan; a change management process implemented at the level of the strategy; and a communication plan regarding the implementation of the activities of the project. **Outcomes 4 Regional PES and SNE**: The co-design of pilot projects of services to employers, which can be carried out in the 4 beneficiary PES, as levers for the establishment of new services to employers and to consolidate said service of the CSP. Pilots that can also feed other PES and SNE.
Project Main Deliverables	The project is composed by the following deliverables: **Inception report** **Analysis of the external context relevant to the implementation of the Common Portfolio of Services** **Report with the preliminary review and analysis of the implementation of the Common Services Portfolio** **SWOT analysis of the implementation of the Common Services Portfolio** **Integrated Plan for the full implementation** **Roadmap for the implementation of the Integrated Plan** **Development of four pilot actions of services to entrepreneurs in the following Autonomous Regions: Andalusia, the Canary Islands, Extremadura and the Region of Murcia** **Supporting the implementation of four pilot actions on services to employers**
Project start and end date	February 2022 - July 2023

Work Plan

Summary of Phases, Deliverables, Timeline and Tasks		
Phase	**Deliverable (D)**	**Tasks (T)**
Phase 1: Project Inception report	D1: Inception report	T1.1: Carry out a kick-off meeting with the OWG T1.2: Organise and carry out introduction meeting with the stakeholders of the project T1.3: Identification of the principal stakeholders T1.4: Creation of the collaborative space T1.5: Draft the inception report
Phase 2: Analysis of the external context	D2: Analysis of the external context relevant to the implementation of the Common Portfolio of Services	T2.1: Cost Estimate of Guaranteed Services Preliminary Draft Law T2.2: Proposal and justification of information sources and scope T2.3: Validation of sources and scope with SEPE T2.4: Creation of the Observatory of trends and best practices T2.5: In-depth context analysis T2.6: Identification, by key dimensions and services, of contextual challenges for CSP T2.7: Development of a case study on external challenges related to employers' services T2.8: Validation Workshop with the SEPE and DG Reform T2.9: Presentation of the conclusions to the SNE
Phase 3: Portfolio implementation analysis	D3: Report with the preliminary review and analysis of the implementation of the Common Services Portfolio	T3.1: Definition and validation of the implementation analysis framework T3.2: Communication and training to the PES on participation T3.3: CSP implementation analysis T3.4: Identification of barriers and accelerators for the implementations of CSP in each PES T3.5: Contrast with each PES T3.6: Elaboration of a monograph on barriers & accelerators in SNE in relation to services to employer T3.7: Validation with the SEPE and DG Reform T3.8: Presentation of the conclusions to the SNE

Summary of Phases, Deliverables, Timeline and Tasks		
Phase	**Deliverable (D)**	**Tasks (T)**
Phase 4: SWOT analysis of the implementation of the Common Services Portfolio	D4: SWOT analysis of the implementation of the Common Services Portfolio	T4.1: Adaption of employers' case studies with the 4 PES T4.2: Preparation of the preliminary draft of the detailed SWOT analysis T4.3: Interviews and validation workshop with the SEPE T4.4: Update and elaboration of the preliminary SWOT analysis T4.5: Consultative and co-design process of SWOT analysis with Local Employment Offices T4.6: Analysis of results and elaboration of the agreed SWOT T4.7: Validation with SEPE and DG Reform T4.8: Presentation of the results to the NES
Phase 5: Integrated Plan for the full implementation	D5: Integrated Plan for the full implementation	T5.1: Review of best practices and SWOT to identify CSP implementation alternatives T5.2: Proposal of To-Be scenario alternatives for each dimension, and scenario business cases T5.3: Workshops for the selection of the target scenario with the SEPE T5.4: GAP analysis with respect to current situation, and proposed measures for Implementation Plan T5.5 Consultative and co-design process of the Plan with the SNE T5.6. Analysis of results and elaboration of the consensual Implementation Plan T5.7 Validation with the SEPE and DG Reform T5.8 Presentation of results to the SNE
Phase 6: Roadmap for the implementation of the Integrated Plan	D6: Roadmap for the implementation of the Integrated Plan	T6.1 Preliminary identification of Roadmap measures and actions T6.2 Initial stakeholder validation (PES + SEPE) T6.3 Detailed description of measures and actions T6.4 Establishment of temporary implementation scenarios T6.5 Design of the roadmap governance model

Summary of Phases, Deliverables, Timeline and Tasks		
Phase	**Deliverable (D)**	**Tasks (T)**
		T6.6 Validation with the SEPE and DG Reform
		T6.7 Presentation of results to SNE
Phase 7: Development of four pilot actions of services to employers	D7: Development of four pilot actions of services to employers	T7.1. Adapting employers' case studies with the 4 PES
		T7.2 Analysis of national and international best practices
		T7.3 Co-creation for identification of pilots with PES
		T7.4. Business cases of pilot alternatives and selection of 4 pilots
		T7.5 Validation with the SEPE and the 4 PES
Phase 8: Supporting the implementation of four pilot actions	D8: Supporting the implementation of four pilot actions	T8.1 Detailed Pilot Design with PES
		T8.2 Roadmap design of pilots for each PES
		T8.3 Designing the evaluation and monitoring model for pilots
		T8.4 Training and change management in PES
		T8.5 Support to the PES in pilot actions
		T8.6 Analysis of results and lessons learned
		T8.7 Presentation of results to SEPE and the 4 PES

Work Plan & Allocation of Resources

Workplan	PM	Project Coordinator	SE 2	SE 3	SE 4	SE 5	SE 6	SE 7	SE 8	JE 1	JE 2	JE 3	Total	%
Phase 1 — **Project inception report**	6	3	0	0	2	2	1	1	1	4	4	4	28	4%
Task 1.1 — Carry out a kick-off meeting	1	1	0	0	1	1	1	0	0	1	1	1	8	
Task 1.2 — Organise and carry out introduction meetings with the stakeholders of the project	1	1	0	0	1	0	0	0	0	0	0	0	3	
Task 1.3 — Identification of the principal stakeholders	1	1	0	0	0	1	0	1	0	0	1	0	5	
Task 1.4 — Creation of the collaborative space with SNE and PES and initial training	1	0	0	0	0	0	0	0	1	1	1	1	5	
Task 1.5 — Draft the inception report	2	0	0	0	0	0	0	0	0	2	1	2	7	
Phase 2 — **Analysis of the external context**	9	9	9	7	6	3	4	6	4	5	5	5	72	10%
Task 2.1 — Cost Estimate of Guaranteed Services Preliminary Draft Law.	1	1	1		1	0		0	0	1	1		6	
Task 2.2 — Proposal and justification of information sources and scope.	1		2	1	1	0	1	0	0	1	1	1	9	
Task 2.3 — Validation of sources and scope with SEPE	1	2	1	2	0	0	0	0	0	1	1	0	7	
Task 2.4 — Creation of the Observatory of trends and best practices.	0	2	0	1	1	0	0	2	1	1	0	1	9	
Task 2.5 — In-depth context analysis	1		1	1	1	1	1	1	1	1	1	1	11	
Task 2.6 — Identification, by key dimensions and services, of contextual challenges for CCS	1	2	2	0	0	1	0	1	0	1	0	1	9	
Task 2.7 — Development of a case study on external challenges related to employers' services	2	1	1	0	2	1	1	1	2	1	2	0	14	
Task 2.8 — Validation Workshop with the SEPE and DG Reform	1	1	1	1	1	0	0	1	0	0	0	1	7	
Task 2.9 — Presentation of the conclusions to the SNE	1	1	1	1	0	0	0	1	0	0	0	0	5	
Phase 3 — **Portfolio implementation analysis**	9	7	3	6	1	2	3	3	3	11	11	11	70	10%
Task 3.1 — Definition and validation of the implementation analysis framework	1	1	1	1	0	0	1	0	1	2	1	1	9	
Task 3.2 — Communication and training to the PES on participation	2	0	0	0	0	0	0	0	0	3	3	2	10	
Task 3.3 — CCS implementation analysis	1	2	0	1	0	0	1	1	1	1	1	1	10	
Task 3.4 — Identification of barriers and accelerators for the implementations of CCS in each PES	2	1	0	1	0	0	1	1	0	1	1	1	9	
Task 3.5 — Contrast with each PES	1	0	0	0	0	0	1	0	0	1	1	1	5	
Task 3.6 — Elaboration of a monograph on barriers and accelerators in the SNE in relation to services to	0	0	0	1	0	2	0	0	1	4	3	4	15	
Task 3.7 — Workshop to validate the analysis of the SNE implementation with SEPE and DG Reform	1	2	1	1	0	0	0	0	0	1	1	1	7	
Task 3.8 — Presentation of the conclusions to the SNE	1	1	1	1	1	0	0	0	0	0	0	0	5	
Phase 4 — **SWOT analysis of the implementation of the Common Services Portfolio**	12	10	3	3	9	8	9	8	12	14	15	14	117	16%
Task 4.1 — Adaptation of employers' case studies with the 4 PES	2	2	0	1	2	1	1	1	2	2	1	1	16	
Task 4.2 — Preparation of the preliminary draft of the detailed SWOT analysis	1	1	0	1	1	2	3	3	1	1	2	2	18	
Task 4.3 — Interviews and validation workshop with the SEPE	2	2	0	0	2	1	1	1	2	2	2	2	16	
Task 4.4 — Update and elaboration of the preliminary SWOT analysis	3	0	0	0	1	1	1	1	3	3	3	3	19	
Task 4.5 — Consultative and co-design process of SWOT analysis with Local Employment Offices	2	3	1	0	1	1	1	1	2	2	2	2	18	
Task 4.6 — Analysis of results and elaboration of the agreed SWOT	1	1	1	1	1	1	2	1	1	3	4	3	20	
Task 4.7 — Presentation of the results to the NES	1	1	1	0	1	1	0	1	1	1	1	1	10	
Phase 5 — **Integrated Plan for the full implementation**	14	6	3	4	10	10	13	12	9	15	17	15	128	18%
Task 5.1 — Review of best practices and SWOT to identify CCS implementation alternatives	2	0	0	0	2	1	2	2	1	1	1	1	13	
Task 5.2 — Proposal of To-Be scenario alternatives for each dimension, and scenario business cases	2	1	0	1	2	2	2	2	3	4	3	2	24	
Task 5.3 — Workshops for the selection of the target scenario with the SEPE	2	1	1	0	0	1	2	2	0	2	2	2	15	
Task 5.4 — GAP analysis with respect to the current situation, and proposed measures for the	2	1	0	1	2	2	3	1	2	3	4	3	24	
Task 5.5 — Consultative and co-design process of the Plan with the SNE	1	1	0	0	1	1	1	1	1	1	1	1	10	
Task 5.6 — Analysis of results and elaboration of the consensual Implementation Plan	3	0	0	0	1	1	2	2	1	3	3	3	19	
Task 5.7 — Validation with the SEPE and DG Reform	1	1	1	1	1	1	1	1	1	1	1	1	12	
Task 5.8 — Presentation of results to the SNE	1	1	1	1	1	1	0	1	1	1	1	1	11	
Phase 6 — **Roadmap for the implementation of the Integrated Plan**	18	7	6	4	12	8	7	11	7	15	18	15	128	18%
Task 6.1 — Preliminary identification of Roadmap measures and actions	2	2	2	1	2	1	1	2	1	1	2	2	19	
Task 6.2 — Initial stakeholder validation	1	1	1	0	1	0	1	1	1	1	2	2	13	
Task 6.3 — Detailed description of measures and actions	3	1	1	1	2	2	2	2	2	3	4	2	25	
Task 6.4 — Establishment of temporary implementation scenarios	2		0	0	4	1	1	1	1	4	4	4	22	
Task 6.5 — Design of the roadmap governance model	6	1	1	1	2	3	1	1	1	3	3	2	25	
Task 6.6 — Roadmap validation with the SEPE and DG Reform	3	1	1	1	1	1	1	3	1	1	1	1	16	
Task 6.7 — Diffusion Plan and Presentation of the plan and Roadmap	1	1	0	0	0	0	0	0	0	2	2	2	8	
Phase 7 — **Roadmap for the implementation of the Integrated Plan**	5	4	9	9	12	10	10	13	7	8	8	7	102	14%
Task 7.1 — Adapting employers' case studies with the 4 PES	1	1	2	3	2	2	3	1	2	2	2	2	23	
Task 7.2 — Analysis of national and international best practices	1	1	1	2	2	2	2	3	1	1	1	1	18	
Task 7.3 — Co-creation for identification of pilots with PES	1	0	2	1	3	2	2	3	2	2	2	2	22	
Task 7.4 — Business cases of pilot alternatives and selection of 4 pilots	1	1	3	2	4	3	2	5	1	2	2	1	27	
Task 7.5 — Validation with the SEPE and the 4 PES	1	1	1	1	1	1	1	1	1	1	1	1	12	
Phase 8 — **Supporting the implementation of four pilot actions on services to employers**	6	3	6	6	5	3	4	3	4	10	12	10	72	10%
Task 8.1 — Detailed Pilot Design with PES	1	1	2	1	2	1	1	1	1	2	1	1	15	
Task 8.2 — Roadmap design of pilots for each PES	1	1	2	2	1	1	1	1	1	2	1	2	16	
Task 8.3 — Designing the evaluation and monitoring model for pilots	2	0	1	2	1	0	1	0	1	1	1	2	12	
Task 8.4 — Training and change management in PES	1	0	0	0	0	0	0	0	0	2	1	1	5	
Task 8.5 — Support to the PES in pilot actions	0	0	0	0	0	0	0	0	0	2	4	2	8	
Task 8.6 — Analysis of results and lessons learned	0	0	0	0	1	1	0	0	0	1	3	1	7	
Task 8.7 — Presentation of results to SEPE and the 4 PES	1	1	1	1	0	0	0	1	1	1	1	1	9	
Working Days	79	49	39	39	57	46	51	57	47	82	90	81	717	100%

2   Project Closure

Purpose and structure of the report

The **ultimate goal** of this report is to present a project closure document that conveys the key messages, and results, to key stakeholders.

Specifically, its **main purposes** are the following:

- Accept all deliverables and finalize the project.
- Record the lessons learned and compile them in a single document with all the products developed within the scope of the project.
- Identify the lessons learned during the execution, which are related to the management of this, and that can be applied/avoided in other similar contexts.

For the execution of this last phase, the following activities have been carried out:

T.1 Organize final project meetings to showcase results

- o Organization of a final meeting with the SEPE to present the conclusions and results of the project.

T.2. Write the final project report

- o Preparation of this document in Word summarizing the results of the project (in Spanish and English) following the template of the DG REFORM.
- o Deliver the final report of the project.

The present report is **structured** as follows:

- The final report of the project includes:
  - i)   Key results and lessons of each deliverable, in which a brief summary of each one will be presented, the results obtained from the work carried out and main challenges and lessons learned;
  - ii)   Main findings and elements that could be replicated;
  - iii) Annex of the final deliverables.

3   Results and key lessons from each deliverable

Deliverable 1. Initial report

Brief description of the deliverable and work carried out:

The Inception project report (E1) was prepared in both English and Spanish, reflecting the **current context** of the project and the **agreed approach** and **methodology**.

The Inception project report presented the complete **work plan** and the timeline with milestones, roadmap with deliverables and tasks; a description of **all deliverables,** methodological approaches, working groups, other stakeholders and applied techniques; the **governance model** of the project, including a description of the mechanisms and the roles and responsibilities of each stakeholders; as well as a **summary** meetings held during the inception phase; the list of **relevant data**, documents and other information, the risk management **organisation chart** or the communication, coordination and validation mechanisms between the beneficiary, DG Reform, and the Consortium.

The inception phase allowed the project team to **understand the needs of the project,** for which the following was done:

- An initial meeting was organized with key stakeholders.
- Introductory meetings were held with the different agents involved in the project, with the aim of collecting the most relevant information and data for the development of this first phase. In addition, the project team was able to better understand the expectations of both SEPE and DG Reform.
- The first collaborative spaces and contact with the agents involved were identified.

Main challenges and lessons learned:

A) During the inception phase, the following challenges emerged:
- Establish a governance model according to the project.
- The legislative framework, in which the employment law was pending of approval at this time, blocked the strategic planning due to the anticipation of changes that could affect the project.

B) As lessons learned, the following stand out:
- Compile into a single document all the starting information to begin the execution of the project.
- Frame the project in its corresponding context and agree on both the approach and methodology.

Deliverable 2: Analysis of the external context

Brief description of the deliverable and work carried out:

A report was prepared that included the **current situation for the implementation of the Common Portfolio of Services**. This document **included the objectives of the study, the methodology used, the sources of the documentation and the participants of the interviews and workshops**; and an analysis of the context **differentiating the specific situation of CPS services according** to the **six dimensions of analysis** defined at the beginning of the project: **strategy and regulations**; **processes and management**; **organization and people**; **economic-financial management**, **tools and information systems**; and **relationship model**.

Finally, the deliverable identified a series of **challenges and risks** for each service of the Common Portfolio of Services.

In short, all the **information necessary to characterize** the initial situation of the project **was collected and analysed**, using information search techniques such as research and documentary analysis, or multiple meetings.

Main challenges and lessons learned:

A) The main **challenges identified were** related with the possible **regulatory developments to be introduced in the new legislative framework**, still pending approval at that time (Preliminary Draft Employment Law). This generated an uncertainty scenario because of **the dynamic context** for the implementation of the Common Portfolio of Services.

B) The most important **lessons learnt** derived mainly from having studied in depth the starting situation and all the documentation available in order to know the main lines of action, as well as to be able to focus the project, attending to the most critical needs.

Deliverable 3: Review and preliminary analysis of the implementation of the Common Services Portfolio

Brief description of the deliverable and the work carried out:

The analysis of the internal context of the implementation of the Common Services Portfolio was structured following **a dual model of** analysis: on the one hand, the **quantitative analysis, carried out through a questionnaire with closed questions;** and on the other, **the qualitative analysis, carried out through** opened questions and working sessions with representatives of each PES and the SNE. In turn, interviews were carried out with the **offices of each PES and with the SEPE.**

On the other hand, a classification **of obstacles and accelerators was developed for the design, implementation, and programming** of the CPS in each of the PES and in the whole of the SNE. Thus, a matrix was generated where **each of the obstacles and accelerators** were **classified according to the CPS to which they refer,** as well as each of the key dimensions of the *framework* analysed (strategy, processes, etc.).

In this way, **two results were obtained**:

- The identification of obstacles and accelerators **for each of the PES.**
- The identification of obstacles and accelerators **for the SNE as a whole**.

Once this map was configured, it was sent to each of the PES in order to add their contributions. Thus, a first version of the deliverable was obtained, which was validated in a working session with the SEPE and the DG Reform.

Main challenges and lessons learned:

A) As **main challenges**, coordination between participants was identified due to the variety of agents involved and the complexity found in the treatment and optimization of data, also caused by the large amount of information collected.

B) As main **lessons learned,** the sessions with the PES were essential to find the information and key data; and the coordination with the SEPE was crucial for the optimization of the process.

Deliverable 4: SWOT Analysis of CSP Implementation

Brief description of the deliverable and the work carried out:

Once the analysis of the external and internal context of the implementation of the CPS was carried out, in the PES and in the SNE**, a first draft of the SWOT analysis** (Weaknesses, Threats, Strengths and Opportunities) was **elaborated** that collected the internal characteristics that **obstacle or facilitate the implementation of the CPS.** It collected the **external elements** that have an impact, **negatively or positively, in the implementation of CSP for each of the four services of the it**. Also, a global vision of the SNE and a vision of each PES were provided.

Subsequently, **meetings were held with the different Subdirectorates of the SEPE** to complement this first draft and, once validated, **giving rise to the preliminary SWOT report**. With this preliminary version it was possible to start **the consultative process in which** sessions **were held** with both the PES and the local employment offices; thus creating a **collaborative environment to share documentation of interest and boost the participation of all those involved in the SWOT co-design process**.

The consultative process was carried out through joint meetings in which the **results obtained were presented** to the **SEPE, SPE and local Employment Offices**. In them, the relevance of the weaknesses, threats, strengths, and opportunities identified was reflected to **find the cause of each identified problems.**

Once all the information was collected, **a final SWOT analysis was elaborated** with the same structure as the initial one and including a section identifying the root causes of the problems. **This was validated with the SEPE and DG Reform.**

Main challenges and lessons learned:

A) Among the **challenges** encountered we found again the difficulty in the collection and analysis of all the information, which caused large amount of time and resources to the contrast of the SWOT with local employment offices.

B) **As lessons learnt**, complementing the SWOT analysis with the contributions made by local employment offices allowed enriching it and giving it a pragmatic character. Similarly, contact with the local employment offices.

Deliverable 5: Integrated Plan for Full Implementation

Brief description of the deliverable and the work carried out:

Once the good practices were identified, as well as the diagnosis and root causes of the problems were reviewed; a first approach was made to the possible alternatives for implementing the CPS. In this way, the **main lines of work or programs** were identified to promote the implementation of this, combining different actions or projects to be executed by the SNE or by the different SPE. The **steps** followed are detailed below:

- The **identification** of potential lines of action or **programs** was carried out considering each of **the key dimensions of the framework**.
- In addition, these programmes had **to consider the joint vision and of each of the services of the CPS and its 21 activities** so that they could have a real impact on the CPS as a whole and also on the specific services.
- **Proposal of program scenarios**: several alternatives of the programmatic framework were presented to the SEPE, depending on the current options already contemplated for its implementation in the SNE.
- **Evaluation of the scenarios:** For each scenario and proposed action, different variables were analysed, in order to decide with the SEPE the most appropriate option.

In this context, work sessions were held with those responsible of the SEPE for the assessment and **final selection of** alternatives, **projects, and actions to be carried out**; classifying them according to their typology, the service to which it refers and the dimension/s of the framework; the objectives to which it contributes and identifying those that are of the SEPE or the different SPE.

To define the **effort involved in its implementation** and the associated benefits in each case, as with the SWOT, **a consultative process was developed with several Subdirectorates of the SEPE** (SGTIC / SGEI). Specifically, **two meetings were held with the SGTIC and the SGEI** to specify certain aspects to be included in the Integrated Plan. In this way, once all the necessary information was collected, a document was prepared that included a map and a description of the actions proposed for the Implementation Plan.

These were classified as follows:

- **Agent in charge** of its implementation (SEPE and/or SPE).
- **CPS service affected.**
- Problem/**challenge** to which it responds.
- **Dimension**/s to which it refers/benefits of its implementation.

Main challenges and lessons learned:

A) The main **challenges** arising during the execution of this phase, come from the structural complexity derived from the process of validation and readjustment of the initiatives identified for their final selection.

B) As **lessons learned,** previous contacts with the various local employment offices helped in the identification of programmes and initiatives, since, after having checked the SWOT with them, it was possible to organize a more fluid and frequent communication.

Deliverable 6: Roadmap for the implementation of the Integrated Plan

Brief description of the deliverable and the work carried out:

Once the projects corresponding to each program of the Plan were identified, as well as the measures necessary to define the planning and implementation of the Plan and for its governance, **a first map of measures** was prepared, **from the perspective of the key dimensions, and from the perspective of what corresponds to the SNE, and to each PES**.

The measures of each program were taken as a reference to **minimize barriers and to enhance the accelerators** identified in the SWOT analysis phase; incorporating the good practices identified in the previous phases.

After having contrasted the initiatives with the SEPE, a **high-level description of each one of them was made and,** together with the SEPE and the SPE, a **schedule of these** was developed, both individually and the Plan as a whole.

In this sense, **a working session was held with the PES,** and they were asked **to complete a series of tables that collected information on the initiatives that they committed to include in the Implementation Plan of the Common Portfolio of Services**, both specific to each service and transversal. They were also encouraged to include additional initiatives that were not considered at that meeting. The initiatives, as mentioned above, were collected in tables, and **attached as annexes to the Integral Plan**.

These tables followed the following **structure:**

- **Name.**
- **Description.**
- **Estimated date of Implementation.**

Main challenges and lessons learned:

A) As the main **challenges** encountered by the project team, we highlighted the need for contrast and validation that could affect the fluidity and continuity of the development of the Roadmap.

B) As **lessons learned** from the evolution of this deliverable, both the ability to adapt the project to its most critical needs and the importance of coordinating efforts to generate valuable work and results.

Deliverable 7: Development of four pilot actions for service to employers

Brief description of the deliverable and work carried out:

It is important to remember that the project gave **special importance to services to employers**; therefore, both D2 and D3 contain a specific monograph for the analysis and in-depth diagnosis of the needs of PES in terms of providing services to employers that were contrasted in a workshop with the four PES participating in this phase of the project, adapting them if necessary.

In this context, of analysis and diagnosis, **a specific section of good practices related to services to employers was developed**. Also, once the needs of the four PES in this service were **identified, good practices were identified that could serve as a reference for the design of the pilots**.

These were **identified through workshops with management and technical staff of attention to employers of each PES** in order to understand their needs, barriers to the greater efficiency of their work, etc.

Subsequently, a **user experience journey (employers) was developed on the services provided by the technicians of the PES**, which allowed to obtain concrete information about their most positive and negative experiences.

Once the alternatives of pilot actions related to each of the dimensions (strategy, processes, ICT, relationship model, etc.) were identified, in a workshop with each PES, a pilot **action was selected according to the cost/benefit of each of the alternatives**. Finally, a **presentation of the works was made to each SPE and the SEPE.**

Main challenges and lessons learned:

A) During the execution of this activity, the project team encountered **difficulties** in the analysis of all relevant information and in the identification and selection of good practices**.**

B) As **lessons learned,** the ability to combine activities and take advantage of the synergies that arise during its execution to enrich, at a global level, the entire project. In addition, to adapt the agreed activities to the future of the same to ensure its adjustment and usefulness.

Deliverable 8: Support for the implementation of four pilot actions

Brief description of the deliverable and the work carried out:

Once the pilot actions to be implemented in each Autonomous Community were decided, all the **necessary documentation for their implementation was prepared; with a pragmatic and highly operational approach**. The design of the pilots **was carried out in 4 phases**:

- **Phase 1:** A segmentation of companies **was carried out**, selecting those located in sectors of interest.
- **Phase 2**: **The specific needs of companies** in these sectors were identified.
- **Phase 3**: **The program was designed**.
- **Phase 4**: The elements **(actions, responsibilities, milestones, indicators, and governance plan)** used for the evaluation **were designed**.

With the actions defined, **a Roadmap was developed for each pilot that included its scope, duration and the necessary resources**. In parallel to this**, the evaluation framework and the system were designed**. Finally, and with the pilots completed, **two types of reports were prepared**:

- A **report for each of the pilots**.
- **A final closure to the pilots** as a synthesis to the SNE in order to disseminate the results to all the SPE.

Main challenges and lessons learned:

A) **In this part of the project, there were no notable challenges**, given that at this stage of the project communication and exchange of information enjoyed an agile and comfortable structure for all project members.

B) As **lessons learned**, again, the ability to adapt the project to the needs and requirements is highlighted, so that what is produced is relevant and useful.

4   Main conclusions, useful elements and actions after the execution of the project

Conclusions:

The conclusions are a kind of **lessons learned from** the execution of the project, in which the **success factors** pointed out, the **problems encountered,** and the **strategies to overcome them, are collected**.

Once the deliverables have been exposed, as well as the challenges and lessons learned from the execution of each activity, it is worth highlighting the **challenge** posed by the **new regulatory framework** in relation to the recently approved employment law: **Law 3/2023, of February 28, on employment**.

Likewise, we identified as a challenge the large number of agents involved in the development of the project. During the execution, the project team has maintained contact with both the SNE as a whole (the SEPE and the different regional PES) and with the DG Reform and employment offices at local level. **Management, especially in terms of communication and coordination, with so many stakeholders involved**, has had a direct impact on the duration of the project.

Other **notable generic challenges** were the adaptation of the needs of each of the regional PES to the Plan; taking into account their individual characteristics such as territorial peculiarities.

As **global lessons learned,** we highlight the **constant communication** with both the SEPE and the SPE of the Autonomous Communities and the DG Reform, to focus the phases of the project in a way that guaranteed its execution in time and the fulfilment of priorities; the realization of **tasks** simultaneously **to take advantage** of the **synergies** between them and the **enrichment** of the whole project, the ability **to adapt the activities** to the most critical needs of this or the importance of **coordinating efforts** to generate valuable results. We also highlight the availability of all parties involved in the exchange of best practices.
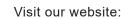
Useful elements

During the execution of this project, some actions that have been essential for its complete development are considered key:

- Carry out a first study in which the **expectations** of the agents involved in the project are collected.
- Manage in parallel the **risks** that arise during the execution of the project.
- Maintain **active communications and interrelation** between all involved.
- The development of **a consensual Comprehensive Plan** for the reinforcement of the Common Portfolio of Services.
- **The consultative process** carried out in which the needs of all those involved have been highlighted, responding to them (the Analysis of the internal context, SWOT, Integrated Plan or the Roadmap, are examples of this).

Actions following project completion.

Finally, it is necessary compiling those actions after the execution of the project, which could be immediately activated to maximize the overall impact of the *Reinforcement of the implementation of the CPS.*

- Continue with the implementation of the projects contained in the Roadmap, which ensure the reinforcement of the implementation of the CPS throughout the SNE.

- Maintain active and constant communication with the stakeholders and participants of the reinforcement of the CPS (from the autonomous PES, employment offices, professionals, etc.) to promote global awareness about its importance in strengthening the services provided by the entire SNE.

- Compile lessons learned and document the main case studies detected among the different autonomous PES, as well as the challenges encountered that nourish future projects, in a constant exercise of feedback of good practices.

- Promote continuous reviews of the implementation to evaluate its impact and its effective results, to identify opportunities for improvement in parallel to its complete execution.