Success Story:
Organisational development to modernise services of the national and regional Public Employment Services in Spain

Challenges
The Spanish Public Employment Service (SEPE) and the 17 regional autonomous public employment services (PES) function independently and in a decentralised way. This requires close coordination between SEPE and the regional actors to address challenges, such as high unemployment among young people, long term unemployment or the digitalisation of the labour market, and to modernise services in a coherent strategic way.

Success Factors
- The Mutual Assistance Project and the external assessment process helped the PES to identify key reform priorities.
- The use of the PES performance dashboard enabled the PES to analyse where it stood in relation to other Member States.
- Developing a clear Action Plan supported a more coherent and consistent change process, including commitment from senior management to follow-up on the plan.
- High staff motivation, participation and their willingness to point to problems – supports change and continuous learning.

Results
- The EVADES programme has effectively disseminated knowledge through the National Employment System (NES).
- The PES’ knowledge in updating and improving performance has improved.
- The PES has improved exchange of experiences and knowledge.
- The PES achieved a more conducive culture for planning, monitoring, evaluating and implementing the Spanish Strategy for Employment Activation.
- The PES benefits from a more systematic implementation of changes and reforms.