

27/09/18



**Save the date:** upcoming webinar on the Future of Work on 10 October



**Open Public Consultation:** have your say on the PES Network!

The September edition of the PES Newsletter demonstrates the vast amount of activities that have been undertaken by the PES Network since April. Activities have covered a range of topics including communicating the work of PES, human resource management, digitalisation and holistic support to PES customers. The Future of Work will be one of the key topics in the remainder of 2018 via a new webinar series and a stakeholder conference.



## Communication Toolkit

A [Communication and \(re\)Branding Toolkit](#) was recently published to support PES to shape their image with stakeholders, jobseekers and employers.

## PES Knowledge Centre

In addition to the Communication and (re)Branding Toolkit, several other key documents have been added in 2018 to the [PES Knowledge Centre](#). Discover them all now on the PES Network website!

## PES Practice Repository

More than 30 PES Practices and Promising PES Practices have been published so far in 2018. Please consult the [PES Practice Repository](#) on a regular basis!

## New Faces

### The PES Network warmly welcomes Gerardo Gutiérrez Ardoy, the new General Director of the Spanish Public Employment Service (SEPE) since July 2018



Gerardo Gutiérrez Ardoy has extensive experience in the area of employment policies. He has held various positions within the National Employment System, gaining extensive knowledge about the state and regional employment frameworks in Spain. From 2008 to 2011, he was General Director for Employment in the PES of the Autonomous Community of Castilla–La Mancha, and subsequently has had several relevant positions in the field of labour before he became the General Director of the SEPE in July 2018. He holds a University Degree in Law as an expert in Employment, Labour Relations, Social Dialogue and Social Security and a Master's Degree in Leadership and Public Policy Management.

### A warm welcome to Maria Schack Vindum, the new Director General of the Danish Agency for Labour Market and Recruitment (STAR)

Maria Schack Vindum has been appointed as the Director General of STAR under the Ministry of Employment since August 2018 and thus joins the PES Network family. She has extensive experience in the employment area and the public sector. She has previously worked as Deputy Permanent Secretary in the Ministry of Employment from 2015. During this time, she was responsible for developing the labour market policy area. Maria Schack Vindum has also previously held relevant positions in the Ministry of Finance and the Municipality of Copenhagen.



### Since July 2018 the PES Network Secretariat is happy to have Gudrun Nachtschatt on board, supporting the PES Network's Benchlearning activities



Gudrun Nachtschatt has been teaching at schools and universities and worked as a journalist on educational and social policies before she joined the Austrian Ministry of Employment and Social Affairs and the Austrian PES in 1995. She has been working there for 23 years, gaining a vast experience on ALMP, research, evaluations and international cooperation. Moreover, she has been involved in PES Network affairs, particularly in developing benchmarking and mutual learning. As a well-known PES Network member, she is clearly convinced about Benchlearning providing an important opportunity for improving PES and their services. She is looking forward to further contributing to the development of Benchlearning.

## Recent News

### Have your say: evaluation of the PES Network

Have your say on the PES Network in the [Open Public Consultation](#) that is running until 13 December 2018. It is part of a study for DG Employment, Social Affairs and Inclusion that supports the evaluation of the Decision 573/2014/EU on enhanced cooperation between PES. Moreover, members of the PES Network and other stakeholders will be contacted for targeted interviews on the PES Network's relevance, efficiency, effectiveness, coherence and added value. The results of the evaluation will also contribute to reflections on cooperation between European PES post-2020.

## From intervention towards prevention

The improved labour market situation gives an opportunity to look at not only the unemployed but also those who are at-risk of becoming unemployed. Early activation, as part of a preventive approach to tackle large scale dismissals driven by automation and digitalisation, is garnering more attention. The study provides an overview of existing literature on early activation and develops a 'preferred bundle' of services, which entails intensive counselling (and monitoring) between the jobseekers and their individual job counsellor in the first six months of unemployment. The cost-benefit analysis provides a mixed picture: in general such an early intervention package yields the highest short-term benefits to the public budget in countries that already 'do better'. To find out more, read the report on [early activation and employment promotion](#).

## PES Network Toolkit for improving PES services to employers

Anticipating employer needs and effectively servicing employers is a key task for PES. This PES Network Toolkit supports PES in improving their services towards employers. PES and interested stakeholders can find practical guidance, options and examples in the Toolkit on: how to design a PES employer strategy; which key competencies are required for employer counsellors or how to segment employers and setting up standards while maintaining flexibility for customer-oriented service delivery. Suggested indicators and targets are offered to help improving and monitoring the way PES engage with employers. To find out more, download the [Toolkit for improving PES services to employers](#).

## Modernising the PES Network – collaboration

A new **collaborative platform** will be opened in September 2018 to assist and empower the innovation of the PES Network. It will enable PES staff and others to directly interact, open topics for discussion and share thoughts and documents in one place.

Moreover, webinars will accompany face-to-face meetings where useful, offering the knowledge to a wider audience. Two webinars under the topic 'Future of Work' will take place this year to explore how PES can be an agile organisation and adapt to the future labour market needs. The collaborative platform will help participants to engage, providing for a space for conversation before and after the webinars.

## Telling the PES story: communicating effectively to stakeholders

Communicating the important work of PES is an area of development for many PES. A new Toolkit focusing on Communication and (re)Branding of PES has been developed to help PES to assess their target groups, specific needs and provide practical tips and guidance on effective communication. The Toolkit, designed to help PES to create carefully crafted messages, supports to shape the PES' image with stakeholders, jobseekers and employers. To find out more, access the [Toolkit on Communication and \(re\)Branding of PES](#).

## Cité des Métiers – Beroepenpunt.brussel bringing partners together to help jobseekers

The Cité des Métiers model places the users' needs at the centre. Citizens can anonymously access information and speak with guidance counsellors from a range of partners to gain neutral, independent information. The Study Visit discussed the role of partners, support and guidance for counsellors as well as knowledge management. The three main partners are ACTIRIS, VDAB and Bruxelles Formation. Over 30 participants attended a Study Visit at the Cité des Métiers, Brussels, in July. To find out more, read the [Study Visit Summary Report](#).

## From digital services to comprehensive digital strategies

'PES being digitally strategic and evolving services to keep up with customer expectations' was the focus of a Workshop hosted by the Estonian PES in April. The Thematic Review Workshop brought together 27 PES participants from 15 countries to exchange and discuss the lessons learnt from implementing digital services and multi-channel strategies and how to take these forward into a digital strategy for the wider organisation. The workshop explored the implications for future proofing digital strategies and what tools are needed to do this. To find out more, access the [Thematic Paper on 'Creating Digital Strategies'](#).

The subsequent Follow-Up Visit took place in Slovenia in July where PES participants from 9 countries explored the Slovenian approach towards digital services for jobseekers and employers. Participants experienced a live demonstration of the Online Virtual Assistant 'Iza'. To find out

more, access the [Follow-up Visit Report on 'Being Digitally Strategic'](#) and take a look at the [Slovenian Online Virtual Assistant](#).

## Human resource management: equipping PES with the right talents for the future

The second Thematic Review Workshop in June focused on human resource management and how to attract, develop and retain talent. Participants concluded that leadership and self-leadership are important factors in order to align PES with the digital future and coordination between PES business units and HR can help to create long-term workforce planning that meets the needs of the strategic direction of the PES. To find out more, access the [Thematic Paper on 'Human Resource Management'](#).

## How the PES Network is preparing itself for the 'Future of Work'

The 'Future of Work' is widely discussed. However, the term can cover a whole spectrum of topics and it often remains a vague concept. PES certainly need to prepare for future developments which are already noticeable when looking at the raising platform economy or PES customers of tomorrow. The PES Network therefore is undertaking a range of activities:

- A **PES Network Working Group**, chaired by PES Hungary, develops a PES Network position paper that leads PES in their strategic, long-term orientation to address the future world of work as an organisation.
- It is clear that PES alone cannot tackle future-related challenges alone. By bringing together all the key players in the labour market, the **PES Network stakeholders conference** on 8 November 2018 will be a milestone for reinforcing the cooperation between the Network and other stakeholders. It will underline the importance of building new partnerships for innovating PES and stakeholder strategies as well as service offers – developing common responses to the future challenges affecting the labour market.
- **Two webinars** will take up concrete practices of PES and partners, successfully anticipating and pro-actively managing future developments e.g. through new approaches to skills assessment and development or creating new digital services in a participatory approach involving users and frontline staff. The first webinar will take place on 10 October 2018, presenting the examples of South Korea and France.

## The Hungarian programme 'JOB for you, DREAM for me!'

'JOB for you, DREAM for me!' is a nationwide project by the [Salva Vita Foundation](#) implemented since 2015. It aims at bringing people with disabilities and employers together for one day in order to promote equal employment opportunities. From 2017, Hungarian Ministries and the Foundation are closely working together. While the project was financed by the Ministry for Human Capacities, the Hungarian PES (belonging to the Ministry for National Economy) offered in-kind help to the Foundation on a needs basis on local level, e.g. by accompanying a customer, providing transfer support or venues for the press. The recent campaign in April 2018 shows success: 240 customers visited an employer nationwide with the help of the majority of cross-sectoral government offices. The Hungarian PES and the Foundation are planning to further deepen and develop the existing cooperation. To read more, visit the [project website](#).

## Benchlearning within the Italian PES



Inspired by Benchlearning amongst the European PES, the Italian PES is now introducing Benchlearning on a national level in order to use the potential available in the country. The focus is set on four main topics, which are strongly related to the implementation of Italy's ALMP reform:

- 1) holistic profiling
- 2) management of partners and stakeholders
- 3) relations with employers
- 4) re-placement voucher

A first meeting between regional and local PES took place in Trieste in July 2018 and was devoted to the relations with employers, involving the regions Friuli Venezia Giulia and Abruzzo. An interesting discussion based on a self-assessment

and a visit to the local PES of Trieste with its specialised office for employer services was of particular interest, not least in terms of the national PES strategy on employer services which is currently under development. Further meetings involving different regions will follow with the aim of having a better knowledge exchange and mutual learning.

## PES Practices

Poland – [Apprenticeships for Adults](#)

Slovenia – [Online Virtual Assistant](#)

Estonia – ['Work and Study' Programme for prevention of unemployment](#)

Denmark – [United for Better Integration](#)

## Promising Practices

Ireland – [The Certificate in Professional Practice in Employability Services](#)

Latvia – [Remote Workplace for Employees of the Latvian PES](#)

Belgium – [ACTIRIS – Professional Reference Centres](#)

Latvia – [Open Door Days](#)

Denmark – [Jobinvestering.dk](#)

Croatia & Slovenia – [EmployID](#)

Belgium – [Le Forem – 'Points CoM' - Occupation Knowledge Points](#)

Luxembourg – [House of Entrepreneurship](#)

Germany – [Reduction of Segmentation Approach](#)

Iceland – [On-the-job Language Training for Foreigners and Migrants](#)

## Latest Publications

[Communications and \(re\)Branding Toolkit](#)

[Employers' toolkit: Engaging with and improving services to employers](#)

[Thematic Paper 'Creating Digital Strategies'](#)

[Follow-up Visit Report 'Being Digitally Strategic'](#)

[Thematic Paper 'Human Resource Management'](#)

[Study Visit on 'Cité des Métiers' Summary Report](#)

['Early Activation and Employment Promotion' Study](#)

['Labour Shortages and Surpluses 2017' Report](#)

## Upcoming Dates

**20 – 21 September**, Study Visit on Methods of Quality Management, AMS, Vienna, Austria

**28 September**, Third Working Group Meeting on Future of Work, Budapest, Hungary

**10 October**, Webinar on Agile PES

**11 – 12 October**, AFEPA meeting, Brussels, Belgium

**18 October**, Working Group Meeting on HRM, Amsterdam, The Netherlands

**19 October**, Follow-Up Visit on Talent Management, UWV, Amsterdam, Netherlands

**26 October**, Working Group Meeting on Digitalisation, Paris, France

**8 November**, PES Network stakeholders' Conference on the Future of Work, Brussels, Belgium

**20 – 21 November**, Benchlearning Working Group Meeting, Brussels, Belgium

**10 – 11 December**, PES Board meeting, Vienna, Austria

Please also consult our regularly updated [PES Network Work Programme 2018](#).

## Upcoming Benchlearning Site Visits

**1 – 3 October**, Estonia

**15 – 17 October**, Finland

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