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## New Learning Dialogues will be taking place in 2019

The January edition of the PES Newsletter reflects the different activities undertaken by the PES Network since September. The future of work and the implications and responses by the PES Network was a big focus of PES Network activities in late 2018 as a conference and two webinars explored this topic. Sustainable talent management and digitalisation were also covered in-depth. You can also find out more about the new Learning Dialogue learning format for 2019 and the key conclusions from the PES Network Board meeting in Vienna.



## PES Capacity: Report now available

### Have your say on the PES webpages

You are invited to complete a [short survey](#) on the PES webpages. Your feedback will help to improve this resource.

### Starting Guides on digitalisation

Two Starting Guides focusing on 'Creating a Digital Strategy' and 'Using KPIs' will be published soon to provide an in-depth guide to these two subjects

### PES Knowledge Centre

In addition to the Starting Guides, 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 PES Practices and Promising PES Practices have been added to the PES Practice Repository. Please consult the [PES Practice Repository](#) on a regular basis!

## New Faces

### We welcome the following new members of the PES Network



New Romanian Board Member **Daniela Gheorghita** Barbu. Since 1996, she has been working in the employment system and gained experience in various executive and management positions at Dolj County Agency for Employment. Since January 2017 she has worked at the Ministry of Labour and Social Justice, initially as Adviser to the Minister and subsequently as Secretary of State responsible for employment and social issues.

New Hungarian Board Member **Zoltán István Marczinkó**. Since 2018, he holds the position as Deputy State Secretary for the Labour Market and Corporate Relations. Prior to this, he gained vast experience in executive and managerial positions in the financial sector and he was the Acting Deputy State Secretary for Priority Corporate Relations between 2014 and 2018. He holds a Master of Science in Economics.



### Personnel changes in the PES Network Secretariat provide an opportunity to say hello to:



**Claire Grapeloux**. She is acting as head of the PES Network Secretariat during the maternity leave of Ulrike Storost from 1 January 2019 onwards. Claire joined the European Commission in 2003. Since then she has been gaining experiences in different positions on a wide range of policies such as employment and social affairs, justice and equality and research. Prior to this, she worked as a consultant specialised in regional employment policies and in political communications for various public authorities. Claire holds a Master's degree in International Politics and European Public Policies. The PES team is happy to have Claire on board and sends a million thanks and best wishes to Ulrike for her time in maternity leave!

Since November 2018, the PES team has strong support from **Hilde Olsen**, a seconded national expert from the Norwegian Public Employment Services (NAV). Prior to this, Hilde has been working for various public authorities in Norway. Moreover, she previously gained valuable experience working for the OECD on employment analysis. Hilde holds a Master in Economics from the University of Oslo and has a specialisation in International Economics from the Kiel Institute of World Economics.



## Recent News



### Board Members meeting in Vienna

During the 10th Board Meeting on 10 and 11 December, the topic of labour shortages was in the centre of the discussion. Framed by a leadership seminar on “how to create enthusiasm in PES organisations” and a visit to a training centre with valuable insights on how practice-oriented (up-)skilling is successfully implemented, PES Board Members exchanged on current activities and next steps to take for an ambitious year 2019.

### Learning Dialogues

The newly introduced format of “Learning Dialogues” will take place during the first year of the third Benchmarking cycle in 2019. Peer PES learn from each other on chosen fields for improvement in order to strengthen individual peer PES learning and coaching and, as a consequence, their performance. Each PES chose a learning topic and learning groups have been created. The first Learning Dialogue will be hosted by the Flemish PES (VDAB) on e-Services and Channel Management on 26-27 February 2019.

### Capacity Report showing main trends in the developments of PES

This report, based on questionnaires received from 31 European PES during the summer of 2017, provides information on PES set-ups and discusses key trends in the settings in which PES operate. It examines the resources PES have, the ways in which those resources are deployed and how the PES organise their work. Moreover, it concentrates on services offered to clients by the PES, in particular the Active Labour Market Policies they use. With this overview and analysis of various aspects of PES capacity and PES services, we have a thorough information base to support the work of the PES Network. To find out more, read the [Capacity Report](#).

### Taking stock on PES implementing the Youth Guarantee (YG)

The study “PES Implementation of the Youth Guarantee” analyses the success factors for PES implementation of the YG and discusses the challenges PES are facing and how they can overcome them. The main objectives of this study are to review factors influencing PES performance in the actual delivery of the YG. The focus is on three aspects: NEETs coverage rate, timeliness and accuracy of offers, and sustainability and quality of offers. Case studies of six countries are presented (Austria, Bulgaria, Hungary, Lithuania, Portugal and Sweden) and their performance is

analysed more deeply. The study delivers another valuable source of information – including opportunities for inspiration and learning. The study will be published on the PES Knowledge Centre shortly.

### **Success stories from PES Mutual Learning**

Active participation in PES Mutual Learning activities can lead to significant changes in PES approaches to operational or management issues or services for specific target groups. Successful changes in Cyprus, Denmark, Lithuania, Spain and Slovenia have been identified. The Success Stories will be available soon on the PES Knowledge Centre.

### **PES shaping the Future of Work together with labour market partners**

The Stakeholder Conference on the 'Future of Work' took place on 8 November in Brussels to discuss how PES and partners can collaborate and respond to changing labour markets. The conference looked at new forms of work, job polarisation and advanced technological innovation and what this means for PES and partners. The conference highlighted new ways to operationalise collaboration, making better use of data and labour market intelligence, developing digital services whilst offering personal support for those in need and creating spaces and awareness for managing career transitions. The conference report will be published on the PES Knowledge Centre shortly.

### **PES response: "The Future of Work: Implications and responses by the PES Network"**

The world of work is expected to change fundamentally over the next decade. These transformations will create many opportunities and certainly various challenges for PES. PES have a leading role and a huge responsibility in providing labour market services facilitating integration and balanced supply and demand. It is important that PES are not only well prepared, but harness positive impacts while tackling inequalities and labour productivity. The PES Network have produced a short Working Paper to highlight possible solutions and key messages. To find out more, read the [Working Paper](#).

### **Future of Work Webinar Series**

A two-part webinar series on the Future of Work took place at the end of 2018 that looked how PES can best equip themselves to become agile organisations and what the implications are for PES in the context of the changing labour market.

The first webinar focused on '**PES as Agile Organisations**' took place on 11 October 2018. Participants heard how the South Korean PES are utilising data through their Work-Net project to become more agile. The French PES presented how they are engaging and maximising the potential of their staff via the 'Intrapreneurship' project. To find out more, view the [Webinar Recording](#) and view the presentation slides on the [collaborative platform](#).

The second webinar focused on '**The Future of Work: Implications and responses by the PES Network**', based on the so-called Working Paper created by various PES. It took place on 13 December 2018 and it provided an opportunity for participants to learn more about how PES can position themselves to address upcoming changes in the labour market. The German PES' 2025 Strategy serves as example for adapting to labour market changes. To find out more, view the Webinar Recording and view the presentation slides on the [collaborative platform](#).

The new **collaborative platform** was used for interesting discussions before both webinars and materials from both webinars are available on the platform. To read and add to the discussion, register and log onto the [collaborative platform](#).

### **Harnessing the potential of human resource management to strengthen PES**

Human Resource Management (HRM) can be an important tool to help PES to use their staff resources in an agile way and adapt to the changing nature of the labour market. Strategic HRM can be used to create continuous learning and development opportunities and help PES to evolve in 'learning organisations'. In some PES, such as Sweden and the Netherlands, HRM has played an important role in creating an ethos of self-leadership and an environment where HRM has an important role in the leadership agenda.

### **Sustainable talent management in times of change**

The Dutch approach towards sustainable talent management was explored during the recent Follow-up Visit meeting on 'Talent Management: How to Attract, Retain and Develop Talent', which

took place in The Netherlands on 19 October 2018. The Follow-up Visit meeting explore the Dutch approach towards self-leadership and the vision and strategy behind the talent management and development programme as well as the overview the digital transformation implications for HRM in PES. To find out more, read the [Follow-up Visit Summary Report](#).

### Quick Wins for Quality Management

The Austrian approach to quality management was explored during a Study Visit in September. Practical, simple quality and process management tools, such as the 635 methods, were demonstrated how they can offer quick wins and it was discussed the importance of using simple language for colleagues at all levels to understand. The Austrian PES also presented their new risk management approach. To find out more, read the [Summary Report](#).

### Trends and developments in digitalisation and data analytics

To find out more, Digitalisation was an important theme for PES Mutual Learning activities in 2018 as a Thematic Review Workshop and Follow up Visit focused on the topic of 'Being Digitally Strategic' and a Working Group focused on 'Increasing PES Connections and the Use of Analytics'. A Network Seminar brought together the key points from these conversations and examine what PES are doing on data integration, data management and PES applications. The Network Seminar Summary Report will be available on the PES Knowledge Centre shortly.

### Starting Guides on digitisation coming soon

Two new Starting Guides have been produced to help PES to develop and execute successful digital strategies. The Starting Guides provide short, practical and in-depth guides on 'Creating a Digital Strategy' and 'Using KPIs'. The Starting Guides build on information and practices presented during the Working Group on 'Increasing PES Connections and the Use of Analytics'. The Starting Guides will be available on the PES Knowledge Centre shortly.

### PES preventing unemployment in the age of automisation

The world of work is rapidly changing and PES can play a key role in preventing unemployment by working with those currently in employment but at risk of losing their jobs and becoming long term unemployed. Few PES have a long tradition in preventing unemployment and working with employed jobseekers. A new Analytical Paper looks at this topic in detail and explores four PES (Belgium-VDAB, Estonia, Germany and Malta) who are doing activities around prevention. To find out more, read the [Analytical Paper](#).

### European Employers Day Events in Slovenia



The Employment Service of Slovenia (ESS) organised a European Employers Day, which took place on 8 November 2018 linked to the Vocational Skills Week. Staff from regional and local offices visited 151 employers and organised 47 different events, such as speed dating, mini job-fares, business breakfasts and round tables. 142 employers took part in these activities. The aim of the visits and activities was to learn more about vacant and understaffed work places and encourage employers to cooperate with the ESS in finding the best solutions for their skills shortages. The main message to employers was that every unemployed person has the potential to learn new skills and to get a chance for a work trial, at least.

ESS provided detailed information on training programmes and other measures which could support the job integration of vulnerable jobseekers. The feedback survey among employers showed very positive results: 95 % of employers found the visit of the ESS staff as very useful or useful, 71 % showed readiness to cooperate in on-the-job training programmes and 83 % of all employers expressed readiness to use the ESS job mediation services and support.

## PES Practices

Belgium (Actiris) – [Cité des Métiers](#)

Belgium (VDAB) – [Everyone Mediator Programme](#)

Denmark – [Jobnet](#)

Estonia – [Performance Management System](#)

Finland – [Pilot on New Forms of Work and Entrepreneurship](#)

France – [Le Emploi Store](#)

France – [Pitch @ Pôle](#)  
France – [Le Fabrique](#)  
France – [Le Bonne Boite](#)  
France – [Employee Intrapreneurship Programme](#)  
Lithuania – [Youth Job Centres](#)  
The Netherlands – [Talent and Organisational Development Training Course](#)  
Slovenia – [Career Centres](#)  
Poland – [Stop Patterns! Joint Action by Social Assistance and Labour Market Institutions](#)  
Poland – [Special Programmes for Ad-hoc Support to Unemployed People](#)  
Spain – [Professional Certification System](#)

## Promising Practices

Austria – [Chances and Risk Management Strategy](#)  
Belgium (VDAB) – [New Contact Strategy](#)  
Belgium (VDAB) – [Strategy House](#)  
Belgium (VDAB) – [Teambox](#)  
Belgium (VDAB) – [IT Model Predicting Personal Chances for Employment](#)  
Estonia – [Comprehensive Approach to Implementation of a Reform Agenda Using the Example of the Career Services Reform](#)  
The Netherlands – [Evidence Based PES services: RCT for the Scientific Evaluation of the Impact of Intensified Face-to-Face Services](#)  
The Netherlands – [The 'Domain Structure' for Increasing Ownership of Change Processes Within the PES](#)  
Norway – [Organisational and Leadership Development Programme \(PULS\)](#)  
Norway – [Norwegian PES' Horizoan Scan Analysis](#)

## Latest Publications

- [PES Capacity Report](#)
- [The Role of PES Outreach to the Inactive Population](#)
- Study Visit Summary Report on [Methods of Quality Management](#)
- Study Visit Summary Report on [Cité des Métiers: A Transferable Model?](#)
- Summary Report – [Follow-Up Visit 'Talent Management'](#)
- Analytical Paper – [How do PES act to Prevent Unemployment in a Changing World of Work?](#)
- PES Network Working Paper: [Future of Work: Implications and Responses by the PES Network](#)
- [PES Annual Report](#)
- [PES Network Work Programme 2019](#)

## Key Dates

Learning Dialogue: 26-27 February, Belgium (VDAB)  
AFEPA Meeting: 14-15 March and 10-11 October 2019  
Board Meeting: 06-07 June 2019 in Romania (tbc)

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