



SUMMARY REPORT

STAKEHOLDER CONFERENCE ON THE 'FUTURE OF WORK'



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Luxembourg: Publications Office of the European Union, 2019

ISBN 978-92-79-98586-7

doi:10.2767/75714

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The European Network of Public Employment Services was created following a Decision of the European Parliament and Council in June 2014 (DECISION No 573/2014/EU). Its objective is to reinforce PES capacity, effectiveness and efficiency. This activity has been developed within the work programme of the European PES Network. For further information: <http://ec.europa.eu/social/PESNetwork>.

This activity has received financial support from the European Union Programme for Employment and Social Innovation 'EaSI' (2014-2020). For further information please consult: <http://ec.europa.eu/social/easi>

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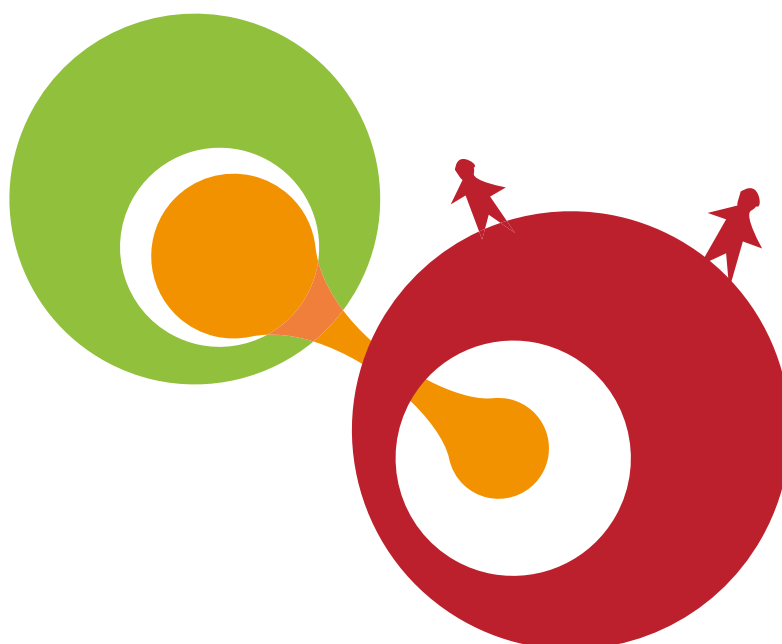
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INTRODUCTION

The PES Network Stakeholder Conference on the 'Future of Work' took place in Brussels on 8 November 2018. It brought together PES from 32¹ countries and diverse labour market stakeholders, including social partners, private employment services, education and training services providers, academia, national and labour market experts, business representatives, employer associations, international organisations such as the World Association of Public Employment Services (WAPES), the International Labour Organization (ILO), the Organisation for Economic Co-operation and

Development (OECD), and non-governmental organisations (NGOs). The aim was to strengthen existing partnerships and support the development of new ones, in order to work together to face the opportunities and challenges of the future of work.

While it is unknown what type of jobs will be performed by whom in the future, it is important that PES, together with their partners, understand the changes ahead and at the same time develop responses to these.

WHAT WILL THE FUTURE OF WORK LOOK LIKE?

What do we know about the future of work in Europe? Opening the conference, the ILO, OECD and the European Commission highlighted major trends that will impact future labour markets and have implications for PES.

Trends

While work will remain an important source of income and self-realisation, the ILO singled out globalisation, digitalisation, climate change, and demographic change as key drivers that will fundamentally change the way we work. This presents a number of job creation and growth opportunities, such as green jobs that will generate up to 24 million jobs by 2030. But ageing will also affect labour demand through goods and services demanded by an older population – in fact 269 million care jobs are expected by 2030. Changes such as automation will also lead to the disappearance of some jobs. According to a 2018 study by the OECD, 14% of jobs in a subset of OECD countries have a probability of automation of 70% or more; and 32% of jobs have a probability of automation between 50% and 70%. This is concentrated in sectors where processes can be performed with minimal human intervention, such as manufacturing, construction or transport. However, some jobs cannot

be automated because of cultural barriers, and technological progress will also continue to create new jobs and new industries.

Effect on target groups

It is expected that new jobs will not be the same as those disappearing, which is likely to polarise workforces further into those who are highly skilled in well-paid work, and those who are less skilled in lower-paid work. This divide risks increasing inequalities, especially if workers have insufficient skills and struggle to upgrade their skills: for example, across OECD countries, 10% of the working-age population do not know how to use a computer. In addition, people with lower skills participate less in training than higher-skilled people. For labour market actors such as PES and their partner organisations, this calls for greater focus on the people furthest away from the labour market, offering targeted re-skilling and up-skilling opportunities throughout a person's life.

In addition, younger generations will increasingly need help to access and stay in the labour market as tenure is linked to age. Younger people experience less stable careers and lifetime employment is becoming far from common practice. While

1 PES represented came from 26 EU countries and Iceland, Norway and Switzerland, as well as Bosnia and Herzegovina, the Republic of Macedonia, and Montenegro. Representatives from the World Association of Public Employment Services included PES participants from Mali, Mauritania, Morocco, and the United States.

younger workers are more mobile, they also need support to navigate future career transitions, and in-job mobility will increase as jobs evolve as well.

Finally, labour market actors need to address existing gender inequalities as they turn to future labour markets, so as not to perpetuate and reinforce current inequalities linked to specific labour markets. This can be led by, for example, efforts to promote jobs within technology-led industries and supporting/guiding science, technology, engineering and mathematics (STEM) education for women.

New forms of work

Non-standard employment is on the rise, introducing platforms, on-demand work, crowd-work, temporary employment and agency work. This trend has been driven by a variety of forces, including demographic shifts, labour market regulations, macroeconomic fluctuations, and technological changes. However, new forms of employment do not impact all employees equally – there are significant differences across countries and economic sectors.

For PES, there is a central question of sustainable employment outcomes, while keeping pace with labour market developments and new forms of work. Some illustrations point to the future already:

- In France, people who plan to work in the platform economy or in other new forms of work

have access to the public guidance service and an individualised learning account. Furthermore, employees who want to retrain have access to professional development advice.

- Germany's Federal Employment Agency developed a new counselling service offering comprehensive, lifelong and preventive careers guidance and counselling. This includes enhancing counselling services for adults in employment who are looking for a new orientation in their working life.
- In Estonia, the PES provides career counselling regardless of the person's employment status or form of work.
- Finally, in Slovenia, anyone 'stuck' in an undesirable form of work or employment can register as a jobseeker and receive job referrals from the PES.

EU Policy measures

Some policy measures at European level have been developed to create a context for the future of work, supporting productivity and well-functioning labour markets. For example, the **Pillar of Social Rights** sets out 20 principles which mirror existing social rights, extending the competence of the EU. Proposals on **a new Directive on transparent working conditions** have been initiated, aiming to develop an EU-level definition of workers on the premise that greater security needs to be provided for contracting workers.

WHAT ROLE FOR PES AND THEIR PARTNERS?

Throughout the conference, participants developed concrete ideas and proposals to work together in various areas, such as identifying and responding to future skills needs, supporting key target groups into new forms of work, raising organisational agility to support transformation in PES, working closely with employers to deliver pertinent services, harvesting knowledge from data and digital services, and empowering PES customers. The ideas and key messages from the conference are summarised in this section, together with potential next steps that could be taken by PES (and jointly) in the future. In addition, a Marketplace of Possibilities was made available to participants throughout the conference. Large posters were exhibited to present

PES practices and activities, as well as practices and initiatives from PES partners. The aim was to enhance the profile of PES Network activities and to encourage exchange on these initiatives with stakeholders. These marketplace posters are presented in the Annex.

On future skills needs

Technological and demographic changes will increase demand in occupations that require social, interpersonal, creative and non-routine analytical skills. In addition, more frequent transitions between employers and occupations will

place a greater emphasis on lifelong learning and skilling. Having the right skills and ongoing up-skilling will help to secure opportunities and social mobility in today's and tomorrow's labour markets.

Example

[LMI for All](#) is an open online data portal, developed by the UK Commission for Employment and Skills, that connects and standardises existing national sources of labour market information (LMI). The system classifies jobs according to tasks and skills needed. This data is openly available and individuals and organisations are encouraged to use it in applications and websites in order to inform people's choices about their careers.

With rapid labour market changes and changing skills needs, rapid responses are needed from PES and their partners in the education and training sector, employers, private employment services, social partners, and NGOs. Their role is to address future skills mismatches by forecasting skills needs (identifying skills in demand and locating skills gaps), supporting people to realise their skills and competences (validating non-formal and informal learning), and helping individuals to develop new skills that will foster sustainable employment in future labour markets. PES and partner organisations, such as the social and health sectors, also play a role in supporting the people furthest away from the labour market to access up-skilling opportunities.

Example

In Austria, there is a Committee on New Skills, with social partners, companies, training providers engaged in regular discussion, resulting in an annual training programme. At a regional level, training programmes are designed through collaboration.

PES increasingly provide support to in-work groups, such as low-skilled workers or people working in sectors affected by change. This helps to prevent future unemployment and skills mismatches. For example, the Estonian PES has various up-skilling opportunities for people in sectors affected by labour market change. This is enhanced by a dialogue with employers to understand skills needs and to provide training for skills in need.

To prepare people for future labour markets, PES and the educational and vocational training sector raise awareness about upcoming skills needs and promote flexible forms of lifelong learning. This can be done in various ways as demonstrated further below in 'Empowerment of PES Customers'. In Estonia, certain target groups are motivated via an outreach campaign, encouraging them to think about the skills they already have – and skills they would like to learn.

Example



A campaign by the Estonian PES invites people to learn and acquire new skills while making them aware that the PES also provides services for the working population. Key messages in the campaign are:

- New skills move you forward in life.
- Come and learn the job that is really needed on the labour market.
- Age does not matter for studying.

At the centre of the campaign, there are four non-existent occupations – a couch heater, weather lightener, tomato holder and neighbourhood watchman. The campaign was disseminated via outdoor media (including public transport), social media, television, radio, and online media. The picture of the couch heater says: *It is too early for this occupation. Your working life can be more than a TV serial. New skills move you forward in life and it is never too late to study. Ask for free training opportunities from the PES.*

Key messages from discussions include:

- **Optimising labour market intelligence through analytical tools** (including Artificial Intelligence (A.I.)), governance/open access of data, and a new taxonomy. Several approaches to forecasting future skills needs are already evident, often in combination with research: some describe current skills supply and demand, while others make long-term projections. Ideally, employers engage with PES to describe future skills and investment needs. PES can build on their labour market intelligence and use it to inform skills needs, for example by reviewing and updating standards for occupations or developing a taxonomy that describes various skills required for specific jobs. Data collected from vacancies can also be used

to design training programmes pertaining to specific skill sets.

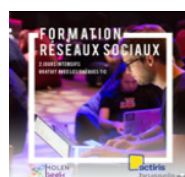
- **Fostering more strategic and ‘rapid response’ cooperation** across sectors and stakeholders. Cooperation between PES and employers is crucial. Firstly, the more information (or vacancies) the PES receives, the better and the quicker it can respond to employers’ needs and close the time-gap between defining training needs and up-skilling people. In addition, strengthening partnerships with private employment services can help to collect more and more accurate information on future skills needs.
- **Adapting cooperation to future skills.** Working with employers in sectors that are likely to grow in the future informs PES services; this cooperation needs to extend to the education and vocational training sector. As the demand for transversal skills will increase (such as interpersonal or communication skills), PES and the education sector need to balance the need for such skills and the need for sector-specific competences and skills (in particular for sectors on the rise).
- **Responding to the needs of specific groups** (e.g. those furthest away from the labour market, or the ‘over-skilled’) and the growing importance of soft skills. Around 39% of adult EU employees are over-skilled and trapped in low-quality jobs: PES need to inform these workers how they can use their existing skills and potentially re-skill to regain sustainable employment elsewhere.

On new forms of work as new opportunities

Together, new forms of employment (such as self-employment, temporary working arrangements, the ‘gig economy’, freelance work, part-time employment), the rise of new skills needs, and the use of digital technologies can bring opportunities to people that are furthest away from the labour market. PES play a key role in providing personalised help to more vulnerable and hard-to-place groups, as well as offering guidance on new forms of work.

Looking at the future, PES can support individuals by developing their autonomy and self-awareness, through activation and up-skilling of competencies. This helps jobseekers, especially the most vulnerable ones, to equip themselves with relevant skills for the future labour market.

They can participate in new forms of employment, such as IT start-ups, platforms, social enterprises, digital job mediation platforms, and job-carving. This form of support from PES is most effectively achieved by cooperating with relevant stakeholders, such as organisations working with specific target groups and with private companies that are leading the introduction of new forms of work, as highlighted in the two examples below:



Example

The Belgian start-up Molen-Geek is an ecosystem where knowledge and experiences are shared among students, entrepreneurs and people who want to learn new skills. They cooperate with the Belgian-Brussels PES and other private actors to reach marginalised young people and help them benefit from new forms of work, developing digital and entrepreneurial skills through a very practical approach. As a result, young people develop technical and soft skills (such as entrepreneurship, self-confidence and self-commitment) to create their own job and feel empowered.

Example

The As Galiu training centre in Lithuania cooperates with the local PES, employers, NGOs, social partners, vocational training institutions and social enterprises, such as the Bod Group. As Galiu pursues the objectives of training people with disabilities and preparing them to be integrated in the open labour market. Key is understanding both the competences and the needs of each person with a disability, which are considered in the application process.

Key messages from discussions include:

- **New forms of employment call for new forms of partnerships** to facilitate the integration of those furthest from the labour market, especially the long-term unemployed. Since PES and other stakeholders are complementary in the employment and training ecosystem, there is scope to increase collaboration to help the long-term unemployed face the prospect of working in new types of jobs.

- **When referring to ‘the people furthest away from the labour market’** it is important to bear in mind the wide spectrum of target groups facing different kinds of obstacles with different needs. To that end, the approach adopted by PES and their partners should, as far as possible, be individualised.
- **Training needs to be ‘future-proof’.** Especially young people need to develop the skills required by the labour markets of today *and* tomorrow, such as digital skills and more general soft skills. These are needed both in new forms of work and in traditional jobs most affected by recent changes. It is important to future-proof skills acquisition for young people.
- **Successful partnerships** with education providers and private companies can create conducive physical spaces where the long-term unemployed can develop their potential. PES can be a catalyst for such partnerships.
- **Finally, PES can use innovative approaches** (user experience, co-creation, data-sharing, job-carving and involvement of start-ups inside the PES) to better anticipate change. In that context, PES staff should receive appropriate training to deal with the challenges linked to new forms of work.

On agile talent management for organisational transformation in PES

Whatever the future of work will be, PES should be equipped to know how to respond. And to address future changes, staff at all organisational levels in the PES need to be equipped with skills, competencies and enough flexibility to act autonomously.

In that context, the role of strategic human resource management (HRM), including an agile talent management perspective, is crucial to adapt and respond to labour market changes affected by digital transformation and changing work patterns. HRM has to operate at a strategic level and empower managers to oversee employee development, which can build better trust, communication, and engagement of staff.

Many PES are implementing change agendas to respond to clients’ needs and, as a result, are experiencing and driving forward cultural transformation that affects their staffing structures and

management models. Aiding this, agile HRM fosters expertise, collaboration, and decision-making and is driven by participative management. It creates a continuous learning environment for employees, implements systems of engagement to facilitate collaboration and information sharing, establishes continuous feedback, and measures success in terms of retention, employee satisfaction, and innovation, as illustrated in the following two examples:



Example

In order to address internal micro-management issues and a lack of customer orientation, the Swedish PES embarked on a ‘journey of renewal’ by setting a renewal goal for 2021. This includes a comprehensive reform plan to shift both the cultural and structural/digital paradigm, opens the door to new management models (such as a self-leadership), and utilises digitalisation. Key to its success factors is the long-term, holistic approach to make the goal a central part of who the organisation wants to be.

Example

The Belgian-Brussels PES (Actiris) is renewing aspects of its management approach by giving employees more freedom and leadership opportunities. The objective is to generate value for the PES and its customers by staff being more creative and feeling more directly responsible in/for their own work. In this context, shared lessons point to the fact that such management approaches can be challenging for some managers as they build on trust. In addition, ‘disseminating talent’ becomes an important aspect, ensuring managers identify good practices and make them available to others within the PES.

Finally, private employment services point to the fact that management practices have changed significantly and need to combine several dimensions: engagement, wellness, social recognition, performance and learning. New social platforms also change the way staff communicate in the private sector – fewer face-to-face meetings and closer relations between employees via virtual channels. With that, new opportunities, new tools and new problems are arising, which require fast responses and flatter hierarchies. It is important for PES to keep abreast of these changes in working and management practices.

Key messages from discussions include:

- **Strategic, holistic and long-term actions are required**, ensuring that HRM takes a strategic role in the PES' organisational/digital transformation. This helps to create structurally and culturally sustainable value for PES staff, customers and partners. Organisational renewal is not a project on the side – it needs to be integral to the PES' daily work.
- **A clear transformation objective focused on customer satisfaction** can be a key catalyst for PES. Sustainably increasing benefits to customers (jobseekers and employers) should then be visible in data and in staff behavioural change.
- **Leadership/self-leadership is a driver for change**, fostering talent development and attracting competences. This approach empowers employees and increases motivation and efficiency. It is important to make this a PES investment where action and recognition are part of the reward mechanism.
- **PES need to make full use of the potential from digitalisation** in order to prepare for future labour market changes. The cooperation with the private sector will support this. There are two important roles for PES in this future: 1) leading and facilitating the digital ecosystem and 2) delivering services that make it easier for jobseekers and employers to connect.

On new services for employers

Labour markets are changing fundamentally, introducing new risks, opportunities, and requirements for both PES and employers. Both share challenges linked to the emergence of new forms of employment, new skills for new jobs and new digital modes of recruitment. For PES, this means paying closer attention to the needs of employers, providing more demand-oriented services that are more attentive to the quality of outcomes for employers. At the same time, identifying and developing services through closer cooperation with employers opens new opportunities for supported employment and for specific groups of jobseekers. This support emphasises, for example, sustainable employability through skills and competence matching, job-carving, coaching and in-work support.

The Maltese PES illustrates well how PES can support employers to employ people who face

difficulties entering or remaining connected to the labour market – with the introduction of new job profiles. While facing increasing difficulties placing people with disabilities in the Maltese labour market, many vacancies continued to be unfilled. Facing a growing gap between requirements of existing vacancies and preparedness of disabled jobseekers, a job-carving approach was adopted by the PES.

Job-carving looks at specific occupations and develops a job profile that can form the elements/tasks of several jobs. In essence, it creates a new job out of the existing portfolio of vacancies/jobs within an enterprise. The 'carving' exercise is driven by the requirements of a company and the existing pool of competencies and skills across a pool of registered jobseekers (in this case, jobseekers with disabilities). As such, it fulfils a social obligation insofar as it enables a disabled person to contribute – at their level of ability. This approach is taken forward in Malta:

Example

The Maltese PES combines job-carving for people with disabilities with training and work exposure schemes, in order to improve the employability and preparedness of the jobseekers. At the same time, the PES supports employers' outcomes through job-coaching, working closely with employers to promote the job-carving concept. The approach is illustrated by the case of Claire:

Claire is a registered disabled person. She is timid, requires a quiet and structured work environment, a well-lit room and big fonts/zooming ability. She wants to work full-time, but starting with a part-time job would be ideal. Claire is then matched with a vacancy and after the acceptance of the employer, the job is carved for Claire: it consists only of data inputting tasks and is part-time. After an introduction to the workplace and workmates, Claire starts employment with a big monitor and the help of a job coach.

The approach resulted in high job retention rates and an increase of skills and tasks of disabled people placed through job-carving. As a result, the Maltese PES is looking to adopt this approach for other target groups and more vulnerable customers.

Stakeholders at the conference highlighted how job-carving is an example of a successful new PES service, which should be extended to more groups in the current labour market, not only vulnerable ones. From a business point of view, PES can also

innovate further with existing services, notably by providing more targeted and flexible services to address issues relating to workflows, rapidly changing skill sets and new contractual arrangements in changing labour markets. Current labour markets are also increasingly influenced by digitalisation and how people are expected to work in that context. Faced with these challenges, a more integrated approach to service provision is required, based on the cooperation of PES with the private sector, social partners, private employment services (PrES) and municipalities. Cooperation can involve sharing pools of vacancies, combining CV databases, and outsourcing services where relevant, creating more targeted services (which, ideally, are regularly assessed in matters of efficiency and cost-effectiveness).

Key messages from discussions include:

- It is important that PES are **sufficiently informed to gain employers' trust**, and understand different sectors/employers that are/will be most affected by labour market changes introduced by new forms of work. Improving CV databases and collecting/analysing information on labour market shortages, maintaining close contacts with employers and promoting well-informed, flexible services help to increase the trust that employers place in the PES.
- **Each employer needs to be treated as a partner**, not just as a customer. PES have a role to play in helping employers identify their needs and tailor services accordingly to best support future employment. This is particularly important with small- and medium-sized enterprises and start-ups, which often need support with drafting job descriptions and publishing vacancies.
- **Partnership agreements** with key stakeholders create sustainable networks and develop more suitable approaches for the most disadvantaged customer groups. Where possible, for PES/employer partnerships, transparency and visibility, and allocating clear responsibilities to each party, should be increased.
- **Skills-matching processes**, supporting a shift from occupational-based matching to competence-based matching, help to avoid skills and job mismatches; this can be ideally supported by automated procedures that consider search behaviours and real-time data on high-demand jobs.

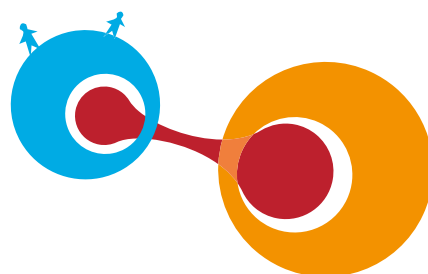
- **Innovate and trial.** New initiatives such as job-carving create new opportunities for vulnerable customer groups. There are opportunities for PES to extend such products to more target groups and to further review existing services.


On knowledge for new services

PES have access to a wide set of data and information from the labour market. Developing new ways to analyse information can be useful to provide new insights into jobs, skills and wages and offer efficient and effective services. Such data can also be successfully used to identify whether specific customers will benefit more from online or face-to-face services (segmentation). At the same time, partnerships between PES and education providers, local and social services, or NGOs can help to reach out to people who are not used to digital services.

Many PES have successfully adopted gradual approaches that use the power of technology in the face of changing demands from customers. As PES capitalise on the power of technology, both in terms of service delivery and in terms of knowledge building, discussions continue to stress the importance of finding the right balance between face-to-face and digital services. Taking into account the needs of specific target groups is key, and the Belgian-Flemish PES' new contact strategy is underpinned by a market study that segments customers according to their digital skills.

In that context, A.I. can be used to develop new digitalised services for jobseekers, such as apps and other types of attractive and functional support tools that can contribute to the empowerment of customers. In much the same way, digital services can empower counsellors as they have more time to focus on individual counselling activities instead of handling administrative processes, as is presented in the Belgian example next page:





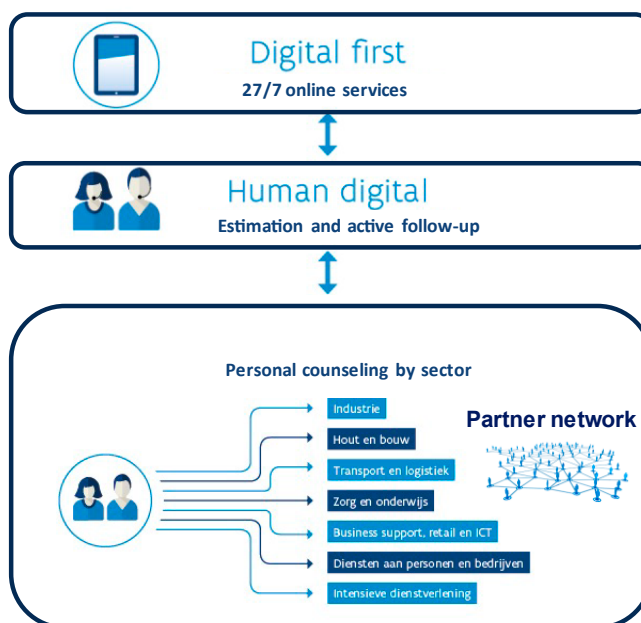
Example

The Belgian-Flemish PES (VDAB) has adopted a new 'digital-first' contact strategy aimed at empowering customers to work digitally and to become more aware of their competences. The use of machine learning and A.I. to analyse datasets contributes to a more efficient segmentation of customers and a better identification of their needs, and therefore ensures customer orientation. In addition, 'customer insight' via co-production with customers and the PES' Innovation Lab is a way to approach problem-solving from a customer perspective and to develop services by trying and testing new approaches.

However, not everyone has the skills, the knowledge or the means to access digital services, or the technology that is needed to do so. It is a reality that PES cannot ignore, despite the advances and innovations that PES are leading the market. While many PES (notably in Greece and Poland) provide access to digital services on PES premises, travel can be a limiting factor and digital skills remain low in certain areas and across certain target groups. European network initiatives such as ALL Digital come into play here, helping people develop digital skills through various projects and initiatives. Notably, ALL Digital focuses on skills that are not only related to the use of specific tools but that are sustainable and adaptable.

Key messages from discussions include:

- **There is value in increasing transparency and sharing data** between PES and their partners. Improved, evidence-/data-based dialogues with employers, NGOs and other stakeholders should help to develop more tailor-made approaches to support specific target groups more effectively. PES and their partners need to establish common governance principles around the use of data to support this, especially in Member States where data-sharing is subject to legislative challenges.
- **Partnerships between PES and other stakeholders** (for instance with local municipalities, the private sector, and NGOs) can be used to deliver services to customer groups who are typically low users of digital services. Focusing on cohesive and continuous approaches to accompanying jobseekers in challenging situations, such partnerships



can focus on handovers between services so that customers don't 'fall off' between services or find themselves going from one service to the next every day of the week (making work 'un-workable'). Initiatives in Norway and Finland have recently focused on these two issues.

- **Sometimes someone else knows better.** PES are very good at offering core-PES counselling services, but often specialist services can be best undertaken by others. Some PES even outsource their counselling to specialist counsellors when not best placed themselves to provide it, based on solid customer information/segmentation (Iceland).
- **Where feasible, customers should be placed at the centre** and be involved in designing new digital tools. Approaches based on co-creation with end-users and facilitators, and open innovation measures ensure that customers are part of the development process.

On empowerment of PES customers

As the average worker in the EU has gone from having a job for life to more than 10 jobs in a life-time, we no longer follow a linear career trajectory, but face multiple transitions between employers, occupations, and regions or countries in the course of individual careers. In times of ambiguous labour market changes, support from PES in managing those transitions is increasingly important. This means PES and partners provide career guidance

to enable people to recognise their skills and interests while helping them to understand and respond to the skills, qualifications, competences and working conditions they will face in future labour markets. Depending on the national context, this support is offered through education, training, employment, community or private opportunities.

In the future world of work, the role of PES and their partners is to advise on new forms of work, declining, increasing and new skills needs, changing occupations, and revising and clarifying new terminologies that come with new jobs and forms of employment. Here, PES are in the lead because they mediate and inform relationships between employers, jobseekers, policy makers and relevant stakeholders (training organisations, trade unions, social services, etc.).

As illustrated by a number of PES, physical spaces are effective ways to reach and empower customers, to enhance collaboration and to create awareness for career guidance. This is well illustrated by the [Cité des Métiers](#) in both France and Belgium that provide a range of career counselling services in one space, the Finnish Ohjaamo onestop shop or the [Croatian Lifelong Career Guidance Centres \(CISOK\)](#).

In addition, digital skills introduce activation opportunities for customers by allowing PES to mix various forms of career guidance, such as in the Slovenian example below:



Example

The [eCounselling tool in Slovenia](#) offers an online self-assessment of personality, interests and competencies. It is based on a

short decision-making algorithm which gives advice on job searches and provides an action plan. Customers accessing this tool are either directed to complete questionnaires at home, or they are supported to do this at a career centre. The PES has observed that it is a useful tool to motivate jobseekers, notably encouraging the long-term unemployed to be more pro-active.

Discussions touched on how customer approaches were changing, which in turn influences the job-seeker-job counsellor relationship. As PES customers are becoming more heterogeneous (and needs, such as in-work support, are growing), PES services themselves need to change. This starts with the empowerment of job counsellors to make informed decisions, to take customers' needs into account and to learn from their customers as well. This has the potential to create new roles within PES, focusing on new sectors and working with employers to offer career support at the workplace.

Key messages from discussions include:

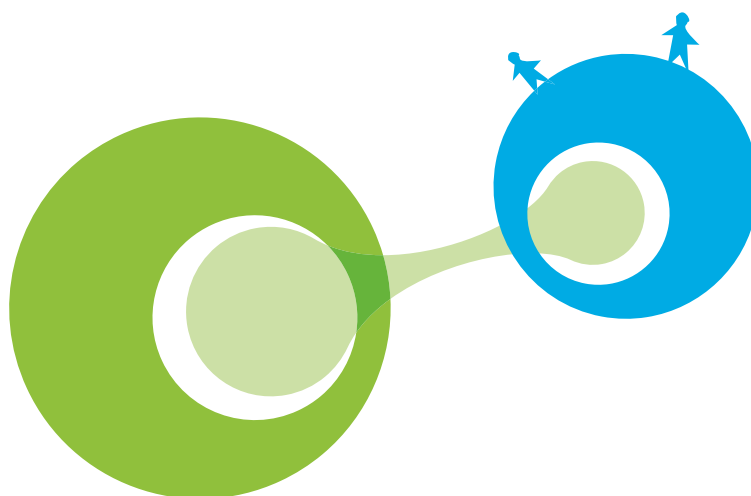
- **Customers are taking more control over their careers** and owning their journey/career paths. This fundamentally influences the relationship between the counsellor and the citizen, shifting it towards co-careering approaches, where customers take decisions and seek advice from PES and partners to reach their goals.
- **However, individual approaches remain equally important** for people who have a lower self-perception and less autonomy to take decisions for themselves. Here, a personal, face-to-face, more traditional jobseeker-job counsellor relationship remains best.
- **Empowerment through better and more flexible PES guidance** is enhanced where career guidance is an integral part of the system (even in the school curriculum, for example in Finland) and where methodologies are continuously quality assured (as is the case nationally in Slovenia).
- **Empowerment of customers through better coordination of services** between PES and their partners is also effective. The engagement of customers with multiple services because of life situations is important, but often activation measures and checkpoints from different services can distract from what is most important: time and ability to work. Giving customers more control over how and when they interact with services is key (and at the centre of a recent initiative in Norway).

NEXT STEPS FOR COLLABORATION

The following next steps were highlighted in discussions during the conference:

- On future skills needs – enabling more strategic and ‘rapid response’ cooperation across sectors and stakeholders (education and training providers, employers, PrES, social partners, NGOs) and creating new structures/ fora to facilitate and reinforce collaboration.
- On new forms of work as new opportunities – ensuring PES and other labour market actors have a mechanism for keeping up with key changes and linking new approaches to existing arrangements, while ensuring adequate social protection and working conditions for workers. Partnerships can be formalised with agreements, defining common goals, responsibilities, tasks and tools for collaboration; clear communication channels between PES and stakeholders enhance the quality of the dialogue.
- On agile talent management for organisational transformation in PES – adopting strategic, holistic and long-term actions and measuring changes in PES more systematically; making more use of A.I. tools and big data to develop and provide future services to customers.
- On new services for employers – understanding needs and tailoring services at all geographical levels and partnering with stakeholders to create networks that generate more suitable approaches.
- On knowledge for new services – increasing the transparency and sharing of data and developing common governance of data, in the context of a continuous dialogue between PES, partners and stakeholders. As a next step, a European ‘PES Innovation Lab’, can be a way forward towards intensified exchange and the dissemination of approaches that PES need to enable smooth, sustainable and inclusive transitions on future labour markets.²
- On empowerment of PES customers – adapting career support to the changing needs of customers and changing the way PES are organised to reflect the changes that are taking place in the outside world of work.

Concluding remarks stress the need for PES to combine two complementary perspectives in the context of changing labour markets: a short-term approach, providing rapid answers to pressing issues, combined with a strong long-term vision to face complex and interlinked future issues. Orchestrating activities in the labour market, adapting PES services and capabilities to new customers, collaborating more closely with education, career guidance and learning policies, and investing in staff to raise PES agility – these will be the building blocks for the future PES and their cooperation with partners and stakeholders.



2 See here for more information: <https://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=9235&furtherNews=yes>

ANNEX – MARKETPLACE OF POSSIBILITIES



'Future of Work' Practices: Market of Possibilities

Agenzia Del Lavoro - Labour Agency Autonomous Province Of Trento - Italy

Accountable Governance Leads To An Effective Labour Market Policy



Description of practice

In 1983 the Labour Agency was established by law in the Autonomous Province of Trento. It has a peculiar governance: its governance model of sharing interests and final aims between social partners has improved the economic growth and the creation of new job opportunities, facing the recent crisis in the labour market within the Province. Therefore, it has contributed to keeping a good standard of life and social peace in the Province of Trento.



What worked well, and why?

- ▶ The co-responsible and constructive dialogue between social partners participating in the Board of Directors has led to a co-decisional, co-responsible and accountable decision-making process. This enables/allows to take rapid, rational and targeted resolutions/decisions for facing the needs and the challenges of the local labour market. All decisions/resolutions are included in the Plan of Active Labour Policy Actions. It represents a precise and very flexible plan. Main successful activities to point out are: the "Conditionality Agreement" for economic growth and job creation, the actions aimed at developing and improving the "Parental Leave", "Intervention 19" (the number is taken from the Plan of Active Labour Policy Actions) which is a strong policy of community services targeted at disabled workers and vulnerable persons and the recently adopted Open Data Policy within the framework of the EU Digital Single Market Strategy - Data Driven Economy.

Responsible organisations/Cooperation Partners

Labour Agency of the Autonomous Province of Trento
Employers' organisations
Trade unions
Ombudsman for gender equality at the workplace

Contacts and Useful Links

www.agenzialavoro.tn.it



'Future of Work' Practices: Market of Possibilities

ENAIP VENETO I.S. - Italy
(Member of the European Vocational Training Association)
VET Qualifications For Adults

Description of practice

Aim: to provide a tailored path for adults (mainly unemployed but also employed people) who need to get a VET qualification to re-enter the labour market or to improve their job positions.

Activities: certification and validation of competences; training; internships; career guidance (for unemployed people).

Before starting any training activity, people are "pushed" by expert career counsellors to reflect on the competences they have already acquired during their past educational, professional and personal experience. People are encouraged to bring evidence of their previous experiences and, when necessary, to undergo tests and/or on-the-job exams, in order to have their competences officially validated by an examination board.

According to the competences they prove to already possess, the number of hours of their training gets reduced (so usually every person in the classroom has to attend a different number of hours of the course).

How it addresses future changes on the labour market: no more one-fits-all solution but tailored solutions to help people get a qualification, by giving value to the competences they have acquired during their lives in formal but also non-formal and informal contexts. This means empowering people and helping them be more motivated and self-confident while facing job changes and challenges.

Responsible organisations/ Cooperation Partners

Public Employment Services, private employment agencies; enterprises; social partners organisations

Contacts and Useful Links

international@enaip.veneto.it

What worked well, and why?

- ▶ Even though they are sceptical at the beginning, by getting through the process of certification and validation of competences, people become more aware of what they know and can do and of the value of learning (in its wide sense of trying to get something from anything that you do or that may happen to you). This new awareness is an incredible motivation boost which helps them go through the whole process and conclude the training path positively.



'Future of Work' Practices: Market of Possibilities

ACTIRIS Brussels / Belgium

Participative Management

Description of practice

Why?

1. Improving our services, while taking into account both the needs and expectations of users and an increasingly complex reality
2. Promoting innovation through collective intelligence
3. Contributing to the job satisfaction and pride of employees

What?

1. Defining everybody's perimeter of responsibility and autonomy
2. Helping decision makers to listen to and engage with workers in the field
3. Changing the managerial approach to "empower and coach", rather than "predict, command and control"

How?

1. Creating a vision and strategy, both top-down and bottom-up
2. Adapting the corporate culture and values
 - ▶ Bringing the new set of cooperate values to life in a participatory way
 - ▶ Participative projects, e.g. on customer focus
3. Changing systems and structures
 - ▶ Setting up experiments and drafting guidelines
 - ▶ Appointing ambassadors and project pool
4. Strengthening people and their competences
 - ▶ New management paradigm and job descriptions
 - ▶ Training programme for staff and employees

What worked well, and why?

- ▶ Commitment of top management
- ▶ Creation of a fair process
- ▶ Incremental implementation
- ▶ Continuity

Responsible organisations/ Cooperation Partners

Actiris HR-directorate, Department for Training & Organisational development

Partners:

- ▶ Lifran
- ▶ Métamorphosis
- ▶ BMC

Contacts and Useful Links

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'Future of Work' Practices: Market of Possibilities

Bundesagentur für Arbeit (German Employment Agency)

Strategie 2025 Heute Für Morgen

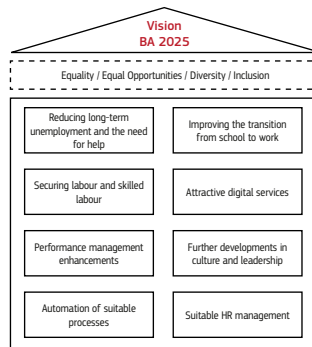


Description of practice

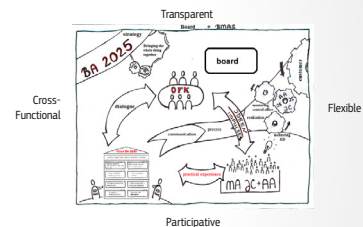
Key Developments, Our Guidelines and Fields of Action



- 1 The Employment Agencies and the Job Centres are the institutions for individual counselling, placement, qualification and reliable livelihoods for their clients
- 2 We take responsibility for social cohesion and improve participation opportunities
- 3 Together with our cooperation partners, we design the training and labour market
- 4 We use the possibilities of digitisation in the interest of our customers and employees
- 5 We work competently, collectively and passionately to provide the best service to our customers



Future changes are addressed by Our Principles of co-operation and Our Process



- Follow-up of the strategic workshop with the members of our administrative board to assess the activities and adjust the general framework
- Establishing an implementation and change team for BA 2025
- BA 2025 as a **regular topic** at the meetings of the top management board
- Follow-up of the annual management convention in February 2019
- Follow-up of meetings between executive board and regional senior management
- Further communication:** e.g. videos with board members, mentors, senior managers on BA 2025

What worked well, and why?

- ▶ Establishing Fields of Action with compulsory Reporting system (for example: milestones, cross-linking plan, regular meetings)
- ▶ Defining Principles of Co-operation (Cross-Functional, Transparent, Flexible, Participative)

Responsible organisations/ Cooperation Partners

- ▶ Administrative Board
- ▶ Top Management Board
- ▶ Regional Strategic Conferences

Contacts and Useful Links

Zentrale.2025@arbeitsagentur.de



'Future of Work' Practices: Market of Possibilities

Croatian Employment Service Republic of Croatia

CISOK – Lifelong Career Guidance Centres



CISOK

Description of practice

Lifelong Career Guidance Centres (CISOK) are central places for the professional provision of comprehensive career guidance services to all citizens; pupils, students, employed and unemployed persons. Through CISOK's services, users can receive professional guidance, counselling and information on enhancement of career management skills, job search, educational and training possibilities.

CISOK's differentiated services include various levels of support according to the assessed clients' needs: self-help and e-services, brief assisted services and individual case-management services. Services are delivered through individual and/or group counselling, thematic workshops for career management skills, e-tools (e.g. self-assessment questionnaires, labour market information system, statistics on-line, job exchange portal), brochures, guides etc. The concept of CISOK centres is based upon the model of employability. This means that the services for individuals are tailored to promote better flexibility and adaptability to constant and future changes on the labour market.

Responsible organisations/ Cooperation Partners

CISOK centres are partnership-based, which means they collaborate with all the relevant stakeholders in the particular regions they are set up in, such as NGOs, youth organisations, local bodies/municipalities, schools, universities, training providers, social institutions and social partners. Particularly, the activities for identification, tracking and activation of NEETs have been established under an agreement on linking and exchanging data between the Ministry of Science and Education, the Ministry of Labour and Pension System, the Croatian Employment Service and the Croatian Pension Insurance Institute.

What worked well, and why?

- ▶ Career guidance services are delivered to existing and new clients which are not covered by the services of other institutions;
- ▶ Users' satisfaction with the services is very high;
- ▶ New partnerships are set up;
- ▶ Public awareness about the importance of career guidance services is raised;
- ▶ Better cooperation and coordination of the organisations in sectors, such as employment, education and social inclusion, are established.

Contacts and Useful Links

CISOK web portal:
www.cisok.hr

E- guidance web site:
<http://e-usmjeravanje.hzz.hr>

Croatian Employment Service web site:
www.hzz.hr



‘Future of Work’ Practices: Market of Possibilities

Employment Service Of Slovenia

Service Development of Lifelong Career Guidance and further Strengthening of National Coordination Point for Lifelong Career Guidance

Description of practice

The project contributes to the training of career guidance counsellors and systematically monitors career guidance in the country. Thereby it increases access to professional and qualified counsellors for individuals and free of charge tools for career guidance.

Responsible organisations/ Cooperation Partners

Career counsellors, employed in various organisations (Primary schools, Secondary schools, Employment services, External providers of lifelong career guidance etc.).

What worked well, and why?

- ▶ All tools are accessible to counsellors. Few career guidance tools, especially for young people (Primary school, High school, students), have already been developed and are freely accessible on the website (www.vkotocka.si).
- ▶ Training of career counsellors who are employed in various organisations; providing appropriate qualifications for career counselling; other activities related to lifelong career guidance in the form of short workshops, according to the needs in various fields (employment, schooling, etc.) and one long-term modular training for career counsellors (uniform for all fields). Now there are more than 100 trained career counsellors.
- ▶ Quality assurance of lifelong career guidance. The Employment Service of Slovenia offers professional support to organisations with the implementation of guidelines and quality standards by forming working groups, preparing professional materials and other similar activities. The quality control system still needs to be developed in other fields. This year, the Employment Service of Slovenia has already carried out this quality check for 10 organisations and found very good results.
- ▶ Promotion and awareness-raising of the professional public and individuals about the importance of lifelong career guidance (conferences, consultations, round tables). The conference on lifelong career guidance was organised for 235 participants. Also, the Employment Service of Slovenia has created a new website <https://www.vkotocka.si/> (former www.spletisvojokariero.si).

Contacts and Useful Links

www.vkotocka.si



'Future of Work' Practices: Market of Possibilities

CSR Europe Belgium

Corporate Digital Responsibility & Future of Work

Description of practice

Organisations driving forward technological development have a responsibility to do so in a manner that leads towards a positive future.

This will require a new approach to Corporate Social Responsibility, expanding its current frontiers within company practices and functions to accommodate technological changes.

Corporate Digital Responsibility (CDR) is standing out as the new direction, fusing ethical considerations at the company, individual and societal level.

To facilitate this new direction, CSR Europe and its members have set up a framework defining how Corporate Digital Responsibility can be applied in the world of work.

CSR Europe has set up a Business Platform on the Future of Work to drive and inspire people-centred work environments enabling employability and inclusive labour markets.

In doing so, we ensure a practice-oriented approach enabling businesses to exchange real-life examples, pooling expertise together through and linking emerging challenges with policy-makers.

Contacts and Useful Links

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Daniel Lissoni, csr@csreurope.org

CSR Europe Business Platform on the Future of Work:

<https://www.csreurope.org/business-platform-future-work-0>

Corporate Digital Responsibility:

<https://www.csreurope.org/corporate-digital-responsibility-cdr>

Responsible organisations/ Cooperation Partners

Multinational companies, experts, academics, policy makers

What worked well, and why?

- ▶ Company culture is a key driver for responsible digital transformation
- ▶ Inside the company, strong collaboration is required between HR/IT/CSR officers
- ▶ Social inclusion is key for delivering business results in times of digital transformation (e.g. tailored training to age groups)



'Future of Work' Practices: Market of Possibilities

European Network of Social Integration Enterprises

Reconciling Technological Development and Human Dimension



Description of practice

A continued, collective and democratic decision-making process aimed at anticipating future technological developments with the objective of preserving employment in the face of technological displacement. When a technological innovation is introduced to increase productivity, a new labour-intensive task is designed in order not to resort to layoff. For instance, a technologically driven restructuring of second-hand clothes collection was compensated by the introduction of a shredding process of un-reusable clothes for recycling and reusing the fabric.

Responsible organisations/ Cooperation Partners

Groupe Terre, a Work Integration Social Enterprises (WISE) based in Liege, Belgium

Contacts and Useful Links

<http://www.terre.be/>

What worked well, and why?

- ▶ This practice, by giving workers a voice concerning their future, helps them to retain both a job and a purpose in life, in order not to compromise their process of socio-professional integration.
- ▶ However, such a practice is possible just because WISEs claim the human dimension of production to be on par with technological development and efficiency, and workers and managers alike are willing to bear the possible costs arising from such decisions (for instance, lower salaries). Therefore, a classic purely profit-driven business approach is incompatible with such a practice.
- ▶ For instance, in the aforementioned case (introduction of the shredding process), things are arranged for the activity just to break even, and this approach is clearly out of the logic of profit-driven activities. However, if the social added value of retaining workforce (what standard economics would call "positive externality") is taken into account, the activity ends up having indeed a positive value.

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