

Long term strategy

PES and **WAPES**

2015 – 2025

World Association of Public
Employment Services

Association Mondiale des Services
d'Emploi Publics

Asociación Mundial de los Servicios
Públicos de Empleo



AMSEP WAPES AMSPE

Preface

Boasting 30 years of “expertise and know-how”, the World Association of Public Employment Services (WAPES) is one of the few platforms where employment issues are debated in all their facets and in-depth. With more than 80 member-countries over the five continents, WAPES aims to provide a tailor-made answer for each PES while preserving its international character.

The themes treated are divers, actual and to-the-point:

- services with high added value for each category of job seekers
- support for companies, especially the SMEs, in identifying and meeting their skills needs
- support for people interested in entrepreneurship to help them realize their projects
- activation of unemployment benefit recipients to help them return to employment
- information on the labour market
- guidance when jobs evolve or when job loss occurs, while also anticipating the emergence of new jobs
- digitalisation of the various services and diversification of service delivery channels,
- capacity building of all PES staff, women and men, the true capital of these organisations
- continuous search for efficiency and effectiveness in PES actions
- active contribution in the development of incentive programs for employment, assessment of the satisfaction of the different PES clients and impact studies of labour market measures.

WAPES is conscious of the importance of working proactively to better support current and future socio-economic changes and possible transformations in the labor market.

In order to prepare relevant and tailor-made answers, WAPES has put in place a Strategy 2025 aiming to define the role that PES will have to play in the labor market in ten years' time. What are the possible evolutions of its missions and services, as well as the approaches and channels of their deployment and delivery? This Strategy also deals with the support measures WAPES can offer to the various PES to successfully evolve in their role. A Value Charter to be shared by the members of WAPES has also been adopted.

In April 2018 WAPES organized its 11th World Congress and renewed its decision making bodies. The roadmap for the Association's new board for the next three years will be based on the following strategic objectives:

- strengthening the attractiveness of the Association and broadening the base of its members
- providing a tailor-made response to the expectations of each PES while safeguarding the international character of WAPES
- achieving the adoption of the Strategy 2025 and the Value Charter by the PES over the five continents
- supporting the PES in the appropriation of the 2025 Strategy and its adaptation to national or even territorial specificities
- aligning the action of WAPES with the various international and regional projects supporting socio-economic development and sustainable development
- sealing strategic partnerships with the various organizations and institutions concerned with human and social development, employment and economic integration issues, headed by WAPES' historic partner, the ILO.

The aim of these partnerships is to create synergies between the actions of

those organizations and institutions and those of WAPES. Furthermore, to provide more assistance and support to the less developed countries, to offer (bench)learning opportunities to more advanced countries and to strengthen the institutional positioning and visibility of the World Association of Public Employment Services.

Noureddine BENKHALIL

WAPES President
ANAPEC Morocco

Introduction: WAPES Long Term Strategy

The social and socio-economic context in which PES find themselves is subject to rapid and profound changes, such as globalization, deregulation, geopolitical changes, citizen empowerment and digitalization. To face the extremely complex issues, such as climate change, the issue of migration and (re)integration, the global connectivity of economies and labour markets, Public Employment Services (PES) must work together and collectively seek solutions. In view of these challenges, it is necessary to update the role of PES.

The mission of PES is to support the optimal functioning of the labour market which is characterised by job transitions. This requires following services, regardless from who provides them: employment facilitation services, assisting jobseekers to find work, and assisting employers to fill vacancies. In order to be able to provide all these services, PES should act as the **conductor of the labour market**, as an actor in the labour market, and should take up the role as **excellent service providers**.

To achieve the common goals and support PES in their new role, the World Association of Public Employment Services (WAPES) should be a strong brand with a long term strategy driven by common values that form an ethical framework that connects the members of WAPES and in which each PES firmly believes. The values inspire PES in reaching the goals set in their common strategy and encourage the services in the performance of their daily duties. The WAPES values contribute to the fundamental principles and rights of the Human Rights Declaration of the United Nations: universal values of equality, freedom, human dignity and solidarity.

The Long Term Strategy sets a 10 year

course for PES worldwide and for WAPES as supporting organ. The idea behind the strategy is to provide PES with inspiration and give WAPES a direction to move in.

The common WAPES values are grouped in the Charter of the Values of WAPES. The document forms a landmark for PES. The charter is formulated in a way to reflect the ideal situation and is a living document. It will be updated regularly to remain in line with the current social and socio-economic situation.

Process

At the General Assembly of 5 May 2015 in Istanbul, I as CEO of the VDAB, the Flemish PES (Belgium), was given a mandate to set up a strategic taskforce in order to achieve a Long Term Strategy 2015-2025.

In the course of 2016, the working group, with representatives of all WAPES' regions, came together three times. The Long Term Strategy and a Value Charter as outcome were presented to the Managing Board 2016 in Tokyo, Japan. The Managing Board accepted both documents and mandated the Executive Committee 2017 in Abidjan, Ivory Coast to approve some amendments.

Finally, the WAPES General Assembly approved both the Long Term Strategy and the Value Charter at its meeting in Marrakesh, Morocco, 2018, April, 18.

Participants to the working group

I hereby want to thank all participants to the working group which designed the Long Term Strategy and the Value Charter.

Belgium, chair of the working group; for **Africa** region: Cameroon, Senegal; for **America's** region: Canada; for **Asia-Pacific**

region: the Philippines and Korea; for the **European** region: Bosnia and Herzegovina, France, Germany, Hungary, Sweden, Switzerland, and Turkey; and for **MEAC** region: Morocco and Tunisia.

Fons LEROY

Chair

WAPES Working Group Long Term Strategy
VDAB – Belgium

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1.

Long term strategy PES and WAPES 2015-2025

Summary

The rapidly changing labour market, together with the vast technological evolutions require PES to adapt in an agile way and respond to the demands of the economy. In view of these challenges, it is necessary to update the role of PES and the way WAPES supports PES in their new role.

The long term strategy sets a 10 year course for PES worldwide and for WAPES as supporting organ. The idea behind the strategy is to provide PES with inspiration and give WAPES a direction to move in.

The PES long term strategy is thus meant as an inspiration for PES and does not entail an obligation. Which of the strategic elements PES decide to focus on primarily, can be decided by each PES in accordance with their organizational and operational capacity.

The PES supports the optimal functioning of the labour market by being a conductor of the orchestra of 'labour market service provider'-actors and by being service providers (actors) as well. Thus ensuring the optimal functioning of the labour market e.g. by avoiding gaps and duplications in and ensuring the quality of the service offering and by being service providers.

WAPES supports PES members worldwide in fulfilling their mission of making the labour market functioning optimally by acting as: change promoter, knowledge HUB and network HUB.

Adding to the Long Term Strategy of PES and WAPES, the United Nations' Sustainable Development Goals and the PES values charter completes the framework for PES and WAPES on their road towards the future.

The common values form an ethical framework that connects the members of WAPES. They inspire PES in reaching the goals set in their common strategy and encourage the services in the performance of their daily duties. The WAPES values contribute to the fundamental principles and rights of the "Human Rights Declaration of the United Nations": universal values of equality, freedom, human dignity and solidarity. The strategy aims to contribute to a global welfare augmentation.

The operational consequences for WAPES are subject for further exploration. These changes could be discussed in a new future operational working group.

The members of the strategic working group agreed that WAPES should support the change process of PES through setting up a bench learning system as an excellent way to get a better and more profound understanding of the PES, to learn more about operational processes, performance management, achievements and main challenges.

1.1 Context

Various demographic, technological, economic and environmental changes have altered the labour market profoundly and have made it much more complex. The rapid digitalization and subsequent innovations are changing the labour market tremendously now and in the future. At the same time all Public Employment Services (PES) are affected by the recovery process of the global recession and determined to ensure that nobody should be left behind. The rapidly changing labour market, together with the vast technological evolutions require PES to adapt in an agile way and respond to the demands of the economy. In view of these challenges, it is necessary to update the role of PES and the way WAPES

supports PES in their new role.

Values accumulated and enriched since the establishment of WAPES are the primary factors that forms WAPES today. As an Association updating itself in line with the requirements of time by taking human rights in center and promoting innovation as a decent organization, WAPES has the role of change supporter within and between PES. Being one of the priority axes in WAPES 2015-2018 Strategy Document drafted with common wisdom and inclusive approach, the Long Term Strategy is important for the Association to update its objectives and tools and for PES to gain more place in the society.

The long term strategy is based on a broad international discourse which acknowledge that PES can become more efficient and provide better services to both jobseekers and employers by opening up the labour market for other public but also private partners. This discourse is in favour of a more mixed labour market management with in addition to strong public services delivered by the PES, also a better cooperation with private and public partners.

This long term strategy sets a 10 year course for PES worldwide and for WAPES as supporting organ. The idea behind the strategy is to provide PES with inspiration and give WAPES a direction to move in. While at the same time respecting the richness of the differences between PES. Putting into place a common strategy does not mean that the operational consequences will be the same for each PES, as the consequences will also depend on the country specific context. There are very large variations in institutional setting, objectives, product portfolio and structure of public employment services. The strategy is thus meant as an inspiration for PES and does

not entail an obligation. Which of the strategic elements PES decide to focus on primarily, can be decided by each PES in accordance with their organizational and operational capacity.

Adding to the Long Term Strategy, the United Nations' Sustainable Development Goals and the PES values charter complete the framework for PES on their road towards the future. The strategy aims to contribute to a global welfare augmentation.

The PES values charter lists the key values for future-proof PES to adhere to: promoting sustainable development and transparency, providing equitable opportunities for all, developing cooperation, being jobseeker/ employer focused and professional, and encouraging innovation.

1.2 Long Term Strategy PES

1.2.1 Mission of PES

PES support the optimal functioning of the labour market.

Job transitions are the norm in the new world of work. The working conditions are changing rapidly. Previously very long term employer-employee relationships existed. These days 'lifetime jobs' are getting fewer and fewer. People are more likely to change jobs in the course of their working lives. Their career might also be diversified by e.g. periods of unemployment, study, care tasks or sickness. Facilitating career transitions (meaning both regular employment, as well as entrepreneurship) should be among the main tasks of PES.

On the other hand, employers need help filling their vacancies as quickly as possible and help in forecasting skills requirements. Especially small and medium sized enterprises often need more intensive support in finding the right employees.

PES cannot deliver these very large tasks alone. They need to partner with all relevant stakeholders on the transitional labour market, such as local communities, social security services, private employment services, education and training providers and other stakeholders of the third sector. These alliances should always be forged to fit the specific national and regional situation.

1.2.2 How can PES fulfill this mission?

An efficient current labour market will probably require these services, regardless from who provides them:

- Employment facilitation services
- Assisting jobseekers to find work
- Assisting employers to fill vacancies

by the functions as follows:

- Providing support for citizens who are experiencing difficulties in order to make them more employable and facilitate their integration to the labour market.
- Prescribing or providing vocational and professional training to continuously strengthen the competencies of jobseekers and employees.
- Promoting self-employment and encouraging entrepreneurship.
- Providing labour market information, identifying future trends in employment and skills for different stakeholders such as jobseekers, employers, government bodies and research organizations.
- Designing or co-designing and implementing of active labour market policies.
- Managing labour migration and mobility: encouraging and supporting job facilitation services for jobseekers and employers across national, international and territorial borders.
- Contributing to social security in order to provide the necessary conditions for successful transitions on the labour market.

These labour market services are traditionally often part of the service offering of PES. The aim of PES should not be to take on all of these tasks itself, though. Facing current and future challenges, PES are no longer the only actor responsible for these services. The services should be available on the labour market through a variety of labour market stakeholders. These stakeholders need to co-create services customised to the local labour market or sectorial context and to the

different needs of jobseekers and employers. PES now ensure that these tasks are executed successfully on the labour market. PES are then - apart from being a service providers themselves - conductor of this orchestra of 'labour market service provider'- actors. Thus ensuring the optimal functioning of the labour market e.g. by avoiding gaps and duplications in and ensuring the quality of the service offering.

• PES as the conductor of the labour market

In view of the current and future challenges on the labour market, the strongest results can be achieved through gaining the confidence and by cooperating and staying in constant dialogue with our stakeholders and with policy makers. PES are not the only players on the labour market. Great coordination is essential among all services that assist jobseekers and employers; including private employment agencies, the education and training system and other services that can help to address non-work barriers to participation. Employment services are thus made available through a network providing national and even international coverage, with the capacity to address local, regional and sectoral labour market needs consistent with national policy goals.

To ensure the coordinated execution of labour market and career policy, there is the need for a strong, sustained and recognised labour market conductor. This is not possible without an engagement of the government. Conducting could include several aspects: starting from a thorough understanding of the multiple transitions presenting themselves continuously on the labour market, a clear view on services offered by labour market actors, and a maximal disclosure and use of labour

market intelligence. Conducting also implies stimulating labour market actors to cooperate and innovate, collaborating closely with public or private partners and aligning their ideas, activities and interests in labour market policy.

Conducting is crucial to cope with the large number of organisations and the government that are involved in the delivery of labour market services. It is the key to offer labour market services through a unified and transparent channel.

Especially in the public sector general interest comes first. Maximising profit or gaining a larger market share are not the final objectives, but rather obtaining the largest possible outcome for every citizen and enterprise. That is why the role of career conductor should ideally be taken up by a public institution, while the services should be rendered by both public and private actors, as much as possible in cooperation. Services should reflect labour market policy, be coherent and accessible and efficiently managed and financed.

As labour market conductors, PES help create and maintain this network of public and private actors and act as a platform on which all stakeholders can connect with each other. Networking creates opportunities to co-create new ways of service delivery and instruments necessary to manage the labour market. A strong network of labour market service providers is paramount to becoming stronger PES.

- **PES as network organizations**

- PES stimulate partnerships on the labour market with a view to efficient market development and reaching policy objectives together. Partnerships may be initiated

with and between educational institutions, public and private intermediaries, sectors, companies, etc. By establishing transparent dialogue between all these stakeholders, they can strive for win-win situations and the effective and efficient improvement of the labour market. This also allows for political bodies to reflect on how to eliminate both, duplications and gaps in offer and demand.

- Also with actors and conductors of other policy areas partnerships may be set up, giving rise to a truly life-wide and lifelong career policy. E.g. with the educational system.
- **PES as trusted advisors on labour market matters**
- By providing representative and reliable information and up-to-date data, concerning vacancy offers and the workforce potential, PES help foster a transparent and well-functioning labour market. This information is continuously made available and easily accessible. PES are the 'number one' contact for stakeholders on labour market issues, including identification of future trends.
- By providing reliable support, PES ensure universal career management services for all jobseekers (unemployed and employed) and companies. This basic service entails, on the one hand, opening up in a neutral fashion precise labour market information and information on

available services for jobseekers and companies. On the other hand, it should provide insight into functions, jobs, sectors and employment opportunities with a view to optimally linking individual competencies with labour market needs.

- **PES as torchbearers**

- PES keep all stakeholders moving towards effective and efficient improvement of the labour market by keeping a constant eye on the long term goals. The long term PES strategy, the sustainable development goals and the joined Values Charter provide the necessary direction.

- By using its knowledge of the labour market and socio-economic evolutions and with its set of instruments (e.g. using data mining, social media) the conductor can stimulate the labour market and try to direct the actors on the labour market in a certain direction through a permanent, open dialogue. The conductor sees to it that the niches for which no quality market supply is available or could be found are being filled. The conductor strives for the balance between the supplied services and the demand on the labour market.
- In this context PES also function as change manager, based on the quality oriented approach, for stakeholders to bring the changes to a good end.

FROM	TO
PES as actor	PES as conductor and actor
Ad hoc collaboration	Systematic collaboration
A more short term approach	Short and long term approach
Gaps and duplication in labour market services	Integrated and coordinated labour market services with commitment for high quality

- **PES as an actor in the labour market**

Roles PES could take up as excellent service providers:

- **PES as a mediator between**

(unemployed and employed) jobseekers and employers, all are PES' clients.

- In addition to providing for jobseeker needs, employment services also meet employer needs through various means. Starting with dialogue and guided by ability, agility and innovation. Employment services help to fill current vacancies, but also be forward-looking, engaging with employers to address future workforce needs. The PES support employers to offer jobs to unemployed jobseekers and continuing training opportunities to their existing workforce.

- **PES as a career partner:**

the go-to organisation for career transition inquiries.

- Labour market services should come in a variety of forms. This way tailor-made support can be offered to (potential) jobseekers to enhance their connections to the labour market and their transition from school to work or from the informal to the formal economy; and to improve their employability, adaptability and mobility for the whole of their working life.

- **PES as skills and competencies identifier, recognizer, enhancer and agent of empowerment:**

in-house or outsourced identification, recognition and training of hard and soft skills.

- Employment services no longer pin jobseekers down on their formal qualifications and previous employment, but instead focus on their skills in their totality. Thus opening up many more career possibilities.
- By empowering jobseekers (certainly also migrant jobseekers) and helping them to identify, get recognition for and (when necessary) enhance their skills, PES improve their capacity of finding and sustaining suitable, productive and sufficient work in the (preferably) formal economy. Skills enhancement is a life-long process.

- **PES stimulating entrepreneurship**

- PES stimulate and support (preferably formal) self-employment and entrepreneurship. They help identify the 'talent and interest for entrepreneurship' among jobseekers and help interested jobseekers get a realistic view on entrepreneurship. Thus, ensuring jobseekers have the necessary entrepreneurial capacities before starting out and increasing the chances of success of these endeavors.

- **PES as a facilitator of international job mobility**

- We live in a time of enormous human mobility. PES provide career guidance to help jobseekers make informed career decisions, also when considering employment abroad.
- Filling in worldwide (bottleneck) vacancies and getting as many jobseekers into employment as possible, means encouraging and supporting placement service for jobseekers and employers across national borders, especially when needs can't be filled regionally or nationally. Promoting permanent as well as temporary legal immigration need to be taken into account in respective to national laws and regulations on the employment of foreign workers.
- Migrants, both internal and international, move mainly to cities and urban areas. They bring insights and competences that the labour market needs and connect communities within and across borders. PES support an answer to questions as "How can we include them in our society? ". This can be accomplished of course in first by helping these migrants to find an income opportunity. This is an excellent way to integrate in a new country. Newcomers inject oxygen into the demand side of the labour market. PES are a key to success of migration at this stage. By carefully thinking through questions and possibilities for legal migration,

each PES is a qualified contact when it comes to questions of legal labour migration. If possible, PES provide information concerning possibilities of legal migration and play an active role in labour migrant flows

- **PES as innovator and change manager**

- PES are perfectly placed as instigators of improvement and collaboration for examples possibilities of new technological tools to improve labour market services are explored.
- PES have a professional attitude towards change management to make sure they are prepared to respond to internal and external changes in the most agile way. E.g. restructuring the organisation, building information systems, promoting and coordinating legal changes might be necessary. PES secure explicit change management to ensure set goals are met.

FROM	TO
Focus mainly on jobseekers	Focus on unemployed, employed and employers, entering and re-entering
Focus on getting jobseekers employed	Being a career partner for all career transitions
Service offer as starting point	Customer needs as starting point
Serving directly: doing it for the client	Facilitating and coaching: helping the customer to raise their self-sufficiency
Basing the facilitation process on previous education and employment	Basing the facilitation process on skills/competencies and life/career transitions
Employment support	Development of competences, formal employment, self-employment and entrepreneurship
Activation	Sustainable activation
Regional and/or national focus	Regional, national and international focus
Single-channel service provision (using one channel e.g. face-to-face)	Multi-channel service provision (combining different channels for the same jobseeker/ employer e.g. mail, chat, face-to-face, telephone, text...)
Ad hoc / reactive changes	Proactive and / continuous improvement and change management
Staying mostly on the trodden path	Instigating innovation and change of culture within the different organizations and actors

1.3 Long Term Strategy WAPES

WAPES is a support and cooperation base between PES. It is not a legal governance body. WAPES puts forward a common strategy and a values charter in order to build a solid common foundation for PES worldwide. Thus supporting them in fulfilling their mission of making the labour market function optimally along the lines of their specific context. WAPES is a knowledge- and communication hub and change supporter.

1.3.1 Mission WAPES

WAPES supports PES members worldwide in fulfilling their mission of making the labour market functioning optimally.

1.3.2 How does WAPES fulfill this mission?

By functioning as:

1.3.2.1 Knowledge hub

- WAPES collects worldwide labour market information, recognizes good (PES) practices and shares these with members and other stakeholders. This facilitates PES to act proactive on the labour market.
- WAPES is a key player in promoting the connection between policy makers, the economic and other domains like green economy and poverty reduction.
- WAPES collects input from other stakeholders.
- WAPES supports new ways of sharing knowledge and experience among PES. E.g. 'benchlearning' (mutual learning with a benchmarking component),

sharing good practices and less successful experiences, training and consultancy programs to qualify and professionalise the PES staff, expert visits to deliver capacity on a specific topic on the spot and thematic expert meetings.

- WAPES provides material for long-term use, such as studies, webinars and toolkits.

1.3.2.2 Network hub

- WAPES is a network hub for the PES internally and externally. Apart from the website, other instruments such as social media and other communication instruments are taken into account to share information.

- Communication is a key factor for sharing and valorisation of innovation which can inspire other countries.

- WAPES uses an innovative communication strategy to sensitise members and other global stakeholders of the important voice the worldwide PES network has on labour market issues.

1.3.2.3 Change promoter

- WAPES is a change promoter: promoting knowledge sharing on the labour market, communication and exchange to make sure set change goals are met. For that use, tools and methods for change are gathered and promoted.
- WAPES advocates for PES with their relevant stakeholders to allow them

to fulfil their mission. For example support in acquiring the mandate to fulfil conductor functions.

- WAPES can be the spokesperson of its members in discussion relating to the labour market with other actors, especially with international organisations.
- WAPES let the joined voice of its members be heard in labour market discussions with other smaller and larger labour market players.

Addenda

Sustainable Development Goals (United Nations)

According to the global sustainable goals of the UN, PES have a role to play on different fields, not just decent work and economic growth, but also on combatting poverty, green economy, sustainable communities etc. Providing sustainable jobs is one of our main tasks, it contributes to all the goals.



2. WAPES Value Charter

2.1 Introduction

The social and socio-economic context in which PES find themselves is subject to rapid and profound changes, such as globalization, deregulation, geopolitical changes, citizen empowerment and digitalization. To face the extremely complex issues, such as climate change, the issue of migration and (re)integration, the global connectivity of economies and labour markets; Public Employment Services (PES) must work together and collectively seek solutions.

A strong World Association of the Public Employment Services (WAPES) makes it possible to achieve the common goals. WAPES is a strong brand with a long term strategy driven by common values that each PES firmly believes in.

Common values form an ethical framework that connects the members of WAPES. The values inspire PES in reaching the goals set in their common strategy and encourage the services in the performance of their daily duties. The WAPES values contribute to the fundamental principles and rights of the "Human Rights Declaration of the United Nations": universal values of equality, freedom, human dignity and solidarity.

The common WAPES values are grouped in the "Charter of the Values of WAPES". The document was co-created by the WAPES members and forms a landmark for PES. It clarifies seven values that each member of WAPES includes in its long term functioning. The charter is formulated in a way to reflect the ideal situation and is a living document. It is updated regularly to remain in line with the current social and socio-economic situation.

2.2 Values to be developed

We, PES members of WAPES, commit ourselves to develop the following values in our functioning:

2.2.1 Promote sustainable development

WAPES members promote corporate sustainable responsibility.

According to the global sustainable development goals (SDG) of the UN, PES have a role to play on different fields, not just on providing decent work and economic growth, but also on combatting poverty, ensuring access to training and education, looking after gender equality etc. Providing sustainable careers is our main core task, it contributes to all the goals. In all PES activities we take into account what lives on the level of society, environment and economy, because we are committed to sustainable development. PES will not only promote green economy, but also avoid exhausting human resources by continuous investments in human capital. We commit ourselves to lifelong learning and the development of skills throughout the career.

WAPES members forge sustainable partnerships to support and complement each other and enhance linkages in the wider PES community.

2.2.2 Provide equitable opportunities for all

WAPES members act correctly, unbiased and inclusive with mutual respect for differences between countries and cultures.

The objective of PES is to guarantee accessible services for all jobseekers and companies. The jobseeker services are free.

PES pay special attention to the most vulnerable groups and support every customer in a professional and adequate manner to find a reasonable solution for challenging situations. Both approach and outcome are respectful of human dignity and human rights. The PES will not practice any form of discrimination based on gender, race, color, ethnic or social origins, religion or beliefs, political or union affiliation. Equity of opportunities is thus provided.

WAPES members embrace diversity and treat each other as equals, while recognizing differentiated responsibility based on capacity and strengths.

2.2.3 Develop cooperation

WAPES members work together on the development of their services by exchanging experiences and building on each other's and other stakeholders' strengths and contributions.

PES foster fair and constructive relationships with each other. PES encourage a spirit of partnership based on solidarity, exchange and support. PES work together with other actors, private and public to achieve the jointly preconceived goals. To deliver the best possible services they use the experience of other actors in the field.

WAPES members publish a joint strategy, help and inspire each other to adopt that strategy in their respective country. WAPES members invest in working together through: choosing strategic partners, investing in lobbying/more exposure with decision makers and working in co-operation with those who make use of the WAPES data for studies and scientific purposes. WAPES members exchange good practices, instruments and methods in order to

increase their quality level.

2.2.4 Be jobseeker/employer focused

WAPES members offer services that are jobseeker/employer oriented, targeted and responsive.

PES tailor their services as much as possible to individual needs and requirements. PES co-create individual paths with the jobseekers/employers. These paths are needs based, bringing in new interactions while using mobile technologies, being open, adaptive and flexible to the ideas of the jobseeker/employer. PES invest in the empowerment of jobseekers/employers by providing services that enable them to endorse and increase their capabilities in view of autonomous career transition management or human resources management. Employment services meet employer needs through various means, including adaptability, innovation and dialogue. PES help employers offer quality jobs to unemployed, as well as learning opportunities to the existing workforce.

WAPES members invest in building a stakeholder friendly WAPES.

2.2.5 Promote transparency

WAPES members add value by offering expertise about the global labour market and employment in a transparent way.

As labour market conductors PES provide and share a set of instruments that endorse a transparent labour market with their stakeholders. Reliable, timely and accessible information is shared concerning the vacancy offers, future skills requirements and the workforce potential. Information and provided services are continuously available

and accessible through multiple channels by utilizing stable virtual platforms. PES are aware of their responsibility with regard to transparency.

WAPES members have an overview of their own labour market. This knowledge is combined into a picture of the global labour market within the WAPES community. This clear, global view gives PES the ability to react in an agile way on changes on the labour market. It gives them the ability to think and act globally and locally.

2.2.6 Be professional

WAPES members act professionally both as actors and as network conductors on the labour market.

PES favor a digital and at - the same time- personal approach. PESs are trusted advisors by identifying and sharing labour market needs and available service offers in their network. PES act with integrity in seeking the confidence of its customers and partners.

WAPES members are a benchmark for PES and new PES in the world. They offer quality services and are accountable to their stakeholders and each other. They always search for integrated solutions.

2.2.7 Encourage innovation

WAPES members strive for efficiency through innovation.

Technology and improving the technology level are key factors in changing the role of PES. Advantage must be taken of new developments in technology. Investment in user-friendly technology is expected to increase service availability and accessibility. Moreover,

technological solutions allow PES to keep down working costs and increase performance. Well-developed and user-friendly innovations also help to conserve both financial and human resources.

WAPES members strive to close the technology gap between each other. Additionally to the technological improvements every PES should strive for innovations in projects and partnerships. WAPES members increase efficiency through innovation by being a learning organisation. This includes the reinforcement of methodical training on the improvement of the consulting skills, thinking about new ways to support vulnerable groups or to trigger innovative ideas.

The signatory institutions of this charter are committed to these values as far as possible, and adhere and promote these values in their function and daily duties. By adhering to these values WAPES members create added value for the society they are part of.



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