



PES IN
(NOVATIVE)
ACTION

The 12th WAPES WORLD CONGRESS

Program



Challenges and innovative actions for Public Employment Services in a rapidly evolving labour market

**Tallinn, ESTONIA
25 April – 29 April 2022**

#WWC2021



WAPES



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WAPES 12th WORLD CONGRESS

in TALLINN, ESTONIA

**25th of
APRIL**

WAPES MANAGING BOARD

meeting in Swissotel Tallinn*
For MB members only

**26th of
APRIL**

WAPES GENERAL ASSEMBLY

in Kultuurikatel*

WAPES GENERAL ASSEMBLY

for WAPES members only (see separate programmes)

APPROVAL OF REPORTS, AUDIT, ACCOUNTS AND ELECTIONS OF THE NEW INSTANCES.

CHAIRMAN OF ELECTIONS:

Michael MWASIKAKATA, Senior Specialist and Coordinator,
Employment Services and ALMPs, ILO

**27th of
APRIL**

1ST DAY OF CONFERENCE IN KULTUURIKATEL*

on the topic of Challenges and Innovative Actions for Public
Employment Services in a Rapidly Evolving Labour Market

GALA-DINNER

in Tallinn Port Cruise Terminal

**28th of
APRIL**

2ND DAY OF CONFERENCE IN KULTUURIKATEL*

on the topic of Challenges and Innovative Actions for
Public Employment Services in a Rapidly Evolving Labour
Market

STUDY VISITS

to Töötukassa client office and Career Center

**29th of
APRIL**

GUIDED TOUR

in Tallinn Old Town

*and online

01. WORDS OF WELCOME

Dear Members/Partners,

As the President of WAPES, I am above all very pleased and honoured to be able to invite you to meet together again at our 12th World Congress. Given the times we are living through, we realise that the word “together” has regained a very relevant meaning and resounds once again as an essential value for our organisations, our teams and our nations.

As I am writing to you, I fervently hope that the health conditions will evolve favourably, and that our congress will once again offer us the opportunity to meet “physically”, to exchange ideas face to face.

These circumstances have also prompted us to place this event under the two-fold motto of Humanity and Innovation. Indeed, these are the two main levers that have enabled us to face up to this far-reaching crisis, from which, thanks to a strong reactivity and a dynamic of resilience, we, the PES, have emerged strengthened, in a reasserted position and role in the service of our nations.

We therefore propose, during our world congress, to work and share with you our views, reflections and prospects, which certainly are based on our recent experiences, but are also deliberately oriented towards the future.

This will also be a new founding Moment for WAPES, for our association, our network, as the mandates of its governance will be renewed, and new steps will be defined to pursue our commitment to our 2015-2025 Long Term Strategy.

I thank you in advance for your contributions and participation in this event.



MR MOHAMED ACHIQ
Director General of ANAPEC
President of WAPES

Dear members, dear partners,

Thanks to the commitment of Töötukassa, the Estonian Public Employment Service, WAPES European members have the pleasure to host the 12th World Congress of our association in Tallinn.

Over the past two years, the world has been experiencing a complex period for both organisations and governments, requiring us to adapt to unusual circumstances, with both constraints and opportunities.

In this context of uncertainty, we have individually and collectively been able to continue or even intensify our actions supporting the social hardship prevention and economic support policies put in place by our public authorities. This was possible because most of us had already begun to digitalise and dematerialise our services to customers/users. This has also been possible thanks to the involvement of all our employees, who have been able to adapt with agility to new working methods.

We know that we face further challenges as the pace of change in the labour market accelerates. Investing in the skills of women and men, as well as our capacity of innovating, will be the keys to our success.

This 12th WAPES World Congress will provide us with an opportunity to share our experiences and visions and to develop plans for the future.

Hoping that travel constraints will allow us to meet in Tallinn, the WAPES Europe Vice President cordially invites you to contribute to this event.

MR JEAN BASSÈRES
Managing Director of Pôle emploi
WAPES European Region Vice President





Dear colleagues,

Last two years have been unexpected in many ways. The pandemic has disrupted labour markets, organisations and individuals in all parts of the world. No one knew that the way we live could fundamentally change so quickly and there is no going back. PES actions and services have been indispensable in supporting jobseekers and employers to overcome different challenges in these moments. At the same time, PES themselves have had to face adjustments and rearrangements within their organisations and in the way they operate.

The challenges, however, have provided opportunities to learn and improve. Innovation has been the key word. This has been driven strongly by technological developments and data management. In today's world, the efficient use of these strands is essential to better understand different aspects of labour market transformations and provide effective services and solutions. The latest developments of Eesti Töötukassa, the PES in Estonia, in the aforementioned fields have been related to automated decision-making, creation of a decision-support-tool and many others.

At the same time, in the era of fast technological developments, one should not put aside the human touch of PES activities. In the Estonian case, as experienced also in many other countries, for example, even though distant counselling has become a daily normalcy, we have managed to sustain the principle of not becoming "distant" in relation to our clients. The irreplaceable human contact should remain in some way or another, to give our clients the maximum support.

This leads to the core values of the work of PESs, which at the Estonian PES have been in place since the beginning of its existence - innovation, cooperation and trust. In line with the technological developments that have supported our daily work and made it easier in many strands, I am very proud to say that our core values are reflected in the behaviours and actions of every our employee in their daily performance and that these will carry us moving forward also in the future.

I am extremely honoured and proud to be hosting WAPES 12th World Congress in Tallinn, Estonia. It is a very special opportunity to meet each other again in person and to share our experiences mutually upon the matters that are close to our heart, after such a long time.

A very warm welcome to you all. Stay safe and see you soon in Tallinn!

MR MEELIS PAAVEL
Head of Management Board
Eesti Töötukassa



02. INTRODUCTION

The year 2021 seemed to bring recovery to the world economy after the outbreak of the Covid-19 pandemic and the following downturn. With the pandemic entering its third year, however, and the security crisis in Europe looming, the ILO has labelled the global employment and social outlook for 2022 and ongoing years as uncertain and fragile. The health & safety as well as recovery measures in world regions have been determining the labour market resilience towards workplace closures and weak economic activity. The challenges for years to come are complex in their interconnection between labour force participation, household income and social cohesion.

Already before the recent crises, the world's labour markets have been undergoing significant structural changes due to technological development and globalisation, but also due to demography, such as the ageing of the population in higher income countries and growing youth cohorts in lower income countries. Ultimately, climate change has become an urgent overarching challenge influencing labour and employment as well.

This environment of constant change and volatility on the labour markets calls for long-term support for those that will suffer from the crises and automation losing their jobs and struggling with secondary effects of long-term inactivity and, at the same time, help for those sectors that will experience skills shortages because of innovation and growth.

Public Employment Services (PES) are at the relay of employment intermediation and the provision of social support and are therefore a major player in the recovery of labour markets. For this, PES will be well advised to clarify and adjust their role on the labour market following the dramatic global changes, become a visible actor in skills matching and skills training and continue to develop the employability and social inclusion of the most vulnerable. Capacity building and labour market partnerships will become more relevant to help PES deliver on that portfolio.


The purpose of the 12th WAPES World Congress is, through an exchange of future-oriented visions, reflections, and proven experiences, to provide everyone with inspiration and food for thought to guide future policies, strategies, and on-the-ground actions, in the spirit and values of the WAPES Long-Term Strategy 2015-2025 and to promote capacity building and partnerships for effective and efficient employment services.



03. HEADING, SLOGAN AND LOGO

Why did we choose the title “**Challenges and innovative actions for Public Employment Services in a rapidly evolving labour market**” for the 12th World Congress?

During the open conference on 26 and 27 April, we would like to reflect upon the complex and multiple shifts that have taken place in the world, and which have greatly impacted labour market and employment. Indeed, today we are facing an unforeseen situation: the nature of the economic shock associated with COVID-19 and the security crisis in Europe is highly unusual. Things have radically changed in a matter of months and days. The current crisis is not an irruption in one economic activity, but a shift in the mix of economic activities, and possibly a significant amount of unknown will be present for a long time. Taking all these different challenges into account, we want to highlight the critical importance of PES innovative actions in these times, when PES are expected to respond quickly and effectively to the new circumstances and needs of the labour market. Therefore, a shorter version of the title, the slogan **PES In(novative) Action**, sums up the message we want to share between the WAPES members and partners.



On one hand, PES have to be alert and in action constantly, and on the other hand, in order to keep up with the changing needs of the labour market and increase their efficiency, PES must discover new ways of working and serving their clients, thus, innovation is of utmost importance.



However, we must not forget that in the end, in the midst of all of this, individuals, for who and why the PES exist, are the absolute priority of PES and we must not forget to put their needs first.

The logo, therefore, depicts also a human being, looking forward to the future, whereas the circles around it symbolise one's life cycle, but are also inspired by the logo of WAPES.

04. **WAPES NEW LOGO**

At the beginning of 2022, WAPES launched its new logo together with a new webpage - a platform with numerous up-to-date possibilities for networking.

The previous logo dated back to 1988 when WAPES was founded. During the past thirty-four years, the association has evolved quite a bit, so it was about time to renew the visual identity of WAPES. The new logo, presented above, represents WAPES in the world from now on.

Its dominant colour is turquoise green. This refreshing and invigorating note evokes change, renewal and transformation that our association is experiencing. Green represents growth and serenity, just like WAPES which has reached its adulthood. The touch of orange reminds us of the enthusiasm and benevolence of the members who make our community alive. The turquoise globe reminds us of the need for regeneration and evolution that motivates our members when they decide to share their experiences with their peers. The five semi-rings each represent one of the WAPES regions and the W surmounted by the two globes symbolises the meeting, the union between our members who, thanks to WAPES, weave links to make their institutions develop.



05. CONFERENCE PROGRAM

DAY 1 STRATEGIES IN THE GOVERNANCE AND MANAGEMENT OF PES

How to strengthen organisational development and resilience?

The first day of the conference is dedicated to strategic baselines in the governance and management of PES. Changes in the surrounding environment force PES to assess their present strategies in different areas of business operation and rethink or change direction where necessary. In the light of the pandemic and security crisis, creating PES resilience is more crucial than ever in order to meet the immediate needs of customers, organisation's staff and public in general. Strong governance and strategic leadership have an important part to play in this. Depending on the degree of involvement of social and other partners, the responsibility for design and implementation of labour market policies is shared among PES and other stakeholders.

The management of PES oversees many tasks, such as performance and quality management, HR management, digital innovation, coordination of different target-group and partnerships' strategies etc. The Covid pandemic has forced PES to make strategic changes in many of these strands, for example accelerating PES digital transformation. External as well as internal communication has had a great role in adapting and understanding the new normal. Therefore, on this day, the focus of parallel sessions will be on three strategic business strands – crisis management, digital and communication strategies implemented by PES.

The first day of the conference ends with the overviews of benchlearning projects which are based on indicator-based performance assessment together with a mutual learning aspect aiming at improving the performance and development of PES.



Target-Group Strategies

Cooperation Strategy PES governance models

Crisis management

Target-Group Strategies Cooperation Strategy Digital Strategy

HR Management Digital Strategy Target-Group Strategies

Communication Strategy

Communication Strategy Digital Strategy

Quality Management Crisis management Quality Management

PES governance models Performance Management System Digital Strategy

Digital Strategy Communication Strategy HR Management

Communication Strategy

Performance Management System

Communication Strategy Digital Strategy Communication Strategy Digital Strategy

Target-Group Strategies Quality Management

Target-Group Strategies

Cooperation Strategy PES governance models

Digital Strategy HR Management

Target-Group Strategies



KEY-NOTE SPEECH: “PES challenges and innovative actions”

Presenter:

MR SANGHEON LEE

Director of the Employment Policy Department, ILO

The Covid-19 induced crisis has had a devastating and uneven impact on the labour market, economic sectors, geographical regions and countries at different levels of development, as well as labour market groups such as women, youth, informal workers and the low-skilled. Policy gaps remain in the creation of decent jobs, supporting transitions and ensuring universal coverage of social protection. Public employment services, including its ecosystem partners, are particularly better placed to facilitate labour market adjustments, support transformation, recovery and transitions including through implementation of targeted and integrated labour market policies. They, however, need to adapt to remain relevant and agile in order to ably help workers survive and navigate transitions and support recovery and growth.

PANEL DISCUSSION:

PES governance structures and the role of social partners for PES

How can PES best work with social partners and other labour market stakeholders to deliver optimum outcomes in the new normal?

Discussion will focus on how PES with different governance models and different degrees of social partner involvement have shaped their services to deal with rapidly changing labour markets and shocks like the global financial crisis and Covid-19 pandemic.

MODERATED BY MR ANTON ECKERSLEY

Director of International Relations, Ingeus

PANELISTS:

MR PEEP PETERSON

President of Estonian Trade Union Confederation

MR MICHAEL MWASIKAKATA

Head of Labour Market Services for Transitions Unit, ILO

MS JACQUELINE MAZZA

Senior Adjunct Professor of International Development and Latin American Studies and International Development at the Johns Hopkins University, School of Advanced International Studies (SAIS) in Washington, DC and Bologna Italy.

MR IBRAHIM AGNOCK

Director General of Mali PES, WAPES Vice-President

MS MARIE-THÉRÈSE FOMBONA

Head of International Relations, Le Forem, Belgium

MR AZIRRUAN BIN ARIFIN

Head of the SOCSO Employment Insurance System, Malaysia

PARALLEL SESSIONS

Session A1 – PES crisis preparedness, management and recovery

How have PES responded to the pandemic? What have been the lessons learnt?

In addition to heightened public expectations for PES financial support measures, active labour market measures and vacancies available, PES themselves have quickly needed to adapt to the changes in relation to their own working environments, operational systems, means of working and HR management. This session focuses on the strategic changes and new measures undertaken in PES to deal with the effects of the pandemic and building organizational resilience both in terms of internal organisation of work and external service delivery to respond quickly and effectively to similar crisis also in the future.

MODERATED BY MS SANELA MEŠANOVIĆ

Expert Adviser, Labour and Employment Agency
Bosnia and Herzegovina

SPEAKERS:

MS CAROLINE MANCEL

Director General of the Actiris
Belgium

“Organisational response in uncertain times: how participatory management and the NWOW have provided an agile environment permitting the resolution of the Covid-19 crisis challenges”

We offer to focus on internal governance as a key to agility and resilience, by presenting participative management as a holistic approach, also in connection with flex desks and teleworking, we will highlight how this approach enabled Actiris to adapt its services very quickly during the pandemic, and for most of its agents to continue their activities despite the changes.

MS FÉRIHANE KORBI BOUSSOFARA

Managing Director of ANETI
Tunisia

“Agility: a management of ANETI in a crisis situation”

After a short presentation of ANETI, its target audience, its network and its strategic orientations, the presentation will focus on the impacts of Covid-19 on Tunisia and, more particularly, on the specific repercussions on the Tunisian labour market, based on a study carried out by the CNUD. Then, the strategy adopted by ANETI to face the crisis and based on an agile approach will be detailed with regard to the challenges encountered and the measures undertaken, such as the promotion of employment programmes, financial aid to SMEs and VSEs and the various supports provided to the laid-off.

MR JUVENAL ARCANJO DENGÓ

General Director of National Employment Institute
Mozambique

“The role of INEP, IP in the promotion of Employment”

This presentation will first describe Mozambique's Public Employment Service, INEP, its achievements and all the innovative measures promoting employment, small, medium and large enterprise development and self-entrepreneurship. The effects of Covid-19 and the lessons learned from this health crisis situation will then be elaborated.

MR JULIAN HIEBL

Manager of International Relations at Arbeitsmarktservice
Austria

“AMS Austria: lessons learnt from the crisis”

The COVID pandemic has had a strong impact on the labour market in Austria. Increasing unemployment benefits requests and the introduction of a short time work scheme challenged the capacity of the Austrian PES. Flexibility and well established administrative structures have proven to be an essential factor for the institution to cope with the workload. Since the economic recovery has started, the PES now tries to reflect the lessons learnt from the crisis and to identify how the services can be adapted based on the experiences. This however in times when the next crisis is already looming.

PARALLEL SESSIONS

Session B1 – PES experiences with technological innovation and the use of AI in the service delivery

How have PES transformed digitally? What is the use of AI in service delivery?

In the context of dynamic and complex labour markets, the role of big data and the use of AI as well as skills-based matching is increasingly gaining importance to provide better PES services. Technological innovation offers a lot of opportunities for modernising services that are more effective and efficient. However, the level of digitalisation of PES services and processes varies greatly due to the quality and availability of data, their financial capacity, regulations and restrictions such as data protection, political willingness and the digital mindset of the organisation. This session introduces different PES digital journeys illustrated by examples of concrete tools developed and implemented by PES.

MODERATED BY MR NIELS LIEMAN

International Business Advisor at UWV
the Netherlands

SPEAKERS:

MS KATRIN LIIVAMETS

Head of Jobseekers` and Employers` Services Department,
Eesti Töötukassa, Estonia

“Decision support tool - OTT”

The decision-support system OTT is a tool that helps Eesti Töötukassa quickly and effectively collect and analyse all the data about an unemployed person and takes into consideration the temperature of the economy and predicts the chances of moving into employment. OTT applies AI, specifically the random forest machine learning model, trained and tested based on the last five years' unemployment data. Using the trained model and 60 different attributes and indicators, each unemployed person is evaluated. OTT calculates the prognosis of moving into employment for every newly registered person unemployed after 35 days. It also calculates the probability of becoming unemployed again within a year, and the factors affecting these probabilities are made available to the counsellors and managers. OTT supports our counsellors to notice jobseekers, some of whom will easily transition to a new job without any support, whereas others need intensive counselling and guidance.

MS HAVVA SAMADOVA

Chief international relations specialist
State Employment Agency, Azerbaijan

“Digitalization of the Public Employment services – Perspectives of the State Employment Agency of Azerbaijan”

The presentation will discuss how technological innovations improve public employment services in Azerbaijan and which tools are used to digitalise and improve the employment system in the country. Labour Relations and Employment Subsystem (LRES), which will act as a single labour relations platform for all employers, employees, and government agencies, is one of the key concepts of the presentation. As a model of international cooperation on PES digitalization, we will introduce the BACAR platform and also some other digital platforms. Finally, the presentation will explain the challenges and perspectives of the digitalization process of the State Employment Agency.

MS KAROLIEN SCHEERLINCK

Manager of AI Center of Excellence at VDAB
Belgium

“Using data and AI to discover your competencies and career opportunities”

From 2020, VDAB wants to support every citizen in his/her career, rather than solely focussing on the support of job seekers. This means that the number of clients has grown fast. It is difficult for citizens to orient themselves in this labour market, because of its complexity and its rapid dynamics and evolution. The required competences are constantly changing, which blurs a citizen's exact position on the labour market. VDAB has therefore developed a skill framework in which all currently requested jobs and competences are captured. The skill framework is fed by the most recent information (e.g., from vacancy advertisements), and is as such always up to date with the latest evolutions in the labour market. Based on this skill framework, VDAB has furthermore developed an application, known as “Jobbereik”. This application provides citizens with a quick and easy insight into the professions available to them given their current skills. In addition, citizens also obtain information about missing skills or competencies for each given profession. In a next phase, training suggestions will be added to close possible competence gaps. In this way, citizens can easily evaluate their position on the labour market and know how to strengthen it.

MR RICHARD RUOT

Manager of the Employment Intelligence Program
Pôle Emploi, France

“Ethics: the backbone and compass of Pôle emploi for an ethical, citizen-oriented, French and European public service AI”

The use of AI requires a strong ethical framework to reassure and protect users on the use of data. This protection should go beyond existing regulations, as AI is developing faster than the legislation regulating it. From the very beginning of its work, Pôle emploi turned to its users to develop a joint ethical charter on the use of artificial intelligence. Pôle emploi also relies on experts from civil society. This charter is now used as a roadmap, presenting commitments which, as a whole, guarantee a framework based on trust, respect for the values of Pôle emploi and the Public Service, and minimising the risks linked to the deployment of these technologies. Pôle emploi ambition is to make AI ethics a permanent protection mechanism for its users. All the actors and users of PE should be part of it, to question and alert when necessary, as stipulated in the charter. As with technology, frameworks have to change: therefore, the process keeps moving to maintain confidence.

DR GYUN KIM

Head of the Big Data Center at KEIS
the Republic of Korea

“Using Big Data and AI: The Work & Job Care Service”

The presentation will show efforts to apply technology for efficient delivery of employment services and directions for future employment services. Future employment services require data analysis-based new service development and technology introduction, and introduce smart employment centre systems, chatbots, big data-based recommended services “The Work,” artificial intelligence job matching systems, and artificial intelligence counselling support systems.

PARALLEL SESSIONS

Session C1 – PES reputation, visibility and trust in society

How can PES increase visibility and gain trust?

PES are organisations with social goals. Their reputation, plausibility and reliability depend heavily on their performance and added value in the society. However, in order to raise the awareness of their clients, stakeholders and supervising authorities, building a solid communication and brand management strategy is important for PES, especially in the times of crises. The gap between public perceptions and opportunities of PES in the service delivery might enlarge during the periods of increased pressure on PES, which can be improved by strategic communication addressing different target groups with relevant and understandable messages through right channels. This session introduces actions and communication strategies implemented by PES to improve their reputation and visibility in the society.

MODERATED BY MR URBAIN STANISLAS AMEGBEGJI

Director General, National Employment Agency of the
Government of the Republic of Benin

SPEAKERS:

MS KERSTIN HOLLAND

Advisor at the Development Department
Eesti Töötukassa, Estonia

“A reliable and efficient labour market institution”

The presentation aims to cover Eesti Töötukassa’s experience upon how it has managed to create and maintain the image of a reliable and effective public employment service. During the presentation, practical experiences are shared upon how different target groups have been reached with approaches that really talk to the audience: what have been the lessons learned? The focus of the sharing lies on external communication, where the PES has tried various innovative approaches and solutions during the last four years. And these solutions have really yielded results!

MS ANNE-CÉLINE ADNET

Manager of Communication, Marketing, Digital and Contact Center
Le Forem, Belgium

“Communication Management within a PES”

Communication is essential in today’s world! It’s an expertise that creates value for the PES. Learn more about the main aspects of public communication and its management. As a bonus, discover recent success stories related to convincing youth to subscribe as jobseekers to benefit from our services. I hope it will inspire you...

MRS ANZU SHIRAISHI

Ministry of Health Labour and Welfare
Japan

“Introduction of Japanese PES and the policy response against Covid-19 crisis”

The presentation will at first share a story behind the nickname of Japanese PES “Hello Work” which has given the PES the highest perception among the public services. Thereafter, the experience of expanding online services of PES will be shared (online guidance, applications of procedures) and finally, we will discuss policy responses to the COVID-19 crisis, for example implementation of various measures, online consultation initiatives, etc.

MR GANA Cissé

Director of Promotion and Partnership of the ANPEJ
Senegal

“Digital Communication Challenges in PES”

Nowadays, a digital communication policy has become essential for the PES if they want to position themselves in the labour market. This communication is governed by its own codes, which both our staff and our users must master in their work and relationships. Mr Gana Cissé will describe how the digital devices implemented by ANPEJ Senegal have been handled in terms of internal and external communication, with a view to achieving full and complete quality.

PROJECTS OVERVIEWS

Self-assessment, co-learning and cooperation: progress together

MODERATED BY MS SANDRINE PORTIER

Deputy Director of the International Relations Department and the Head of the Benchmark and Communication Department, Pôle emploi, France

SPEAKERS:

MS HILDE OLSEN

Seconded national expert from NAV
Secretariat for the European Network of Public Employment Services
European Commission

“Benchlearning state of play – European Network of Public Employment Services”

The Benchlearning programme of the Network of European Public Employment Services started in 2015. It is the process of creating a systematic and integrated link between benchmarking and mutual learning activities. The ultimate aim is to support each PES in improving their performance through comparisons and institutional learning from peers. The core idea is that this will lead to better results and contribute towards improved functioning and convergence of labour markets, and therefore demonstrating the added value of PES. In order to achieve this aim, PES performance and its drivers is analysed through a process of PES self-, peer- and expert-assessments. The 3rd cycle of Benchlearning assessments is now ongoing. The presentation will give an overview of the concept and share experiences from the exercise.

MS FUMIE HIGASHIRA

Coordinator of Japan-WAPES Joint Project
Ministry of Health, Labour and Welfare of Japan

MS OUCH CHEACHANMOLIKA

Deputy Head of National Employment Agency
Cambodia

“Japan and Cambodia joint project”

At first, we will introduce the framework of the project, based on the co-operation agreement between WAPES and Japanese MHLW, with the engagement of NEA, facilitation support from KEIS, as well as advice from experts. The objective of this project was the improvement of PES in the Asia-Pacific Region. And finally, we would like to share with you the four key achievements, four recommendations “TEAM Cambodia” (from the 1st phase 2019-2021) and the next steps that will follow in the 2nd phase during 2021-2023.

MS HILDE D'AUBIOUL

Seconded expert from VDAB
WAPES

“SamPES”

The Long-Term Strategy of WAPES approved by the General Assembly in Marrakech April 2018, includes a recommendation to establish a bench-learning project: SamPES (self-assessment method PES). The purpose of SamPES is to encourage countries to engage in self-reflection about the functioning of their organisation. In 2019, a pilot project of SamPES took place with 7 member countries of WAPES. Initially planned as a physical training, the SamPES training was turned to an online self-learning program due to the limitations for on-site meetings. In 2020, thanks to the sponsorship of GIZ and in collaboration with you-match, the SamPES project was expanded to the region of Africa. 17 countries, both members and non-members of WAPES, took part.

DAY 2 PES MEASURES AND ACTIVITIES FOR EFFECTIVE SERVICE PROVISION

What is in the toolbox of PES for providing effective and relevant services?

How to design services that meet the needs of the customers?

Whilst the first day of the conference looks at the governance and management of PES, as well as different strategic approaches on how to strengthen organisational resilience, development and reputation, the second day is focused on PES customers and how to provide effective and relevant services to different target groups. The emphasis lies on evidence-based PES service design and delivery, that is the use of labour market information to understand the real needs of PES customers and demands of the labour market.

Skills mismatch has been the subject of labour market dialogues and initiatives for quite some time now. PES as one of the key actors in the labour market must definitely act upon decreasing skills mismatch and provide necessary measures. A variety of measures is in the toolbox of PES and choosing the most suitable ones is key to have the best employment outcomes. Therefore, it is necessary to conduct analysis before designing the new measures as well as monitoring first outcomes to keep open for modifications. Some examples of analysing skills and training needs and possible solutions to overcome skills mismatch are presented during one of the parallel sessions of this conference day. The other two parallel sessions are dedicated to PES experiences in creating and designing new client service models tailored to the needs of customers, measuring the impact of services and reaching out and delivering relevant measures for the most vulnerable social groups in the labour market. In the end, the more people PES can bring into the labour market, the more beneficial it is to the society as a whole.



Service design Services to Students
Services to Students
Skills identification
Unemployment benefits Services to Students Service design Labour market analysis
Vulnerable social groups
Measures to unemployed people Labour market analysis Measures to unemployed people Vulnerable social groups
Career counselling Applications proceedings Unemployment benefits
Impact evaluation Services to Students Service design Labour market analysis
Labour market analysis
Impact evaluation Service design Counselling services Services to Students
Labour market analysis Service design Career counselling
Service design Labour market analysis Unemployment benefits
Skills identification Labour market analysis Measures to unemployed people Services to Students Skills identification
Measures to unemployed people Applications proceedings
Impact evaluation
Career counselling
Services to Students Services to Students



KEY-NOTE SPEECH:

“Evidence Based Labour Market Policies - Methodological Fundamentals and Innovative Examples”

Presenter:

PROF. DR. MARCO CALIENDO

University of Potsdam

The evaluation of labour market policies has been tremendously improved in the last two decades. First and foremost we have seen a lot of methodological progress in the area of experimental and non-experimental evaluation methods, recently honoured with two Prizes in the memory of Alfred Nobel in 2019 and 2021, allowing us to credibly estimate causal impacts. At the same time we also see an improvement in data availability and quality that allows to apply these methods and give evidence based recommendations for designing efficient labour market policies. Much of the progress in the data area stems from direct cooperations of researchers with Public Employment Agencies. In his keynote Prof. Caliendo will briefly summarise methodological fundamentals and present some innovative examples.

PROJECT OVERVIEW:

„OECD-EC project on policy impact evaluation through the use of linked administrative and survey data“

Presenter:

MS ANNE LAURINGSON

Directorate for Employment, Labour and Social Affairs, OECD

The OECD discusses its activities across different countries to build their capacity to rigorously and systematically evaluate ALMPs. The presentation provides examples of particularly innovative ALMP impact evaluation projects that provide learning opportunities for other PES. One such example is regarding a digital tool supporting employment counsellors called SEND@ developed by the Spanish PES (SEPE) that is being evaluated using randomised controlled trial method before a country-wide roll-out.

Session A2 - Labour market analysis for early identification of skills shortages and skills needs

**How do PES use labour market information?
What are different methods for identifying skills shortages
in order to support upskilling or reskilling?**

Despite increased spending on education and training and growing educational attainment, countries around the world are experiencing a persistent gap between the skills demanded and those available. Skills mismatch remains a challenge and negatively affects labour productivity, especially in growing sectors like the green economy. For PES to prepare jobseekers to manage their career transitions or transformations smoothly, they must have knowledge about labour market trends and create synergy with the educational sector. Providing training to jobseekers is one of the main solutions to tackle skills mismatch, however, PES could also look at the possibilities for supporting mobility or relocation of jobseekers with necessary skills to the areas where these skills are in demand. This session focuses on labour market analysis and identification of skills shortages and training needs, as well as introduces mobility of jobseekers as a way to address skills mismatch.

**MODERATED BY
MR MICHAEL VAN DER CAMMEN**

Director of International Relations
Bundesagentur für Arbeit, Germany

SPEAKERS:

MR ANDERS LJUNGBERG

Acting Director, Department of Analysis
Arbetsförmedlingen, Sweden

“New skills related to greening economy”

Large green investments are taking place in Sweden. Especially in the northern parts of the country, where the population in the working-age has decreased for several years and the unemployment is generally low. The supply of skills will therefore be a major challenge in the years ahead. At the same time, there are many registered long-term unemployed in Sweden. To meet the challenges a project called Relocate has been implemented to make the unemployed move to jobs.

MR GERARDO GUTIÉRREZ ARDOY

Director General of SEPE
Spain

“Early Detection and Personalized Response to Training Needs”

Need for innovation in the services provided to people: in the Public Employment Service, we are required to innovate to provide customer-oriented services. For this, it is necessary to carry out specialised and personalised services to respond to people`s and labour market needs. Therefore, the PES needs to have an adequate knowledge of the needs of employment and training, tailor services adequately and carry out follow-up and evaluation of the activities. Also, some innovative actions will be described during this presentation, for example digital guidance tools and guidance and entrepreneurship centres.

MS HIND BOUBIA

Head of the Prospecting and Marketing Division
ANAPEC, Morocco

“ANAPEC- Matching skills to the labour market needs”

Promoting employment and employability relies on knowledge of the labour market and its needs. Through its prospective monitoring campaign, ANAPEC benefits from an efficient decision-making tool, allowing it to adapt its service offer to the actual needs of the job market, as expressed by the companies. Thanks to digitisation, prospective monitoring has improved significantly both in terms of the representativeness of the business target group and the integration of qualitative questions linked to business cycle issues. Based on the principle that an efficient service must be adapted and targeted, ANAPEC considers that a sectoral perspective should constitute the strategic axis for the development of its activities. Thanks to its sectoral approach, ANAPEC has developed sectoral support programmes for the promotion of employment and employability in the framework of a public-private partnership with professional groups. Digitalization has opened ANAPEC to new potentialities of data collection and processing through BIG DATA and artificial intelligence. Actually, ANAPEC currently disposes of a digital watch platform which defines the recruitment need cartography and structure; and will soon define the need in competences as well as their evolution perspectives, besides an employment offers pooling platform allowing ANAPEC to meet the recruitment demand on the WEB to provide better orientation and support.

MR MICHEL VAN SMOORENBURG

Labour Market Analyst at UWV
the Netherlands

“Labour market analysis for early identification of skills shortages in the Netherlands”

UWV will share some innovative methods for the identification of skills needs, which is useful for those who want to make well-informed choices about investments in human capital. UWV developed these methods in co-operation with several research institutes. UWV aims to offer reliable labour market information which is specific enough for job seekers to enhance their job opportunities and for employers to recruit staff. Recently a method was developed to provide LMI for students and professionals.

Session B2 – Service delivery design and impact evaluation

How do PES design and modify services to meet customers' expectations and needs?

How to measure the impact of services on employment outcomes?

Customer-oriented service design has in recent years gained a lot of support and followers, also among PES, due to its clear focus on customers' expectations and needs. It definitely requires a paradigm shift from a basic service delivery organisational model towards a more data- and experience-driven model. From PES, it is expected to provide relevant services in up-to-date forms and channels including digital and hybrid ones. For continuous improvement of PES service delivery, it is also important to assess services' impact on employment outcomes. This session, therefore, focuses on PES experiences in creating new service models in a changing and increasingly digitised environment, as well as examples of impact assessment of labour market measures.

MODERATED BY MR ANOUAR ALAOUI ISMAILI

Central Director of Marketing, Communication, Institutional Relations and International Cooperation
ANAPEC, Morocco

SPEAKERS:

MS MOYA DRAYTON

Minister Counsellor with the Australian Delegation to the OECD
Australia

“Workforce Australia: The New Employment Services Model”

The presentation will cover the features of Australia’s New Employment Services Model and how it has been developed. The New Employment Services Model will be a major reform to Australia’s public employment services and differs from current arrangements in key respects. Australia’s New Employment Services Model will reform employment services for job seekers, employers and providers. It will replace the jobactive program. Under the new model, job-ready job seekers will self-manage through Digital Services while job seekers who need extra support will receive intensive case management through an employment services provider. Digital Services will be delivered through a high quality, personalised digital platform with access to a range of tools, online learning and job matching, and a Digital Services Contact Centre. Eligible job seekers in Digital Services will also have access to additional support, including individual career coaching for eligible job seekers, a Digital Employment Fund, Employability Skills Training and person to person support from the Digital Services Contact Centre if needed. High performing providers will deliver Enhanced Services to job seekers who need extra support. Enhanced Services will include career guidance, mentoring, vocational training, a flexible Employment Fund, work experience, job placements and post-placement support and a strengthened Work for the Dole program, to recognise skills and micro-credentials alongside gaining work-like experiences. Job seekers receiving Enhanced Services will also be able to access the online tools and resources offered through the Digital Employment Services Platform.

MRS REELIKA LEETMAA

Member of the Management Board
Eesti Töötukassa, Estonia

“Applying an automated tool for impact evaluation of active labour market measures - MALLE”

With increasing computing power and easier access to microlevel register data, the counterfactual impact evaluations can be done much quicker and in an automated way. Eesti Töötukassa has taken advantage of these changes and developed the automated tool for active labour market policy evaluation – MALLE (stands for Machine Learning in Labour Economics). The tool is used to evaluate the impact of vocational training, language training, work practice and wage subsidy programs received by the unemployed during 2014-2020. The presentation gives a brief overview of how MALLE works, shows the evaluation results and discusses the options for further development of MALLE.

MR JEAN-LOUIS KOUADIO

Administrator/General Manager of the Youth Employment Agency
Ivory Coast

“Service delivery design and impact assessment”

Through the experience of the Agence Emploi Jeunes (AEJ), a public service set up in 2015, and already firmly committed to addressing the social and economic challenges involved in the integration and promotion of young people in the Côte d'Ivoire labour market, Mr Jean-Louis Kouadio, Director of the AEJ will present the strategic orientations being actively implemented in his network to make government measures and actions more visible, to enrich the integration programmes, to strengthen the quality of the reception and the services delivered, as well as to develop the collection of information on the labour market. Last but not least, he will outline the lessons learned from this engagement, particularly in terms of support to entrepreneurship and self-employment, skills training through apprenticeships and learnings, and operational capacity building of the Youth Employment Agency.

MS JANICE SCHMIDT-ALTMAYER

Head of the European Representation in Brussels

Bundesagentur für Arbeit, Germany

“Is video-counselling becoming the new normal? An insight into the experiences of different European PES”

The labour market service of the future is already in the midst of a dynamic digital transformation and we are all at different stages on this journey. This transformation has, of course, been accelerated by the Corona pandemic. As this change is affecting us all, today we want to take a deeper look at one of the core functions of employment services that is being affected by this change. Problems exist on the employment services side with employees but also with customers with connectivity or limited digital access, related to IT skills and on the issue of privacy and self-confidence. There are different demands that have been pushed in the pandemic and challenges that have arisen. Therefore, we would like to discuss the following questions: Are there limits to virtual counselling and if so, which ones (customers/employees/technology)?; Can all target groups be reached virtually?; How can we overcome possible challenges of access by vulnerable groups (such as NEETS, long-term unemployed) and customers with low or no digital literacy skills (IT illiterates)?; How can a mix of face-to-face and virtual counselling work well? Etc.

Session C2 – Reaching out to vulnerable social groups in the labour market

How can PES reach out to risk groups and what kind of services to provide?

All people, regardless of their gender, age, education level, health condition, socio-economic status or geographical location should be able to access economic and employment opportunities. However, this has not always been achieved in reality, and there are still vulnerable social groups, who lack skills, knowledge or are discriminated against by some of their characteristics. In many cases, there are even multiple overlapping employment barriers. PES face challenges how to reach out to these groups and what services to provide to include them actively in the labour market. This session aims to discuss the impact of changes in the labour market on vulnerable groups and present examples of PES different actions and measures to prevent the risks of exclusion and support these social groups into employment in cooperation with employers.

MODERATED BY MS CATHERINE BARME

Labour & Employment Coordinator
Socieux+, France

SPEAKERS:

MS ŽIVA ŠTIGLIC

Senior advisor at Employment Service
Slovenia

“Advocacy in the Employment Service of Slovenia. Cooperation with business”

The Employment Service of Slovenia introduced additional support to LTU in the job recruitment processes in the form of advocacy provided by employment counsellors. The need for advocacy has been recognised since the employers are reluctant to include the LTU among job candidates, even though they are motivated and have the necessary skills. In order to improve and strengthen the counsellors' skills for effective advocating of LTU to employers (e.g., negotiation skills), an innovative training programme has been developed in cooperation with an external training provider. The contribution will present the approaches in development of the training programme as well as its content.

MR ALAIN MAUNY

Regional Director of Pôle emploi Nouvelle-Aquitaine
France

“Cap emploi and Pôle emploi join forces for a better service”

Pôle emploi and Cheops, the Cap emploi network, have decided to join forces and share their expertise to improve their service provision. This project is part of the agreement signed in September 2020 between the State, Agefiph, FIPHFP, Cheops and Pôle emploi. The overall objective is to jointly develop a new service offer for disabled workers and employers. In addition, the presentation will highlight some major programs: “Global Support” programme, targeted at the most vulnerable jobseekers, giving them better access to sustainable employment; “One youth, one solution” programme, connecting companies with young people looking for a job, a training or an assignment; and “Youth Commitment Contract”, providing personalised and intensive support to enable young people without jobs or training to enter labour market more rapidly.

MS SIRLIS SÕMER-KULL

Member of the Management Board
Eesti Töötukassa, Estonia

“Work Ability Reform - enhancing employment opportunities for people with disabilities”

Many countries, including Estonia face the same problem – decreasing number of workforce - and there are different ways to include more people in the labour market. Some years ago, the employment policy reform was launched in Estonia revising the working ability support system, which was then taken over by the Eesti Töötukassa Insurance Fund. The aim of the reform has been to help people with decreased work ability to find and secure suitable employment, but also to support the employers in employing these people. The presentation will discuss the main changes that were introduced, for example a new methodology for the assessment of work ability, updated support system and range of services. Although the reform has been successful, the presentation will also bring up the challenges that still need to be overcome.

MS RAEL ROTICH

Director Employment of National Employment Authority
Kenya

“Challenges the PES in Kenya is facing”

Focus of the presentation is on the youth (ages 18 to 34 years) both in formal and informal sectors. Kenya's PES mandate among others, is provision of advisory services on policies on issues touching on employment, registration and linkages of job seekers to employment and provision of occupational and vocational guidance and counselling to job seekers. PES challenges Pre-Covid and Covid-Era include unemployment, underemployment, skills mismatch, layoffs, salary cuts and redundancies. Some of the measures taken to overcome the challenges include digitalization of PES and job seekers registration processes, and promotions of programs to cushion unemployed youths e.g., KAZI KWA VIJANA and digital talents programs and KYEOP. The way forward is to focus more on research for marketable skills for both formal and informal sectors, encourage VET training, encourage innovations and self-employment and promote digital work and AI.



IN COOPERATION WITH:

