

WAPES EUROPEAN REGIONAL CONFERENCE

# ENHANCING SKILLS FOR PUBLIC EMPLOYMENT SERVICES

CHALLENGES AND OPPORTUNITIES IN  
A TRANSFORMING LABOUR MARKET

20 – 21  
MAY 2026

SARAJEVO  
BOSNIA AND HERZEGOVINA



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Ministry of Foreign Affairs  
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# THEMATIC BLOCK I

## BRIDGING WORKFORCE SKILLS SHORTAGES - INNOVATION, DATA AND COOPERATION



# PANEL DISCUSSION 1

## LABOUR MARKET INTELLIGENCE AND SKILLS FORECASTING

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# FROM LABOUR MARKET INTELLIGENCE TO ACTION: HOW PUBLIC EMPLOYMENT SERVICES TURN SKILLS DATA INTO DYNAMIC PATHWAYS



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# FROM LABOUR MARKET INTELLIGENCE TO ACTION: TURNING SKILLS DATA INTO DYNAMIC PATHWAYS

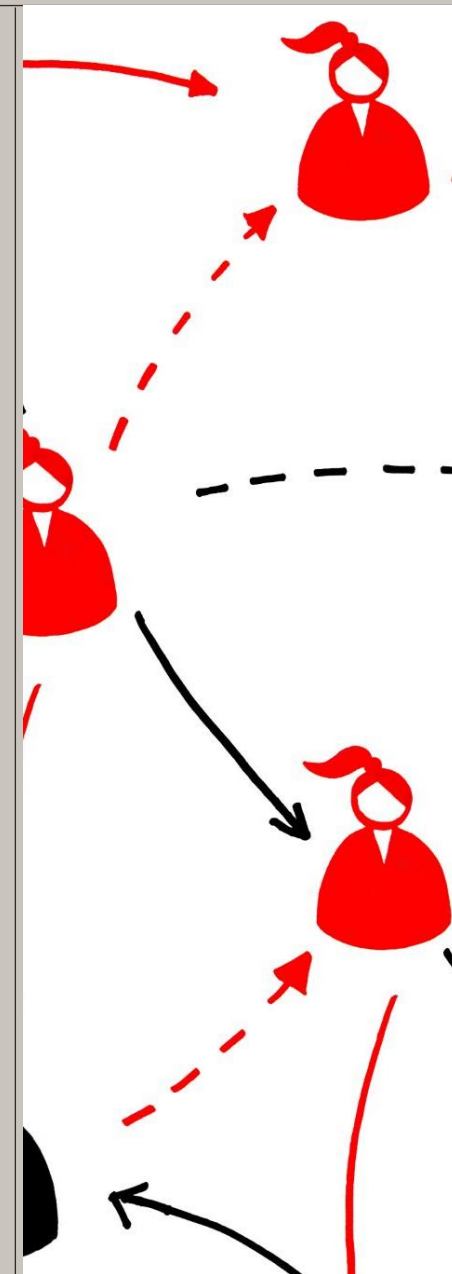
Yves Magnan – General manager at Le Forem, PES for Wallonia – Belgium

Enhancing skills for PES – Sarajevo 20 -21 May 2026

# LABOUR MARKETS ARE NO LONGER LINEAR

- Persistent and structural skills shortages
- Rapid technological changes (AI, ...)
- Increasing fragmentation of career paths
- Faster mismatch between demand and supply
- Crisis (Covid, wars, ...)

Traditional labour market tools are no longer sufficient to understand and manage today's skills dynamics



# REDEFINING LABOUR MARKET INTELLIGENCE



## Living Labour Market System

Labour market intelligence is a dynamic system using real-time signals from labour demand and supply.

## Focus on Skills and Competencies and data usage

Modern intelligence emphasizes skills, competencies, and learning potential beyond traditional job titles.

It must be dynamic to effectively guide career choices, training, and job matching strategies.

## Behavioral Data Integration

Behavioral data from employment services complements surveys and administrative data for richer insights.

## Operational Impact

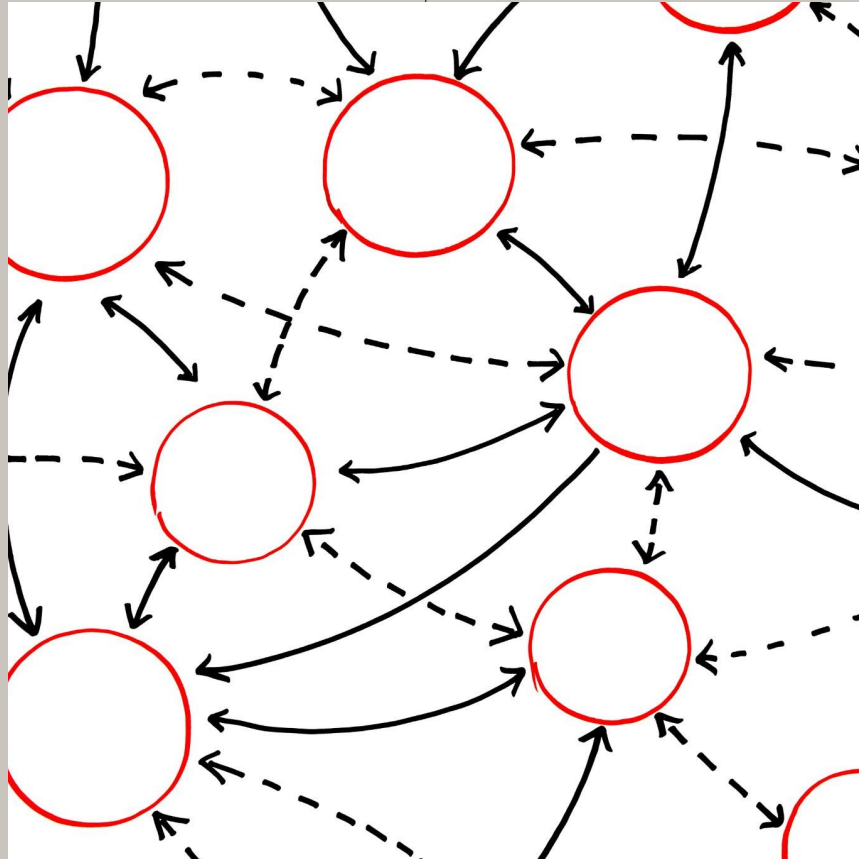
Embedding intelligence into processes enables personalized support and quicker response to labour market trends.

## Collaboration and Capacity

Effective impact requires institutional capacity and ecosystem collaboration among stakeholders through shared information systems

**Labour market intelligence must be integrated into public employment service design for effective outcomes.**

# THE LABOUR MARKET INTELLIGENCE OPERATIONAL MAP



## Integrated Data and Expertise

Labour Market Intelligence combines quantitative data, qualitative insights, and sector expertise for real-time market understanding.

## Operational Levers Framework

Five operational levers capture supply, demand, skills gaps, and pathway effectiveness within the labour market system.

## Continuous Feedback Loop

Feedback from field data and employer contacts refines forecasts and improves service delivery dynamically.

## Decision Support and Accountability

The map enhances transparency, coordination, and accountability to enable faster responses to labour market shifts.

## Co-production

No single institution owns skills intelligence – it must be co-produced through shared information systems and analytics

**Lever 1 : Active Workforce Management** means using labour market intelligence on jobseeker profiles as a strategic tool to improve matching, guidance and labour market outcomes. Jobseeker profiles are created and structured immediately after registration, ensuring early availability of reliable labour supply data.

### **Active Workforce Management – Key Figures**

- **95%** of jobseekers have at least one occupational positioning  
→ **49%** across multiple occupations
- **90%** of profiles are automatically visible to employers via digital tools
- **61%** include at least a **robust occupational positioning - checked**
- **55%** are sufficiently complete for CV publication  
→ **32%** currently have a **published CV**
- **Strong impact of counsellor support**  
→ up to **85% complete profiles** and **58% CV publication**

## LEVER 2 : DIRECT EMPLOYER INTELLIGENCE



### Real-Time Signals from Enterprises

Daily structured interactions between business advisors and enterprises capture immediate recruitment needs and operational constraints.

Labour market intelligence is continuously enriched through daily, structured contact with enterprises via a dedicated network of Business counsellors and employer-focused instruments.

They maintain regular, logged contacts with companies, allowing them to capture immediate recruitment needs, skills shortages and hiring difficulties directly from the field.

### Labour Market Monitoring

Business counsellors act as field sensors identifying recruitment bottlenecks and sudden market shifts in real-time, such as:

- lack of available skills,
- constraints on job readiness,
- mismatches between vacancies and profiles.

### Tailored Solutions Activation

Insights enable rapid deployment of targeted training, recruitment incentives, and matching support to meet employer needs :

- Shortage action plans (“coup de poing pénurie”),
- Individual vocational training within firms (PFI),
- recruitment and hiring incentives,
- adapted matching and pre-recruitment support.

**Daily employer contact transforms labour market intelligence from static data into actionable, field-driven insight.**

## LEVER 3 – EMPLOYER SURVEYS and SHORTAGE ANALYSIS



### Employer Surveys

Annual BMO surveys collect employer data on recruitment plans and skill needs, providing early labor demand indicators such as :

- planned recruitments,
- recruitment difficulties,
- expected skills and occupations.

It provides an early signal of labour demand, directly grounded in employers' perspectives.

### Shortage Analysis

Le Forem analyzes vacancies and feedback to identify occupations with persistent demand exceeding supply. This analysis consolidates:

- vacancy data,
- employer feedback,
- placement outcomes,
- sectoral intelligence.

It identifies structural recruitment bottlenecks and occupations where labour supply does not meet demand.

### Strategic Intelligence Use

Results from the BMO and shortage analysis are used to:

- prioritise occupations and skills,
- steer training investments,
- support sectoral strategies and targeted employment measures.
- address local specific issues (at territory/field level)

## LEVER 4 – TRAINING AND EMPLOYMENT OUTCOMES



### Monitoring Training Effectiveness

Le Forem analyzes completion rates, certifications, and employment outcomes to measure vocational training success and to assess the effectiveness of vocational programmes in relation to labour market needs

Employment outcomes are tracked after training to evaluate actual integration into jobs, by occupation, sector and territory.

### Identifying Labour Market Misalignments

Training and placement results are compared with vacancy data, shortage occupations and sectoral intelligence to identify:

- effective pathways,
- misaligned training offers,
- emerging skills gaps.

### Adjusting Training Programs

Results are used to:

- recalibrate training volumes and content,
- prioritise occupations under pressure,
- adapt guidance, counselling and matching services.

**Training outcomes and placement rates are essential feedback loops in labour market intelligence, ensuring that services remain aligned with real labour market demand**

## LEVER 5 – SECTORAL STRATEGIC COMMITTEES



### Collaborative Governance Model

Sectoral Strategic Committees unite diverse stakeholders to jointly interpret labour market intelligence and set shared priorities.

They are a core governance mechanism to transform labour market intelligence into collective action at sector level.

### Data-Driven Forecasting

Committees bring together Public Employment Services, sector organisations, social partners and training providers to build a shared, evidence-based understanding of employment and skills dynamics.

Employers and sector partners feed back real-time signals on skills, technologies and recruitment difficulties, enriching labour market intelligence beyond administrative data.

### Coordinated Operational Actions

Committees guide training, investments, and employment measures ensuring aligned and effective sector responses.


Sectoral intelligence is translated into priorities for training provision, up- and reskilling actions, and targeted employment measures.

### Sectoral Governance Impact

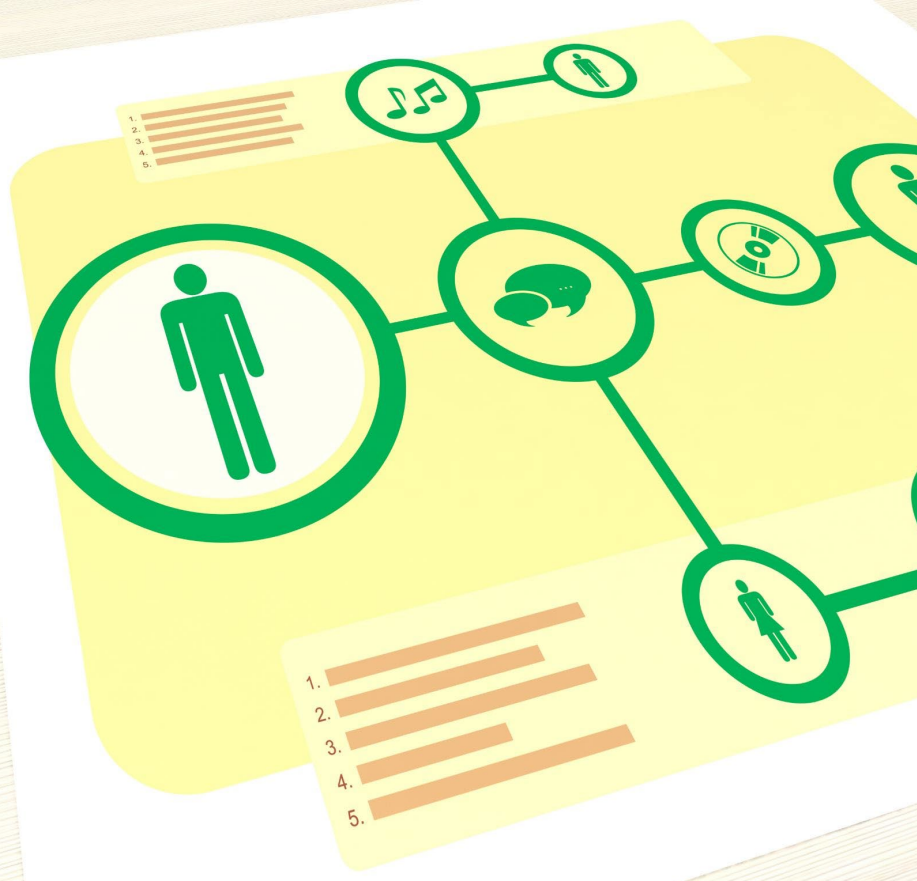
Sectoral governance leverages intelligence to support cohesive, collaborative, and impactful labour market interventions.

**Sectoral Strategic Committees act as the interface between labour market intelligence, skills forecasting and operational decision-making.**

# EXPECTED OUTCOMES

- 
- Faster transitions to employment
  - Better targeting of training investments and offer
  - Reduced mismatch and repeated failures
  - Improved jobseeker and employer satisfaction
- 
- Enhanced placement rates and training outcomes
  - Enhanced employment rate (around 67% for now) – target for Wallonia up to 75 % - 80 % by 2030

# EMBEDDING LABOUR & SKILLS INTELLIGENCE INTO DIGITAL SYSTEMS



## Labour & Skills Intelligence Layer

Labour and skills intelligence serves as a shared, updated input layer integrating diverse data like skills shortages and employer signals.

## Skills-Based Jobseeker Profiling

Dynamic jobseeker profiles focus on skills, experience, and employability, enhanced by labour market intelligence insights.

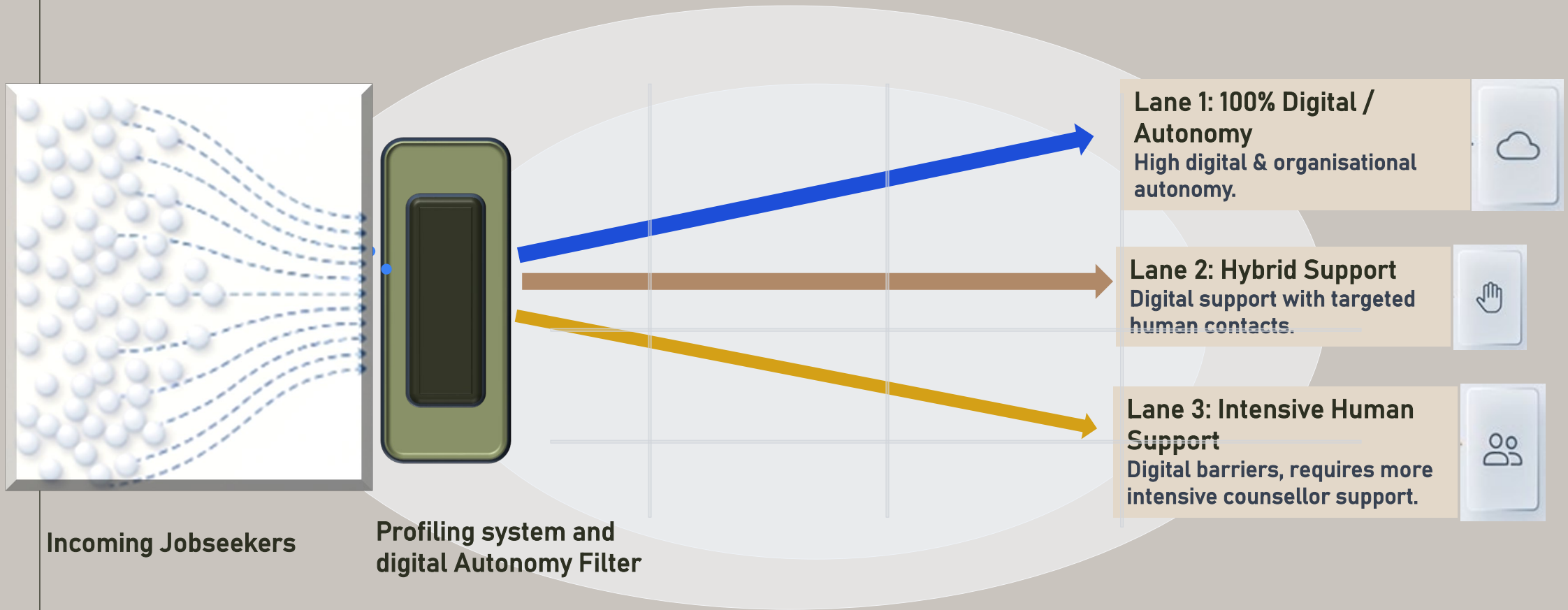
## Tridimensional Matching Engine

Matching engine connects jobseeker skills, labour demand, and training options to support employment and career pathways.

## Interoperable Single Jobseeker File

A secure, shared digital record consolidates skills, services, pathways and outcomes to coordinate across employment and training actors.

# Intelligent sorting and skills-based profiling driven by digital autonomy

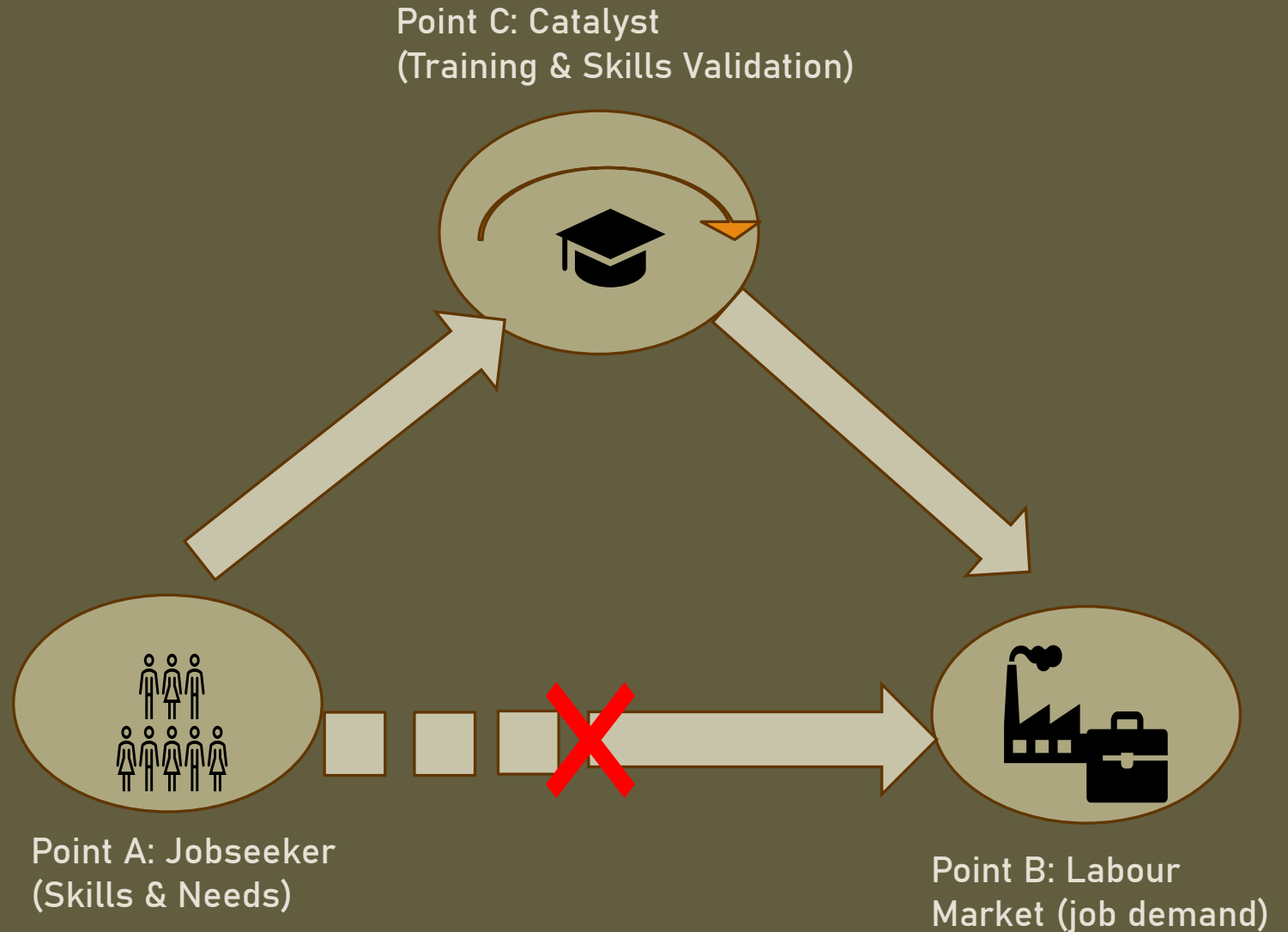


**Digital tools do not just process the data stream, they intelligently sort it to activate rapid profiling, follow-up and support. They enhance professional judgement by prioritizing cases, visualizing pathways and identifying relevant options**

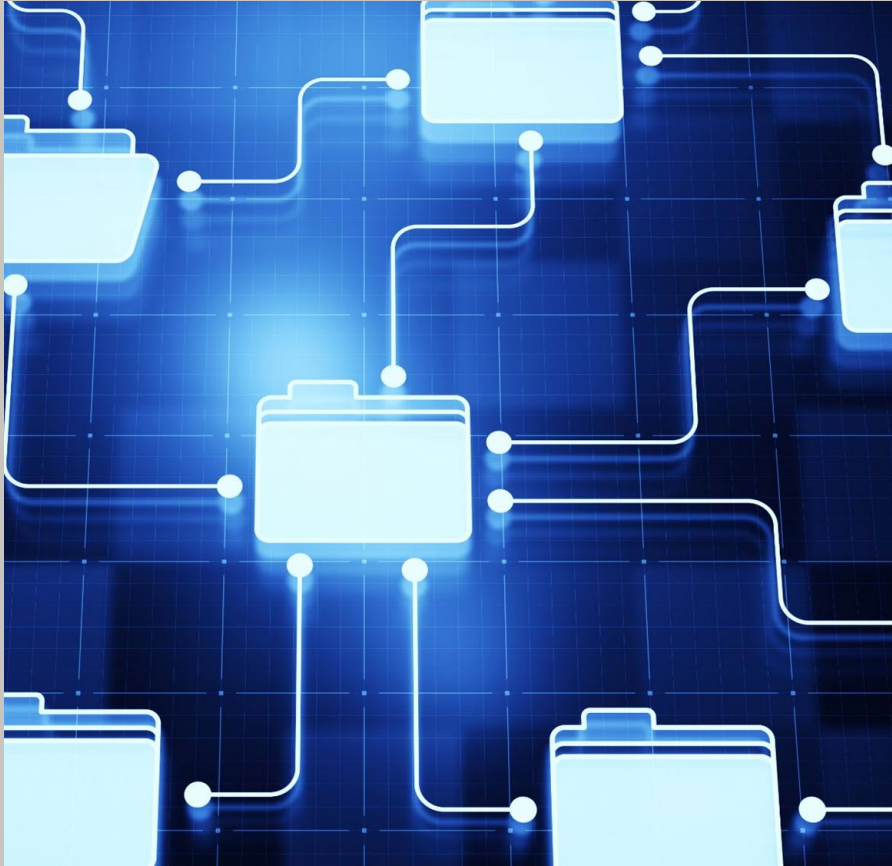
# Tridimensional matching engine



Shifting from a 2D matching system (jobseekers to occupation) to a 3D ecosystem that identifies skills gaps and automatically analyses the training catalogue to create candidates ready to enter the labour market



## Interoperable Single Jobseeker File



A SHARED DIGITAL BACKBONE FOR COORDINATED  
EMPLOYMENT PATHWAYS

### Unified Jobseeker Data

A single digital file consolidates jobseeker skills, experience, training, and employment outcomes in real-time.

Sectoral priorities are directly integrated into digital profiling, matching and guidance rules

### Collaborative Access

Authorized partners access relevant data with strong governance, enabling continuous support and avoiding duplication.

### Labour Market Intelligence

Aggregated data from jobseeker files enhances understanding of labor supply and guides training and employment strategies.

### Efficient Employment Pathways

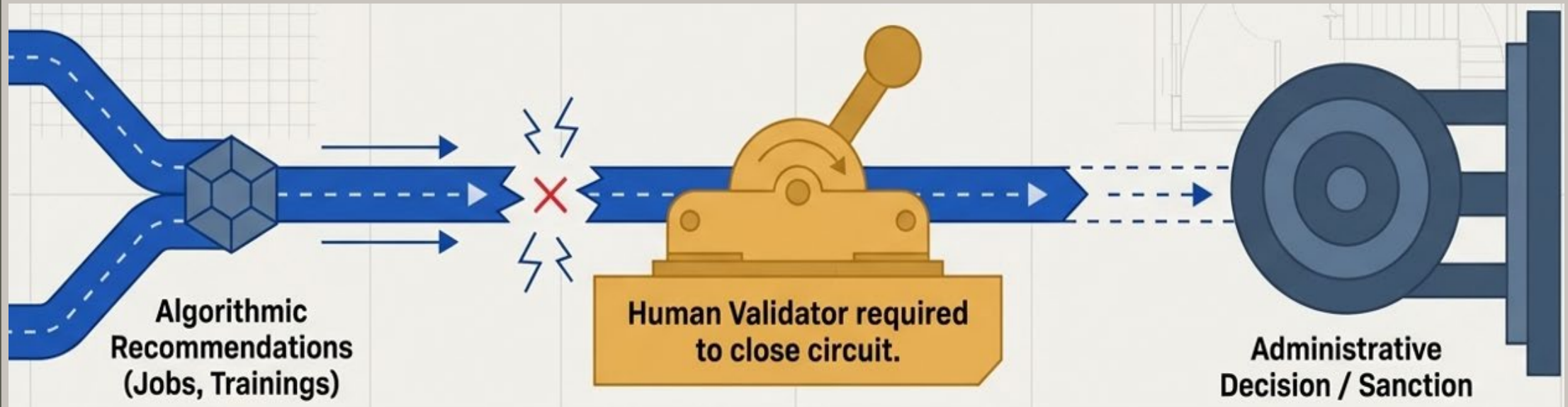
Shared data empowers counselors, employers, and trainers to deliver targeted, skills-based employment guidance.

### Nudge logic

Automated triggers based on inactivity or new opportunities keep the jobseeker's pathway alive and prevent silent drop-offs. It helps counsellors to prioritize contacts

# Governance & Ethical Safeguards

The counsellor becomes an *augmented* decision-maker.  
No automated administrative decisions



## The Golden Rule:

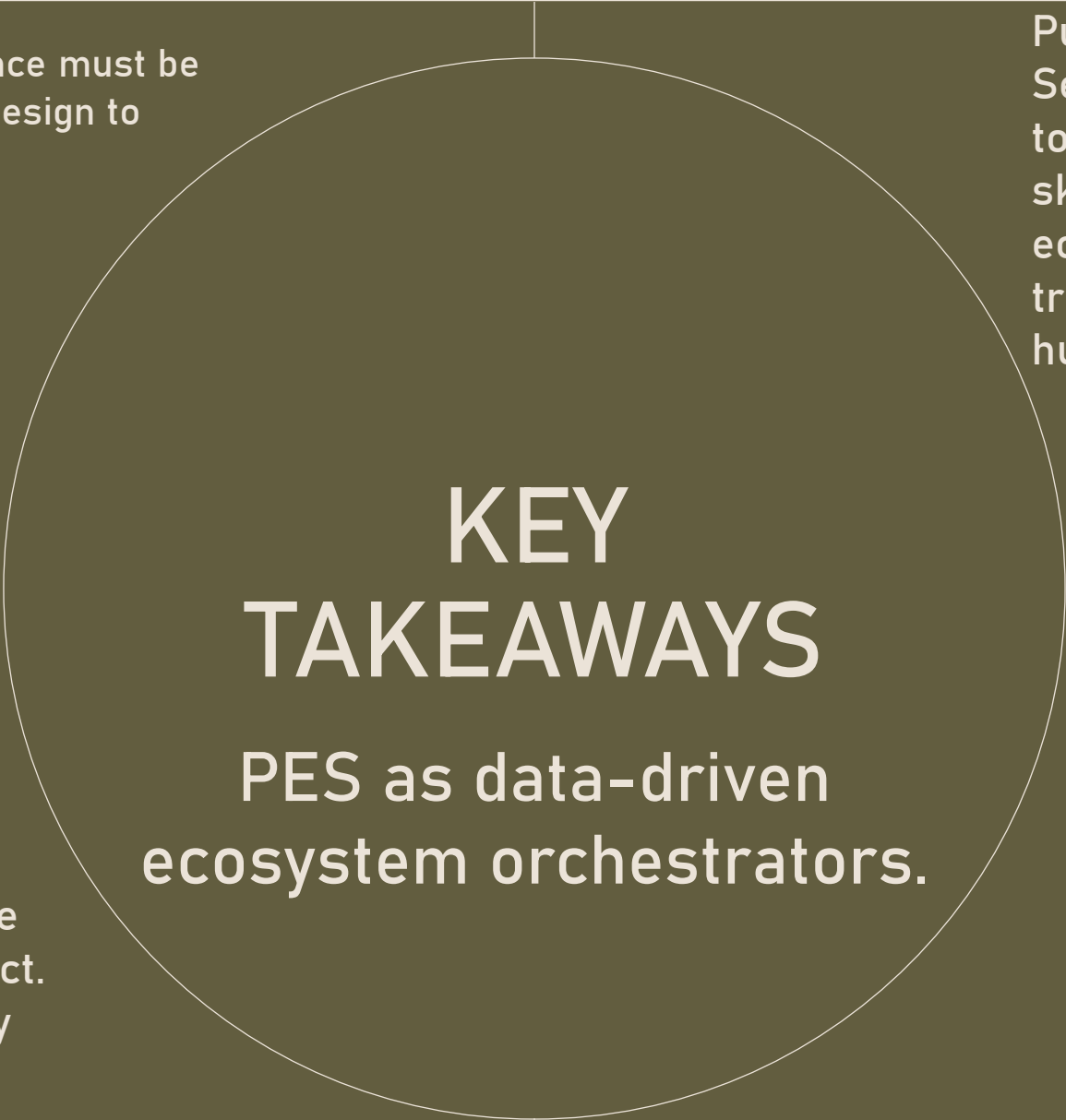
Suggestions made by AI carry ZERO automatic legal or administrative consequences. There are no automatic sanctions for ignoring algorithmic recommendations.

## The switch:

Moving a user from autonomous status to intensive support requires a formal, human validated shift, which prevents any purely mechanical negative impacts.

Labour market intelligence must be embedded into service design to create impact

Public Employment Services have a new role to play: orchestrating a skills-based, data-driven ecosystem grounded in trust, governance and human judgement



Labour market intelligence must be embedded into service design to create impact. Skills forecasting only matters if it changes pathways and decisions.

THANK YOU  
FOR YOUR  
ATTENTION

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# USE OF INTERNATIONAL LABOUR MARKET INFORMATION TO TACKLE DUTCH STAFF SHORTAGES



**MICHEL VAN SMOORENBURG**

INTERNATIONAL LABOUR MARKET ANALYST  
UUV (NETHERLANDS)



# Use of International Labour Market Information to Tackle Dutch Staff Shortages

**Michel van Smoorenburg**  
**International Labor Market Analyst**  
**UWV Netherlands**  
**20<sup>th</sup> of May 2026**  
**WAPES**



# Introduction

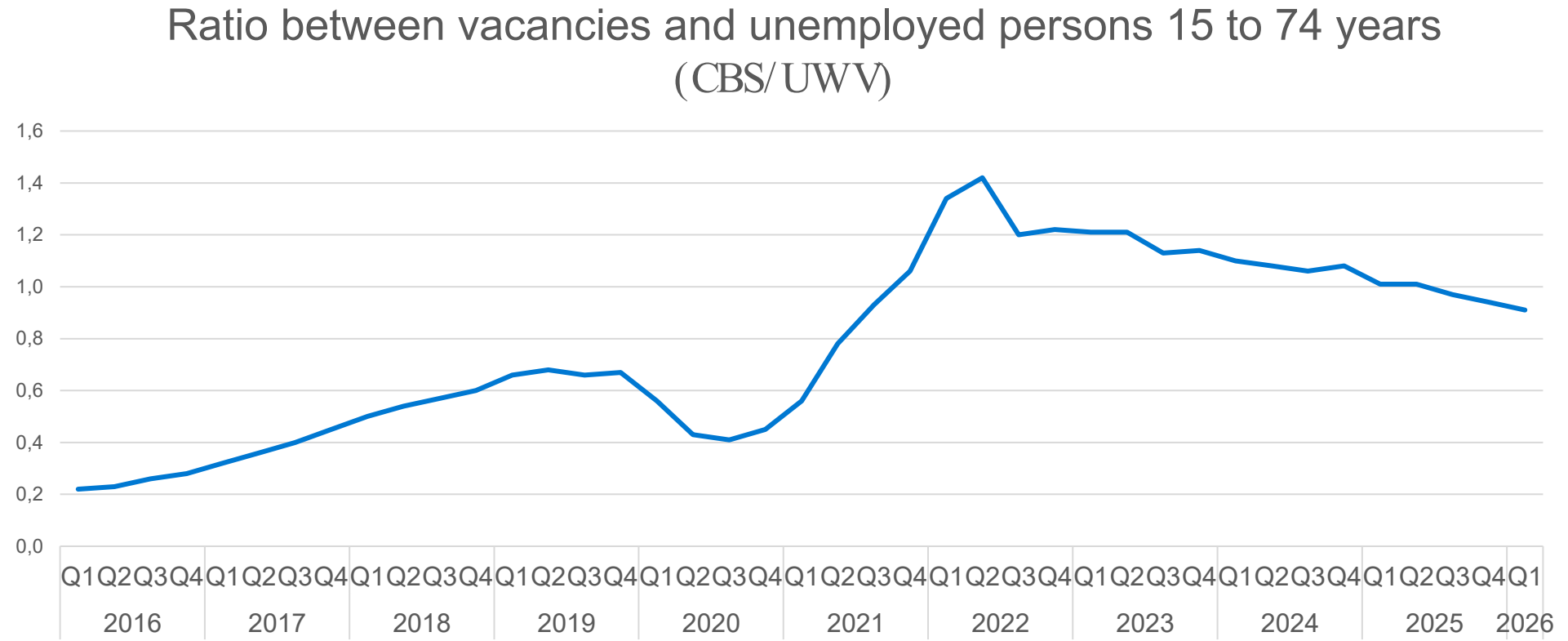
- UWV: 22,000 employees
- Providing 1.2 million people with benefits
- Public Employment Service

## Dpt. Labour Market Information (LMI)

- 50 staff members
- 20 in 35 regions
- LMI per region, industry and occupation
- Research, advice and communication
- Only one international LMI-analyst



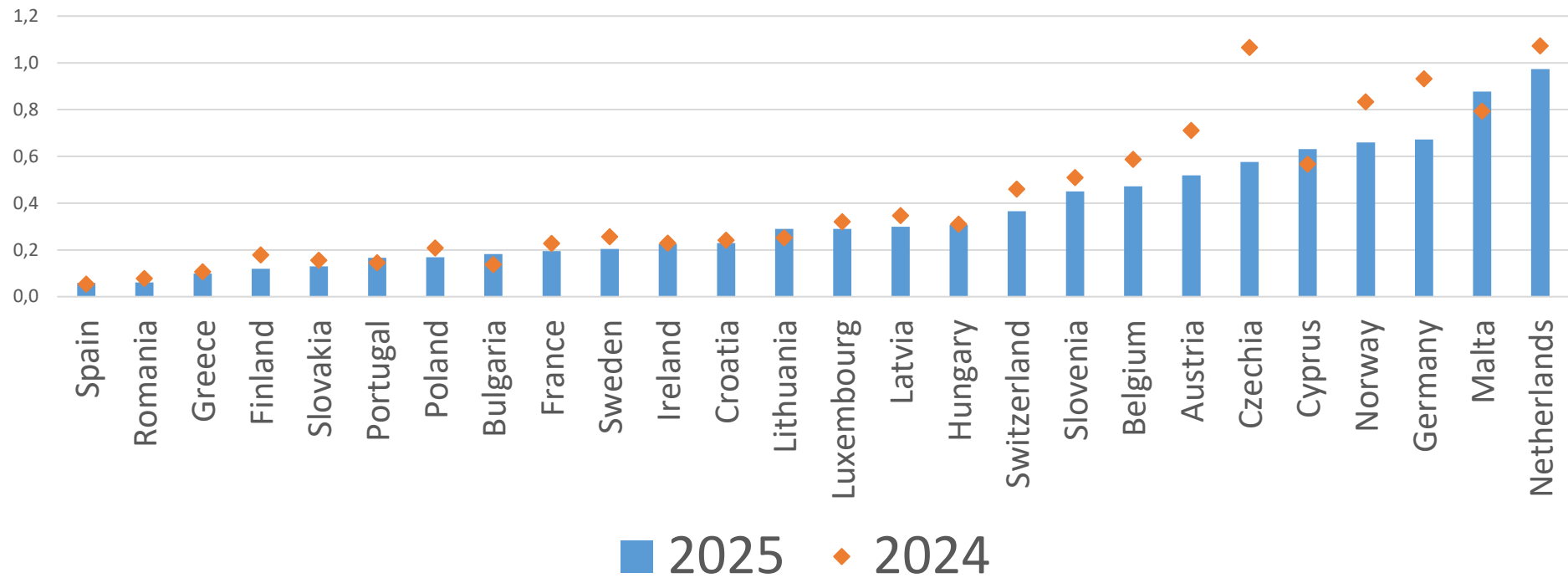
# Tightness in the Netherlands 2016-Q1 to 2026-Q1



# Netherlands has the tightest labor market

## Tightness is decreasing almost everywhere

Ratio between vacancies (sector B-S) and unemployed persons 15-74 years (Eurostat/UWV)





# 34 solutions for staff shortages

hand out

## Inspiration for employers



Wider recruitment

- Easily accessible Job introduction
- Enthuse students
- Focus on skills

Recruitment via open hiring

Out-of-region recruitment

Recruitment abroad

Be open to 55+ staff

Deployment of retired employees

Deployment of people with an occupational impairment

Deployment of residence permit holders and asylum seekers

Tap the talent in your own organisation

In-house training of new staff

## Inclusive redesign

- Take a critical look at work processes
- Use technology
- Tackle administrative workload

Re-allocate tasks

Use teachers

Facilitate combinations of jobs

Enable working more hours

Be open to smaller contracts

Collaboration in terms of staffing



Work organised differently



Staff retention

- Proper onboarding
- Attention for vitality
- Physical strain reduction
- Workload reduction

Attention to work times and schedules

Happy and involved staff

Attractive conditions of employment

Facilitate staff

Support staff with financial concerns

Encourage learning and development

Generational management

Attention to atmosphere and culture

Employer branding

# EURES Report on Labour Shortages and Surpluses 2025

## ✓ Eighth edition in 2026

- Report
- Dashboard with main results

## ✓ Strengths:

- All EU countries and Norway (28 countries)
- Detailed by occupation (436 ISCO'08 unit groups)
- Input/involvement from PES/EURES

## ✓ Weaknesses:

- Long lead time
- No surpluses reported in Ireland, Italy, Poland
- Method and period varies by country




# Analysis for the Netherlands: main result

Five categories of 436 unit group occupations (ISCO):

- 1) 6 surplus occupations (authors, pet groomers, graphic designers, data entry clerks, photographers, translators)
- 2) 193 shortage occupations (see next slide)**
- 3) 2 both shortage and surplus occupations (social work associate professionals, mail carriers and sorting clerks)
- 4) 92 occupations in balance
- 5) 143 occupations with unknown tightness

# Analysis for 193 shortage occupations in the Netherlands

## Main result:

- 9 shortage occupations where not a single country reported a surplus 
- 145 occupations where at least 3 countries have a surplus (75%)
- 74 occupations where at least 5 countries have a surplus (38%)

## Not a single country reported a surplus

ISCO-level	ISCO NLunit group
2	Structural-metal preparers and erectors
2	Prison guards
3	Nursing associate professionals
3	Medical imaging and therapeutic equipment technicians
4	Specialist medical practitioners
4	Generalist medical practitioners
4	Paramedical practitioners
4	Child care services managers
4	Commissioned armed forces officers



In theory, many opportunities to recruit staff within the European Economic Area

# Some examples of shortages in the Netherlands, while surpluses in one or two European countries

ISCO level	ISCO NL unit group	Countries with a surplus
1	Fast food preparers	Austria, Latvia
2	Welders and flamecutters	Finland
2	Electronics mechanics and servicers	Greece, Finland
2	Health care assistants	Latvia, Portugal
3	Dental assistants and therapists	Austria, Latvia
3	Electrical engineering technicians	Czechia, Greece
4	Nursing professionals	Finland
4	Electrical engineers	Greece, Latvia
4	Computer network professionals	Latvia
4	Veterinarians	Austria, Latvia



Targeted advise for employers

# Usefulness international labour market information

1. Benchmarking and interpretation of the Dutch labour market
2. Greater insight into international developments and migration
3. Greater attention to best practices and research methods in other countries
4. Advising employers to recruit abroad by EURES
5. Shaping employment policy for third-country nationals



# Thank you



**Michel van Smoorenburg**  
International Labour Market  
Analyst at UWV



# Appendix: Some key figures

	Netherlands	EU-27
Population 1-1-2025 (x million)	18.0	451
Economic growth 2024-Q4 to 2025-Q4	1.8%	1.4%
Employment rate 15-74 years 2025-Q4	73%	62%
Unemployment rate 15-74 years 2025-Q4	3.9%	5.9%
Employees with a flexible contract 2025-Q4	26%	13%



# REGIONAL WORK CENTRES IN THE NETHERLANDS: HOW AN ONE-STOP SHOP APPROACH, SKILLS-BASED ECOSYSTEM, AND LABOUR MARKET INTELLIGENCE, DELIVERS BETTER OUTCOMES FOR JOBSEEKERS AND EMPLOYERS



**SVEN DAVERVELD**

BUSINESS ADVISOR, UWV (NETHERLANDS)



# Regional Work Centres in The Netherlands:

*How an one-stop shop approach, skills based ecosystem, and labour market intelligence, delivers better outcomes for jobseekers and employers*

Thematic Block I subject:

*Bridging Workforce Skills Shortages through innovation, data, and cooperation*

**Sven Daverveld**

**Businessadvisor, UWV (PES Netherlands)**

WAPES – Sarajevo - 2026



# Agenda

## **Innovative services, data, cooperation, skills**

- Labour market ecosystem, Regional Work Centers (RWC)
- Data-driven multi-year labour market agenda's
- How to apply data-driven decision making (insights regional pilot studies)
- Building blocks for a skills-based labour market ecosystem

# Setting the scene

- **Wide variety of partners**, employers and temp agencies, private re-integration services providers, educational institutes, unions, employer organisations, chamber of commerce, tax office, etc. etc.
- **Wide variety** of services, brands and methodologies which makes it **difficult to communicate** and understand for jobseekers and employers
- Cooperation with partners is essential, we have **positive experience** with public-private partnerships.
- **Public-private funding** is essential for setting up labour market projects
- **Different services** for jobseekers depending on their **specific benefits**

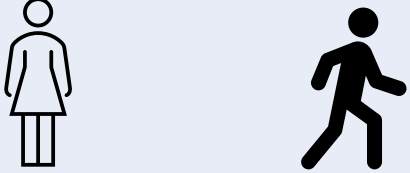
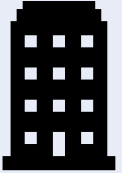
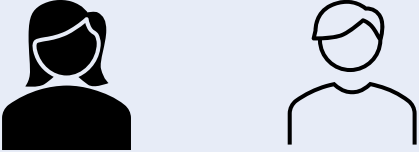
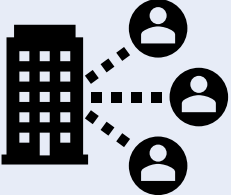




# Principles of Work Centers

- One-stop shop, **the Work Centre**, one-person-one-plan
- Strengthened **regional service provision**
- Strengthening **public-private cooperation**
- For **work-to-work**, job seekers, unemployed, career advice, employers
- **Support depends on needs**, provided where necessary
- Solid guarantee of **data sharing**.

# First and second line services

<b>Employees, jobseekers, employers</b>	<b>Regional Work Center</b>	<b>Guides (Professionals)</b>	<b>Refer</b>
			
<p>Employees, job seekers and employers can contact the work centre for questions about work, next career steps, (labour market-oriented) training and staff issues.</p>	<p>The Work Center is a gateway for service provision in the form of one telephone channel, one digital channel and at least one physical channel.</p>	<p>The guides offer services that include welcoming people to the physical channels of the Work Centre, helping people find their way in online services, providing general information about labour market opportunities, vacancies and training opportunities, and talking to people about their careers or other support needs.</p>	<p>For requests for assistance that go beyond a request for general information and advice, the guides put people in touch with public or private parties with specific expertise or services. The guides can also put people in touch with service providers outside the direct field of the labour market and education, such as mental health care and debt counselling.</p>

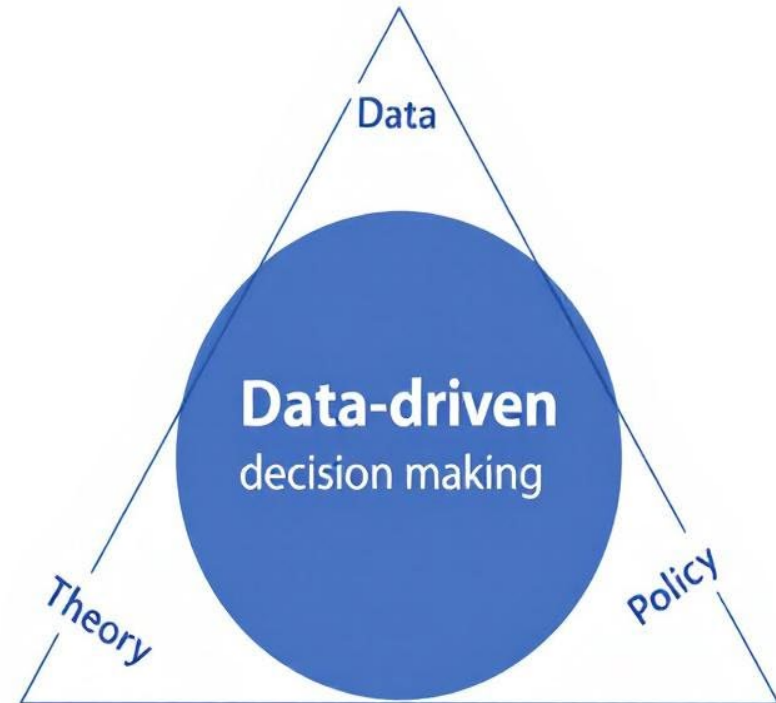
# Labour market infrastructure reform (35)

- **35 centre municipalities** (342 in total) act as focal point for all municipalities in their regional labour market and take the role of conductor of the labour market.
- **Public-private cooperation** between municipalities, UWV (PES), social partners and education = one joint governance.
- One **National Council** and one **Regional Council** in each labour market region.
- A joint national and regional **long-term agenda**.



# The Dutch central and regional multi-year labour market agenda

*Data-Driven,  
Collaborative,  
Skills-Focused*

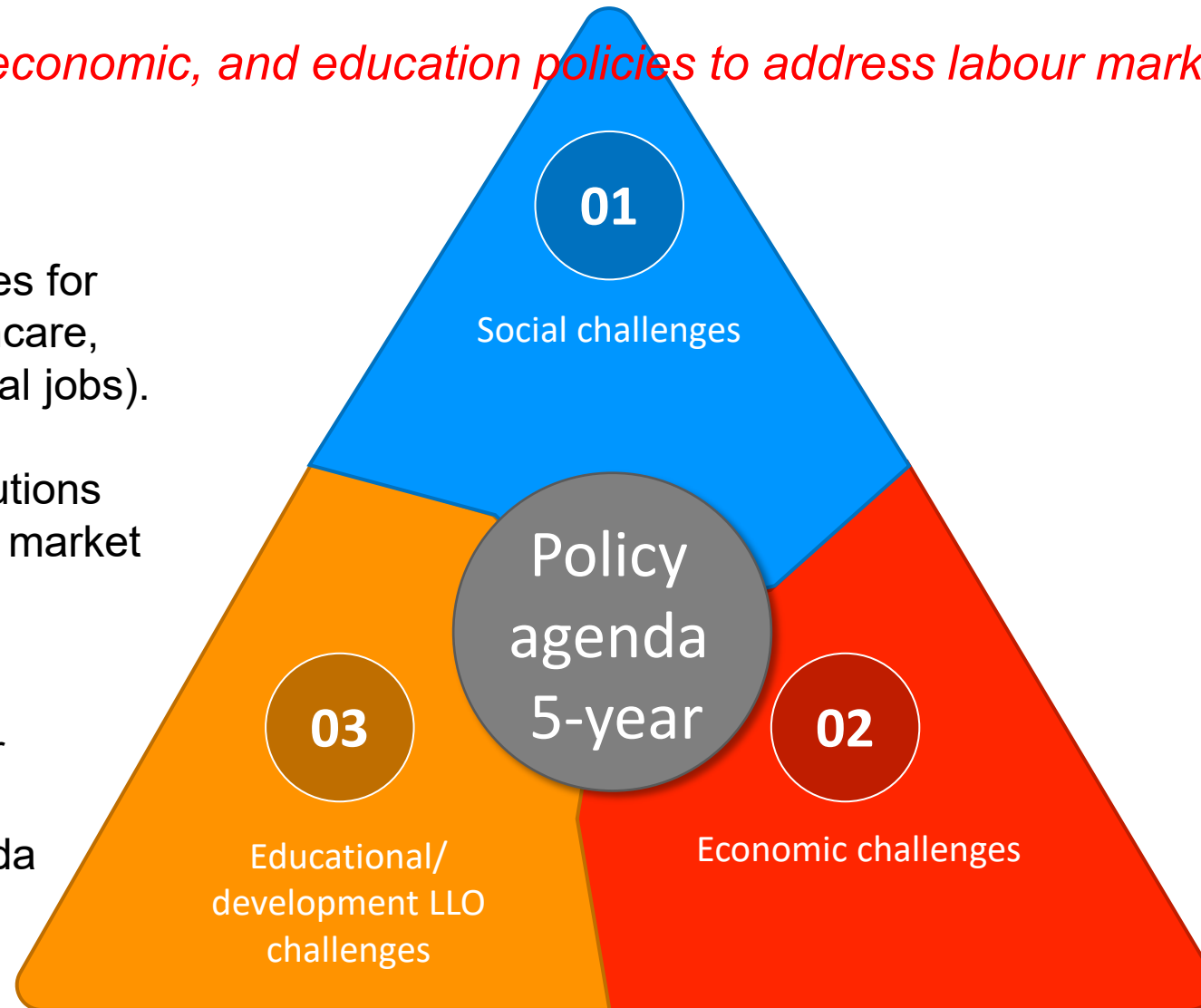


# Data-driven multi-year national and regional labour market agenda's

*Align social, economic, and education policies to address labour market challenges*

## Two-level agenda:

- **National:** sets priorities for critical sectors (healthcare, education, green/digital jobs).
- **Regional:** Tailors solutions based on local labour market analyses.
- Policy agenda (5-year strategic)
- Implementation agenda (2-year tactical)



# How to apply data-driven decision making (insights 4 pilot studies)

*Pilot studies: To what extent can professionals make data-driven policy choices based on labour market information?*

- Data-driven working does not stop at numerical dashboards and trends. Data needs to reach the right professionals. Collaboration and organizing the right relationships are as important as a great online data solution.
- Data needs a fixed place within a structured policy-cycle where discussion regarding labour market information takes place.
- Collaborate closely with at least advisors and data analysts from PES, the education sector, and central municipalities. Understand each other's perspectives and figures.
- Data-driven working is more than just a step in a process. It requires a cultural shift within teams and a different approach to policy (best practice: attract 'ambassadors').
- Do not turn the data department into a 'client - contractor relationship', but work

# 'Buildingblocks' for a skills-based labour market ecosystem



## SKILLS-BASED APPROACHES IN PUBLIC EMPLOYMENT SERVICES PROCESSES AND ACTIVITIES

### Trends

### Key Findings

**Skills-based approaches focus on individuals' abilities regardless of formal qualifications.** They offer a promising way to address labour market mismatches, particularly by opening up opportunities for those without diplomas or certifications.



**Transforming profiling and matching.** Several PES are implementing AI-assisted matching systems that focus on skills similarities rather than identical occupations.



**Empowering jobseekers through assessment.** PES are increasingly helping individuals identify and articulate their competences. Structured self-assessments can support tailored guidance and training pathways.



**Closing skills gaps through re- and upskilling.** PES are using skills intelligence to create targeted training offers, helping individuals to update their skills aligned to labour market needs.

- A common skills language is essential.** The European Skills, Competences, Qualifications and Occupations (ESCO) provides a European taxonomy, but differences exist between national systems.
- AI and automation should complement rather than replace** PES counsellors, as these tools require human interpretation and transparent use.
- Working with employers** can help to identify real skill needs, change mindsets and develop and refine recruitment and training pathways.
- Skills-based approaches must be inclusive** and support all jobseekers through tailored and accessible services.

### Key priorities for future cooperation



Continuing to advance interoperability between national and EU taxonomies.



Strengthening PES staff skills and digital capacities

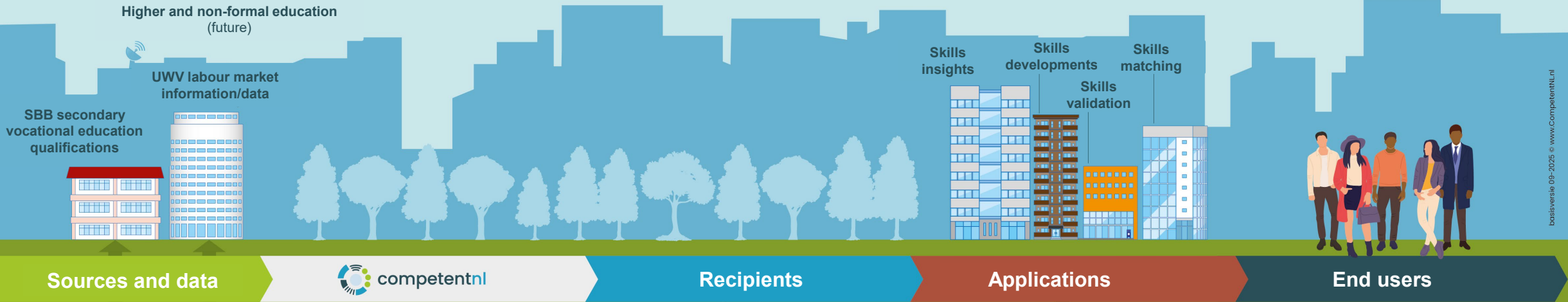


Further enhancing the use of labour market intelligence for targeted up- and reskilling.



# competentnl

The Dutch common skills language for the **labour market** and **education**



**Viewer**

Standaard	Service
Skills	Inter exchangeable
Occupations & tasks	Complete
Training standards	Up to date
External standards	Checked
	Accessible

API  
SPARQL

Free  
Free



**Job seekers & employees:** control over career, recognition of skills and knowledge

**Employers, intermediaries & HR:** Insight into skills, find suitable candidates faster

**Educational institutions:** Modular learning, better alignment of curricula, lifelong development

**Government, local authorities & regions:** policy information on skills demand and skills supply



**Thank you!**

**Contact:**

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# PANEL DISCUSSION 2

## INNOVATION AND THE FUTURE WORKFORCE



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**AZZA  
EL HAYEK**

CO-FOUNDER, BUSINESS  
DEVELOPMENT PARTNER,  
SKILLLAB



**JAN ZLATAN  
KULENOVIĆ**

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SOCIAL INNOVATION  
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DIRECTOR FOR INTERNATIONAL  
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(ARBETSFÖRMEDLINGEN)

MODERATOR



# STRENGTHENING SKILLS-TO-JOBS ECOSYSTEMS: DIGITAL SOLUTIONS SUPPORTING PES, EDUCATION AND EMPLOYERS



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DIRECTOR OF HUMAN CAPITAL OF THE FUTURE  
FOUNDATION MOZAIK  
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WAPES European Conference  
Enhancing Skills for Public Employment Services  
Challenges and Opportunities in a Transforming Labour Market  
Sarajevo, 20<sup>th</sup> May 2026

Panel Discussion 2: Innovation and the Future Workforce

**Strengthening Skills-to-Jobs Ecosystems: Digital Solution Supporting  
PES, Education and Employers**

Željko Pauković, Director of Human Capital of the Future, Foundation Mozaik,  
Bosnia and Herzegovina

- In Bosnia and Herzegovina, as in many European labour markets, we face a paradox: employers report shortages, while many people remain unemployed or underemployed.
- The problem is not only the number of people or the number of training programmes. The problem is coordination. PES, employers and education providers often operate with different data, different definitions of skills and different feedback loops.
- PES do not have to deliver every training or solve every mismatch alone; their future role is to become trusted orchestrators of a digital skills-to-jobs ecosystem where skills needs are identified, people's competencies are verified, training is targeted, and job outcomes are measured.

# **1. Opening: the real problem is coordination**

Skills shortages are not only a lack of people or courses; they are a lack of shared, trusted information between PES, employers and education.

## **2. Why this matters for PES now**

PES are being asked to respond to rapid technological change, labour mobility and employer expectations.

### **3. Bosnia and Herzegovina: mismatch despite unemployment**

The labour market challenge is structural: unemployment, emigration, skills mismatch and weak transition from learning to work.

### **4. Mozaik's answer: Human Capital of the Future**

Mozaik's role is to connect people, communities and the labour market through Rolify and YouthBanks.

## **5. The skills – to – jobs digital operating model**

The ecosystem needs one continuous pathway: demand → skills profile → development plan → training → credential → job match → outcome data.

## **6. What PES gain**

Digital tools should strengthen PES counsellors, not replace them.

## **7. What education providers and employers gain**

Education providers receive real demand signals; employers receive verified talent and a voice in training design.

## **8. Pilot pathway: training vouchers and digital traceability**

Existing public employment programmes can become the first use case for a digital skills-to-jobs ecosystem.

## **9. Trust architecture: interoperability, privacy and governance**

The system must be interoperable, human-centred and trusted by institutions.

## **10. Closing: from platform to ecosystem**

The objective is not to build a technology product; it is to build a trusted operating system for cooperation.

Foundation Mozaik sits as the bridge-builder and digital infrastructure partner, not as a replacement for public institutions

Employers:  
demand signals,  
mentoring,  
vacancies,  
validation

Employer demand

Policy improvement

Outcome dashboard

Vacancy/job match



Skills taxonomy

Individual skills profile

Personal development plan

Training/  
voucher

Verified credential



PES: profiling,  
counselling,  
ALMP  
targeting,  
monitoring

Education/  
training  
providers:  
training,  
assessment,  
certification

- “The future workforce will not be built by one institution alone. PES have a unique role because they sit at the intersection of people, employers, public policy and social inclusion. Digital tools should not replace that role; they should make it stronger.
- For Mozaik, the goal is to create a skills-to-jobs ecosystem where a young person, an unemployed adult, a training provider, an employer and a PES counsellor can work with the same language of skills and the same evidence of progress.
- The real innovation is not the platform. The real innovation is trust: trusted skills data, trusted partnerships and trusted pathways from learning to decent work.”

# FROM MEASURING SHORTAGES TO UNLOCKING SUPPLY: THE NEXT GENERATION OF SKILLS INTELLIGENCE IN PES



**AZZA EL HAYEK**

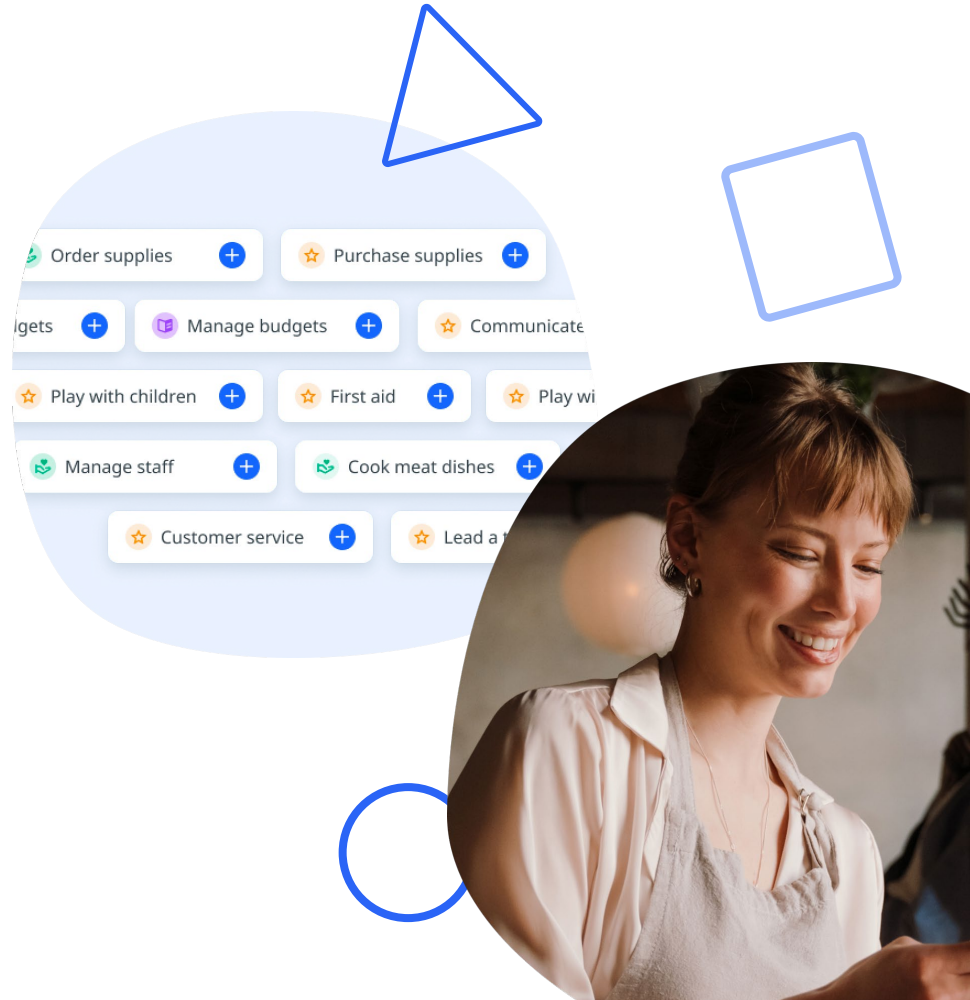
CO-FOUNDER, BUSINESS DEVELOPMENT PARTNER,  
SKILLLAB



# From measuring shortages to unlocking supply

The Next Generation of Skills Intelligence in PES

Azza ElHayek - Co-founder of SkillLab



# The scale of locked talent — by the numbers.

**26.7M**

people in EU available for work but not participating to their potential

*Eurostat, 2024*

**~40%**

of non-EU migrants in the EU are overqualified for their current job

*Eurostat, 2024*

**+24.5pp**

higher employment rate for migrants in Germany after qualification recognition

*Brucker et al., 2021*

**€33.8bn**

potential GDP gain if EU migrants worked jobs matching their qualifications

*Lighthouse Reports / Financial Times, 2024*

*Each figure points to the same structural failure: the system measures shortage in what it can see, not in what exists.*

# We are measuring the wrong thing.

Current generation asks:

**"Where are the gaps?"**

Vacancy rates. Hard-to-fill roles. Sector-level deficits. Shortage maps. All real. All valuable. But they describe a gap in what the system can see — not what actually exists in the population.



Next generation must ask:

**"Where is the supply — and what does it need to be seen?"**

Labour markets are not short of talent in the way shortage metrics imply. They are short of mechanisms for making existing talent legible, structured, and deployable.

For PES, this means labour market intelligence must move from observing deficits to surfacing usable supply.

# Why talent stays invisible — a diagnostic framework

01



**Misinterpreted skills**

*Wrong label, right person*

02



**Unlabelled skills**

*Competence exists, no structured form*

03



**Stale profiles**

*System matches yesterday's person*

04



**Access-excluded**

*Never in the system to begin with*

05



**Over-filtered by demand**

*Hiring criteria are the problem*

# The skill is real. The system cannot read it.

## 01 Misinterpreted skills

### *Wrong label, right person*

Labour market systems often treat job titles as if they were reliable signals of capability.

They are not.

People with highly relevant skills are filtered out because their experience is described in the “wrong” occupational language. What looks like a poor match is often a **translation failure**, not a talent failure.

### **Why this matters for PES**

If matching relies too heavily on titles and formal categories, transferable skills remain hidden and realistic transitions are missed.

## 02 Unlabelled skills

### *Competence exists — no structured form*

Many people hold valuable competences acquired through caregiving, migration, informal work, self-employment, or self-directed learning.

The skill is real, but it does not appear in a format the system can use.

These are not “missing skills.” They are **unseen skills**.

### **Why this matters for PES**

If people cannot describe what they can do in a language the system understands, they remain invisible to matching, guidance, and opportunity.

# Three more ways the system fails to see.

## 03

### Stale profiles

*Matching yesterday's person*

Most labour market systems still treat the profile captured at intake as if it remained valid over time.

But people evolve: they gain experience, shift direction, lose confidence, build new interests, or acquire new skills.

#### Why this matters for PES

Even accurate matching becomes ineffective when the underlying profile is outdated.

## 04

### Access-excluded

*Never in the system*

Early school leavers, informal workers, returners after caregiving, older workers, newly arrived migrants, and digitally excluded groups often remain outside formal PES visibility.

They do not appear as mismatch.

They do not appear as shortage relief.

They simply do not appear.

#### Why this matters for PES

A system cannot unlock supply it never reaches.

## 05

### Over-filtered demand

*Hiring criteria are the problem*

Employers often use credentials, titles, and rigid requirements as proxies for capability.

This narrows the candidate pool before the system has a chance to identify adjacent or non-traditional talent.

#### Why this matters for PES

If PES only mirror employer demand, they reproduce exclusion. If they shape demand intelligently, they can widen access to usable talent.

# Precise about what AI can – and cannot – solve.

Lock	What AI can do	What still requires PES design and human judgment
<b>01 Misinterpreted skills</b>	Extract skill signals from natural language and lived experience. A humanitarian logistics coordinator surfaces as 78% aligned with supply chain roles.	Deciding when a transition is realistic and how to support it
<b>02 Unlabelled skills</b>	NLP applied to natural language descriptions extracts skill signals even when ESCO vocabulary is absent. 'Coordinated emergency shelter for 2,000 families' → structured competence cluster.	Helping people surface capability they do not yet know how to articulate
<b>03 Stale profiles</b>	Drift detection: if a registered jobseeker's search behaviour diverges from their profile, different sector, different level, the system flags a counsellor intervention before the mismatch compounds.	Re-engaging the person and translating the signal into action
<b>04 Access-excluded</b>	Support profiling once contact is made	Outreach, trust-building, and inclusion remain fundamentally human and institutional
<b>05 Over-filtered demand</b>	NLP on vacancy data at scale identifies over-specification patterns. Post-hire outcome data reveals which credential requirements correlate with performance — and which are noise.	Changing employer behaviour requires dialogue, evidence, and relationship management

*AI can improve visibility, structure, and speed.*

*But unlocking talent still depends on institutional design, human trust, and public-service judgment.*

# Four layers — from signal to intelligence.

## Layer 1

### Broad Intake & Signal Capture

Multimodal profiling: text, voice, structured interview — mobile-first, multilingual

Conversational AI for skills elicitation in natural language, classified invisibly

Proactive outreach APIs: community orgs, training providers, informal platforms

## Layer 2

### Dynamic Skills Ontology

Graph-based ontology: relationships between skills, not just a flat list

Contextual disambiguation: same job title → different skill clusters by sector/time

Continuous taxonomy evolution: new skills appear in data before the next update cycle

## Layer 3

### Longitudinal Profile Engine

Living skills biography: time-stamped, version-controlled, persistent across employers

Drift detection: behavioural divergence from profile triggers counsellor intervention

Validation integration: skills move from self-reported → assessed → validated

## Layer 4

### Supply Intelligence & Demand Shaping

Validation integration: skills move from self-reported → assessed → validated

Demand-side NLP: detects over-specification patterns in employer vacancy data

Employer feedback loop: post-hire outcomes teach the system which criteria predict success

# Three deliberate choices.

01

## **Treat supply-side intelligence as a first-order objective**

Not infrastructure to be completed cheaply before the real system starts. The depth and continuity of skills profiling determines the quality of everything built on top of it.

Underinvesting in it is not a saving. It is a ceiling on the system's impact.

02

## **Design for the hardest population, not the easiest one**

Systems optimised for users who can navigate digital interfaces and describe skills in ESCO vocabulary will serve those users well — and leave everyone else behind.

Designing for returners, migrants, and informal workers does not sacrifice quality for the majority. It requires different defaults.

03

## **Use employer engagement to improve demand quality, not only to collect vacancies**

The intelligence needed to reshape demand — over-specification patterns, filtering biases, post-hire outcome data — already exists in PES systems.

It is not being used to change employer behaviour at scale because the connection between the data and the employer conversation has not been built.

# The technology exists. The architecture does not yet

The green and digital transitions will intensify pressure on labour markets.

But many of the workers most at risk of displacement are also the ones most likely to carry **locked talent**: practical capability, informal experience, adjacent skills, and under-recognised potential.

If skills intelligence only confirms where the pressure is, it will remain descriptive.

If it can reveal hidden supply, identify realistic transitions, and support earlier action, it becomes strategic.

The **next generation of PES intelligence** should not only answer:

**Where are the shortages?**

It should also answer:

- **Where is underused supply?**
- **Which transitions are realistic?**
- **What needs to happen for this talent to be seen and activated?**
- **What can we do now before mismatch becomes structural?**



# SkillLab

Turning skills into careers

Confidential



# INNOVATIVE APPROACHES TO GEN Z EMPLOYMENT



**JAN ZLATAN KULENOVIĆ**

PRESIDENT, SOCIAL INNOVATION  
INCUBATOR MUNJA, BOSNIA AND HERZEGOVINA





# Innovative Approaches to **Gen Z** Employment

**Jan Z. Kulenović**

*STAR.study / MUNJA Inkubator*

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## Western Balkans



**219,000**  
unemployed youth



**584,000** secondary  
school students



**578,000** university  
students



**398,000 NEET**  
(Not in Employment, Education  
or Training)

**Until 2030:  
Gen-Z 30% labour force**

AI, robotics & tech →  
“Tsunami”,  
job displacement,  
fast changes,  
unpredictability



**Family 29%**  
**Online 20%**  
**Teachers 18%**  
**Friends 18%**



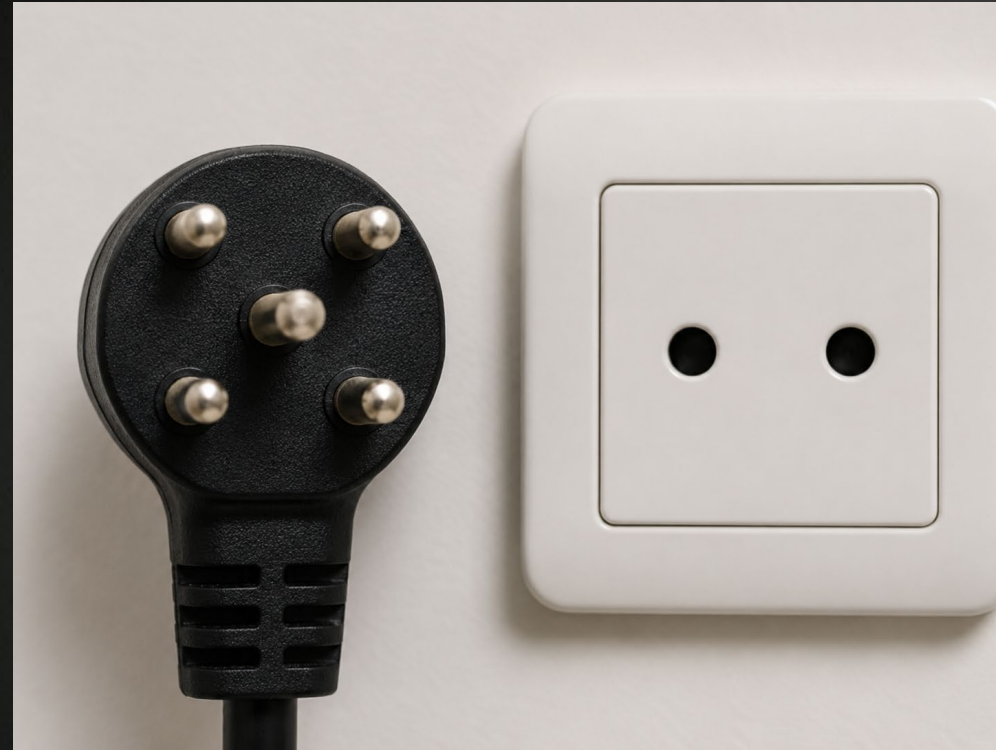
**75% dissatisfied with GenZ:**  
a) lack of motivation  
b) bad communication skills  
c) lack of professionalism

**Digital generation**

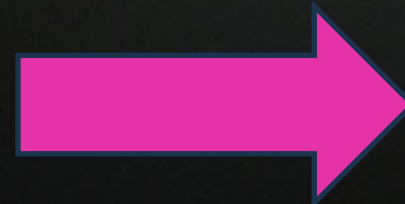
**74% of free time online,  
10h a day, 40% addicted to  
phones, 7" attention span,  
76% follow influencers,**

c

# What is needed?

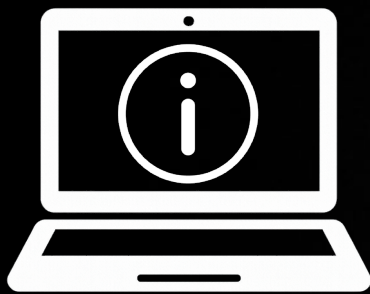


**Different future  
Different needs  
Different youth**



**Different understanding,  
approaches, methods  
and tools**

# STAR.study Regional Initiative



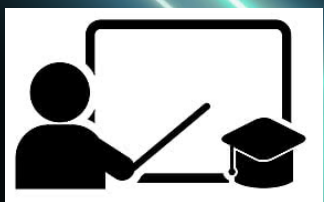
**Portal** with 5000+ info & opportunities



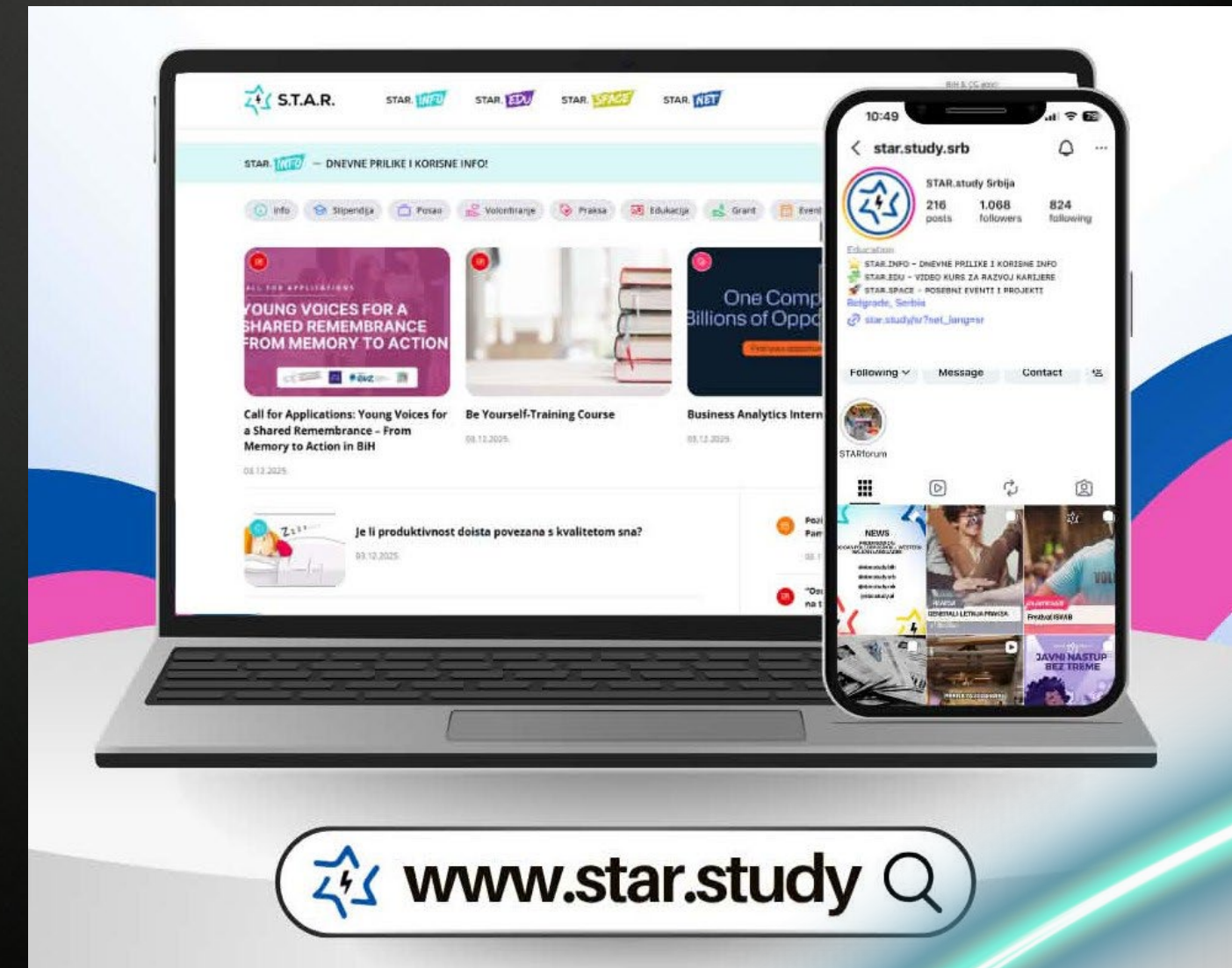
**AI Career Agent**



**STARedu** - Set of 16 short edu videos



**STARmentor** – guidebook for teachers/PES



# S.T.A.R. Study Regional Initiative



Businesses for Generation Z (**B4GenZ**)



**STARfest** - Flagship event for career development

**FORUM**

**STARforum** – central eco-system dialogue of key stakeholders in 6 capitals



# Thank you!

Jan Z. Kulenović

**MUNJA/STAR**

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# SKILLS FOR TODAY AND TOMORROW: THE VOUCHER SYSTEM SOLUTION



**KRISTINA MAZALIN**

EXPERT ADVISER, CAREER GUIDANCE AND EDUCATION  
DEPARTMENT, EMPLOYMENT SERVICE OF CROATIA





HRVATSKI ZAVOD  
ZA ZAPOSŁJAVANJE

# Skills for Today and Tomorrow: The Voucher System Solution

Kristina Mazalin

senior adviser, Croatian Employment Service (HZZ)

WAPES European region conference, Sarajevo, 20 May 2026

# THE IMPORTANCE OF LIFELONG LEARNING

**Skills** as the foundation of a successful and dynamic society

**80%** of employers in the EU have problems finding employees with the right **SKILLS** (2024 Eurofound report)

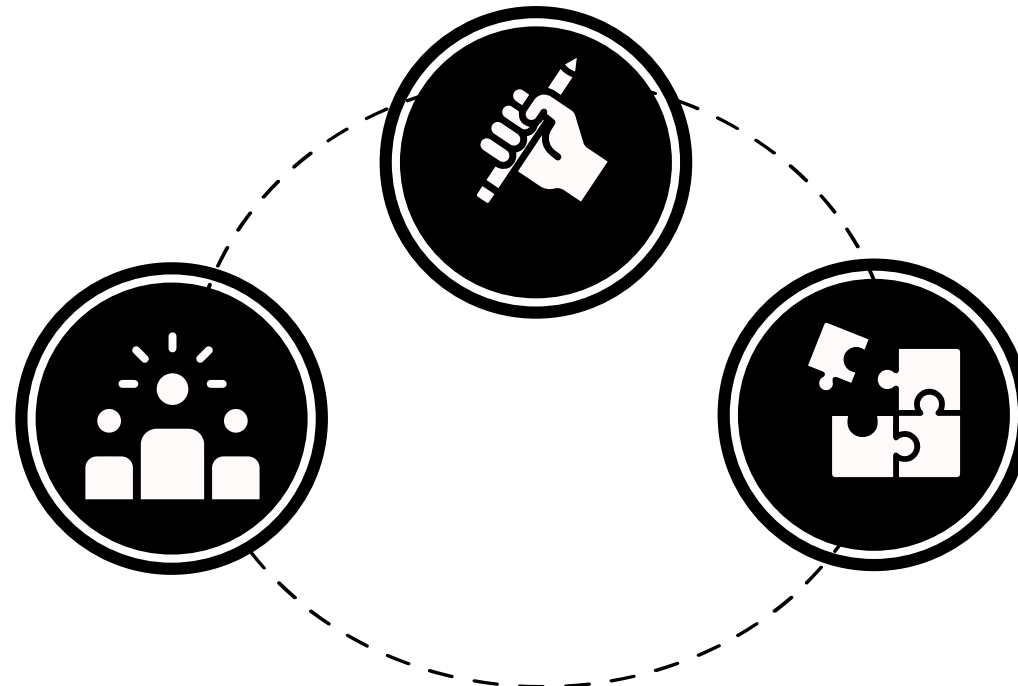
Individuals will have at least 10 job changes in their career

Automation, digitalization, artificial intelligence

**The digital and green transformation** results in the creation of new jobs, but it could also cause numerous disruptions, as a number of workers will have to change careers.

Nearly 140,000 workers will need to **change jobs to stay employed** (McKinsey: The Future of Work in Croatia)

Activities that currently account for about **22%** of total staff hours will be **automated** by the end of the decade.



# Skills as the foundation of a successful and dynamic society



AIM

- ✓ increase the rate of participation in adult education in Croatia (6.4% HR; 12.7% EU; 2023)
- ✓ promote the acquisition of skills, improve long-term competitiveness and productivity, ease of career transition, activation



VOUCHER

- new **flexible, accessible and targeted** model of lifelong learning
- **financial instrument** of allocation of public funds for adult learning

EU countries spend only 0.1%-0.5% of GDP on adult education (EAEA).

60 million adults aged 25 to 64 struggle with literacy, computing and digital skills

## National Recovery and Resilience Facility (RRF)

(60 million €, 40.000 users, green & digital skills)

## ESF+

(100 million €, 100 mil EUR, 75.000 users)

# ECO-SYSTEM



## CROQF, Adult Education Act, mapping of skills, exemplary programs, implementation

Ministry of Labour, Pension System, Family and Social Policy

Ministry of Science, Education and Youth

Croatian Employment Service

Agency for Science and Higher Education

Agency for Vocational Education and Adult Education

## Formal and non-formal programs

Education providers

Employers

## Beneficiaries

Employed and unemployed persons



# Vouchers for Adult Education

Users choose the programme and the education provider from the available programmes and skills catalogue

Users can request career guidance for selecting the right programme

Self-assessment questionnaire of skills and interests

## Four Steps to Education Vouchers

Find out how to get education vouchers – from choosing a program to applying. The process is simple and takes you through a few straightforward steps.

- Inform yourself about skills
- Ask for support from CES advisors regarding skill selection
- Contact your chosen education provider
- Apply via the My Voucher app.



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## Vouchers

Financing or co-financing of education programs for the acquisition of green, digital and other skills required by the labor market and learning Croatian as a foreign language.

FIND OUT HOW

SEE THE OFFER



### Learning the Croatian language

Modern knowledge of digital transformation in the public and private sectors.

### Digital and Green Programs

Modern knowledge of digital transformation in the public and private sectors.

### Programs in demand on the market

Voucher for programs for users who speak Croatian as a foreign language.

313

Education Providers

2.571

Educational Programs

980

Skill

# Vouchers for Adult Education

1 voucher = 1 user

Exceptions for additional voucher:

- Job+ users (vulnerable groups)
- For programmes of Provision of personal assistance services (personal assistant or communication intermediary), Teaching assistant and Assistant to blind persons
- After completed programme for basic digital skills

Current numbers:

- ✓ over 63.000 granted vouchers
- ✓ over 107% reached target vulnerable users
- ✓ The majority of voucher applicants are employed persons (70%), women (60%)
- ✓ NEET users amount for 10% of total
- ✓ Digital programmes are most in demand, 51 %, green 13% and other in demand programmes 36%



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# Retention on the labour market

- ✓ **66%** of unemployed were employed within 6 months and **84%** within 12 months after the completion of education,
- ✓ **17%** of users were employed in an activity corresponding to the sector of the educational program they completed
- ✓ **98%** of employed users stayed in employment within 6 and 12 months after the completion of education

## USER SATISFACTION

- **87%** of users rate the programs with the high marks
- The average overall **program score** was **4.52**
- **Satisfaction with the acquired skills** was rated by the users with an average grade of **4.43**
- the **usefulness of acquired skills** for employment and retention of employment - the average grade was **4.31**

**Employability** is analysed for users of vouchers for period within **6 and 12 months** after the completion of education

# SUCCESS & CHALLENGES

The implementation of the voucher system so far shows excellent results and **great interest** of employed and unemployed persons and service providers - educational institutions

**Simple and transparent** allocation via the online application

**Cooperation** between labour market and education stakeholders

**Quality control** system

Raising motivation for green programmes and participation of vulnerable groups in education

Need for greater involvement of educational institutions and employers in the development of quality and relevant education programs, especially for green skills

Longer period for adjustment of programmes with CROQF (new methodology for developing adult education programmes)

Microqualifications better suited for users with a higher level of education, need for more programmes for acquisition of full qualifications



# FUTURE PLANS

Step towards implementing the Council's recommendations on **Individual learning accounts**. Some elements are already foreseen in the voucher system and will be further upgraded in the next period in line with the evaluation of the implementation period.



Support the further development of **non-formal programs**, which often respond more promptly to labor market challenges than the formal education system, foster creation of new educational programs in **collaboration with employers**.



Continue to **monitor** current labor market needs and establish a **labor market needs prediction system** that will serve as one of the tools for employment and education policy-making and as an information tool in **lifelong career guidance** processes.



Croatian Employment Service

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Thank you for the attention!



HRVATSKI ZAVOD  
ZA ZAPOSŁJAVANJE

# THEMATIC BLOCK II

## SKILLS WITHOUT BORDERS – RECOGNITION, COOPERATION AND A MOBILE WORKFORCE



## PANEL DISCUSSION 3

# REGIONAL COOPERATION, RECOGNITION AND LABOUR MOBILITY



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COORDINATOR, IOM REGIONAL  
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ANDUSE**

EMPLOYMENT EXPERT AND  
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**ANKA  
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**IVAN  
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**ŽIVA  
ŠTIGLIC**

HEAD OF INTERNATIONAL  
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EMPLOYMENT SERVICE OF  
SLOVENIA

MODERATOR



# UNLOCKING MIGRANT SKILLS: TIMELY SUPPORT FOR INCLUSIVE LABOUR MOBILITY



**ANDREA FRKANOVA**

REGIONAL LABOUR MOBILITY COORDINATOR,  
IOM REGIONAL OFFICE FOR EUROPE AND CENTRAL ASIA





# Unlocking Migrant Skills: Timely Support for Inclusive Labour Mobility Sarajevo, 20-21 May 2026

WAPES European Regional Conference  
Enhancing Skills for Public Employment Services



# WORLD MIGRATION REPORT 2026

**304** MILLION  
MIGRANTS  
WORLDWIDE

*Just 3.7% of the world's  
population.* Most people still live  
where they were born.

*For sources, see the World Migration Report 2026*

Migration continues to contribute significantly to sustainable development and innovation through labour mobility, skills exchange and diaspora engagement.

**\$905** BILLION IN  
REMITTANCES  
IN 2024

*A major and growing pillar  
of development finance.* Migrants  
contribute to communities near and far.

*For sources, see the World Migration Report 2026*



**108.9** MILLION  
INTERNATIONAL  
MIGRANTS IN ECA

**167.7** MILLION  
INTERNATIONAL  
MIGRANT WORKERS



# THE NEW REALITY

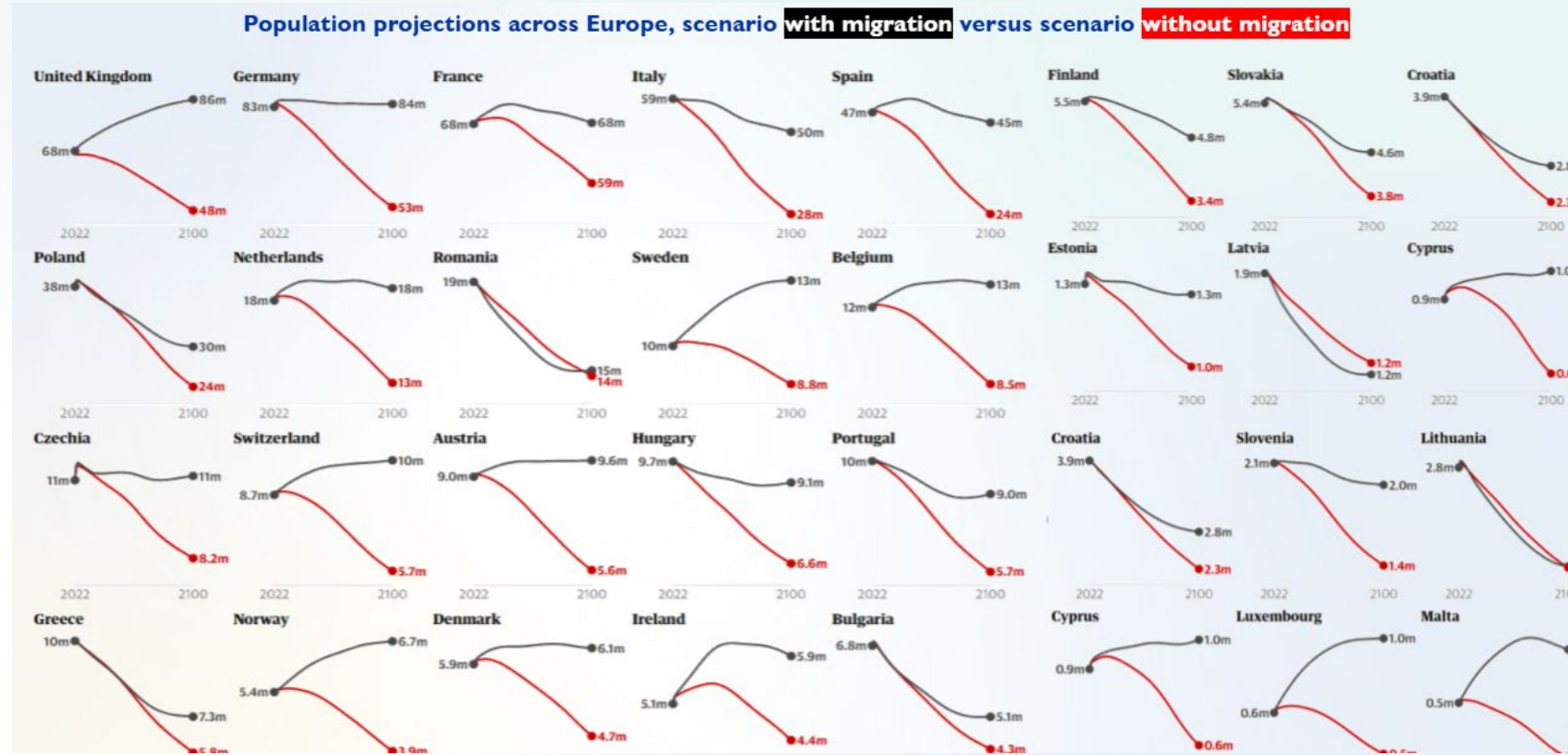
The ECA region is projected to lose 10% of its population by 2100 – with Southern Europe most affected.

The EU is projected to lose 12% by 2100, translating to a predicted decrease of 53 million people.

AI will transform jobs and tasks - , but many sectors will continue to **rely on human labour** with specific skills

Strong labour demand is expected in: **Agriculture, Care and healthcare support, Construction & production, Hospitality, cleaning, and services, Transportation** ([Anthropic, 2026](#); [wiiw, 2024](#))

In ECA, migrant workers remain highly represented in such industries (e.g. [OECD, 2025](#)), many of which already face or are projected to face labour shortages ([ELA, 2025](#); [Cedefop, 2024](#)).

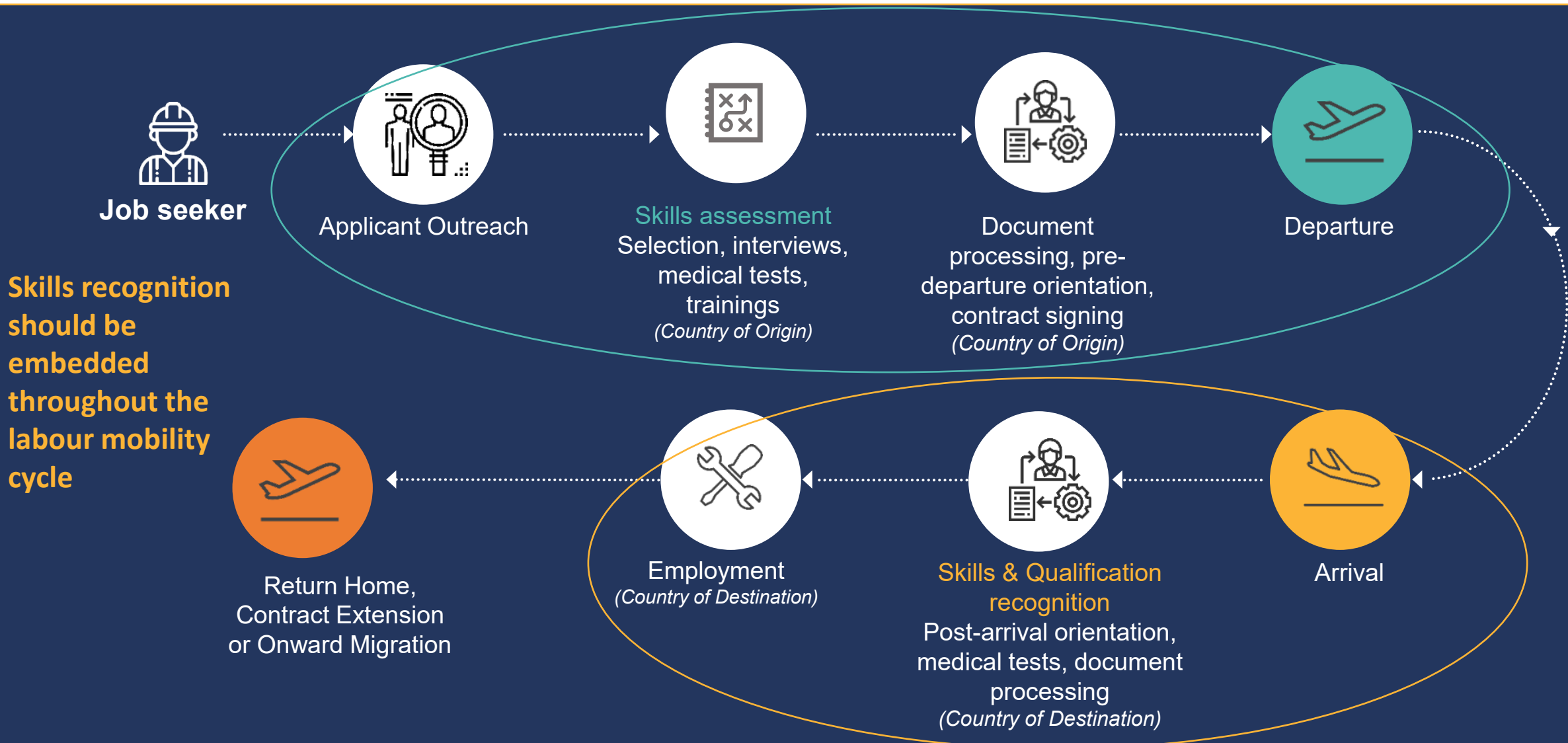


Sources: The Guardian, 2023. Adapted from Eurostat population projects, UK Office for National Statistics.

**Without migration, population decline will accelerate substantially across Europe.**

**Migrant workers remain essential in sectors facing labour shortages.**

# LABOUR MOBILITY CYCLE



# CHALLENGES

The success of labour mobility depends, among other factors, on **how effectively the skills, qualifications and prior work experience of foreign workers are recognised and utilised.**

## **Key Challenges Faced by Migrant Workers**

- Fragmented and unreliable information systems
- Language barriers as the main obstacle to accessing information
- Unclear procedures, timelines, and institutional responsibilities
- Complex, lengthy, and costly recognition procedures for foreign diplomas and qualifications delaying employment

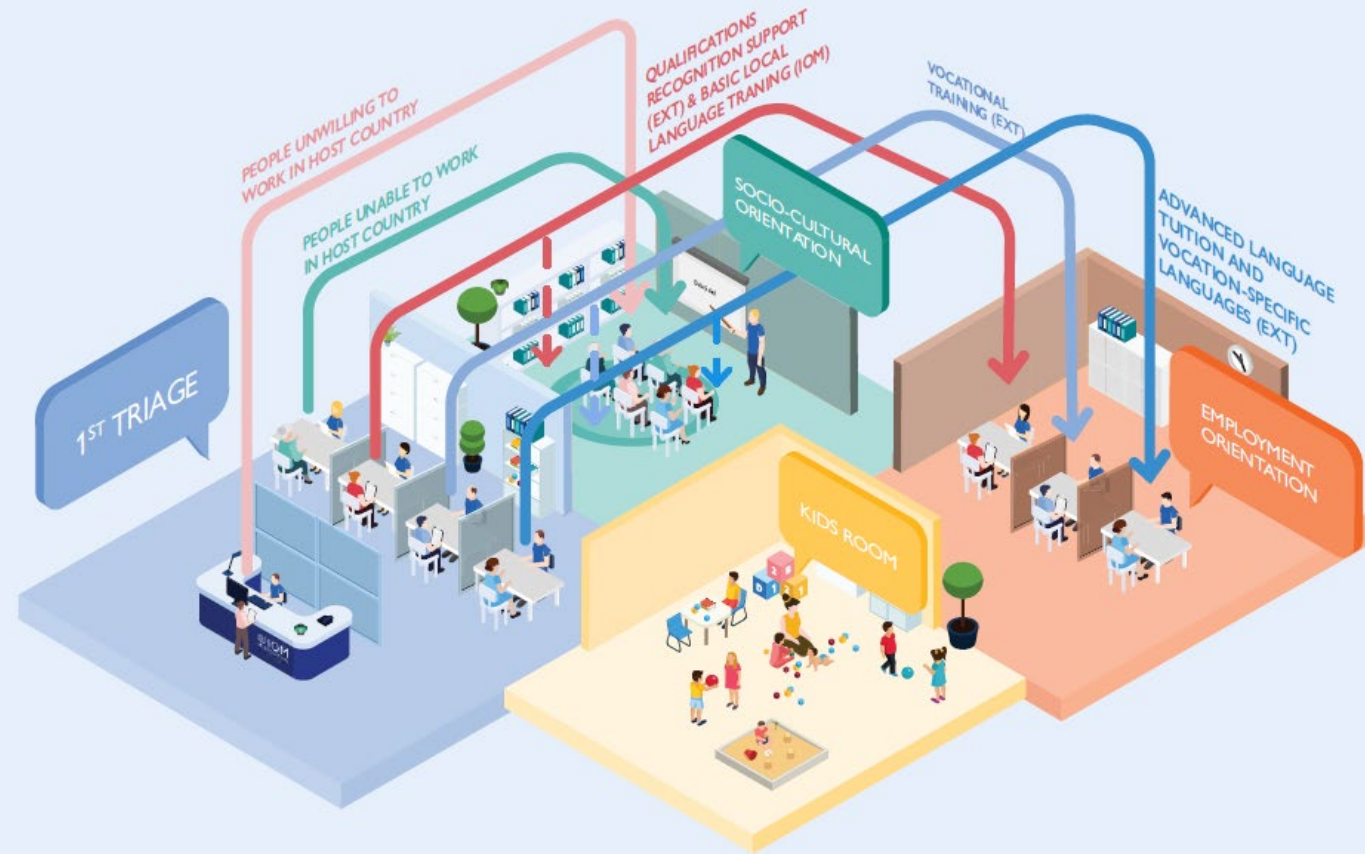
Effective identification and recognition **reduces mismatches between labour supply and demand and helps ensure legal certainty and protection for migrant workers.**

# RECOMMENDATIONS

- Provide **clear, multilingual information** on migration, skills recognition, and qualification procedures before departure
- Develop **migrant-centred online platforms** with practical guidance and step-by-step information
- Establish **one-stop shops** (for skills and qualifications recognition)
- Introduce **pre-screening and skills assessment mechanisms before recruitment or arrival**
- **Improve cooperation** between employers, education providers, and recognition authorities
- **Recognize on-the-job experience, informal learning, and self-taught skills** where relevant
- **Engage diaspora and migrant organizations** in providing practical guidance and peer support



# IOM Migrant Resource Centres (MRC)



one-stop hubs providing information, orientation, protection, and support to migrants

Comprehensive services

- Hybrid service models
- Evidence-based information
- Integration support (language courses, vocational training, socio-cultural orientation, assistance with recognition of qualifications, and guidance on daily life and community cohesion)
- Protection and case management
- Needs-based approach

Examples in **Bosnia and Herzegovina** (Migration Info Points), Bulgaria, Lithuania, Poland, Romania, Slovakia

# IOM Skills Mobility Partnerships

- SMPs as bilateral or multilateral agreements that **combine skills development with managed migration pathways, placing training and skills recognition at the centre.**



Formalized State  
Cooperation



Multi-stakeholder  
Involvement



Training



Skills Recognition



Migration/  
Mobility

- enable better alignment of training with labour market demand,
- facilitating safe and regular migration that addresses labour shortages in destination countries
- while strengthening human capital, skills transfer and sustainable development in countries of origin

## Enrolment options

### 📖 Fundamentals of Skills Mobility Partnerships (SMPs)



This online course seeks to introduce participants and resources for designing and implementing skills mobility governance.

- 📖 **Learning modality:** Self-paced
- 📅 **Date:** Available all year
- 🕒 **Duration:** Approximately 2 hours
- 🗣️ **Language:** English
- 💰 **Cost:** Free
- 🌐 **Geographical Coverage:** Global

# IOM SMPs example THAMM+

## Towards a Holistic Approach to Labour Governance and Labour Mobility in Italy and North Africa (2024-2026)

- Objectives:

- Strengthen government capacity in **Tunisia** and **Morocco** for labour migration and human capital development.
- Enhance labour market analysis and skills matching.
- Facilitate regular migration pathways with private sector partners.
- Protect migrant workers throughout the migration cycle.
- Support Skills Mobility Partnerships aligned with EU Talent Partnerships and ethical recruitment standards.

- Activities & Impact:

- **2,000** candidates from Tunisia **trained for construction jobs** in Italy
- **500** candidates from Morocco **trained for mechatronics jobs** in Italy.
- **Upgraded vocational centres** in Tunisia.
- **Strengthened coordination mechanisms** in Morocco to enhance cooperation with Italian partners.
- Support for **worker integration, legal identity, skills recognition, and access to services.**
- **Enhanced cooperation** between institutional partners and diaspora engagement.



# SKILLS PORTABILITY AND LABOUR MOBILITY - PES ROLE AND CHALLENGES



## CRISTINA MEREUTA

HEAD OF UNIT, KNOWLEDGE HUB FOR SKILLS AND JOBS,  
EUROPEAN TRAINING FOUNDATION





European Training Foundation

**EUROPEAN  
TRAINING  
FOUNDATION**

**Skills portability & role of Public Employment Services**



**WAPES Conference  
20-21 May 2026, Sarajevo**



# CONTENTS

- Recognition and skills portability
- Role of the referencing and comparison process with European Qualifications Framework
- Role of the European Classifications of Skills, Competences and Occupations
- Key roles for Public Employment Services and labour mobility implications for ALMPs

# Context for ETF work in recognition and skills portability

- +30-year history of supporting education and training systems; and qualifications systems development in non-EU countries, including for transparency, comparison of qualifications, and recognition functions.
- Skills recognition now an urgency and priority – **labour shortages and need to push for higher mobility geographically and intra/inter-sectoral.**
- **Recognition** an important component in EU's 2023 Skills and Talent Mobility Package.
- **Skills Portability** – high priority of the Union of Skills (2025)
- **Labour mobility + coordination of social security systems and skills portability** – critical for EU internal market and free movement of workers
- For EU candidate and potential countries – critical reforms and capacity building to comply with acquis requirements.
- PES at the core of these efforts (EURES, jobseekers' advice, labour exchange agreements, counselling/re-training and skills recognition measures etc.)

# Challenges in recognising third-country qualifications

- **VET qualifications** - recognition more complex than in HE due to task-specific competencies embedded in the qualification.
- **no equivalent** of Lisbon Convention or expert/credential evaluator network like ENIC-NARIC....
- For third countries, **further complicated** because their education and training systems **generally not well known** to EU authorities and employers.
- EU countries have **different approaches to managing data** on third countries' qualifications.
- Third country citizens often **unaware** of recognition opportunities.

**Result: non-EU people are often employed below their skill level.**

# Remedies: cooperation/data/common tools/ networks/partnerships

- stable, enduring collaboration – capacity-building and **advice** from EU to third countries in qualification system reform.
- **data/information** – identifying the gaps; exchanges between EU and third country on individual qualifications and qualification and education systems.
- use of **EU tools** beyond the EU.
- expert **networks** in VET, PES, mobility.
- formal **partnerships**, EU to third countries.

# WHAT IS THE EUROPEAN QUALIFICATIONS FRAMEWORK (EQF)?

EU countries have diverse qualification and education systems

A **translation grid** for qualifications across countries

Defined in terms of **learning outcomes**  
(knowledge, skills, responsibility & autonomy)

8-Level reference framework, covering **all types**  
**and all levels of qualifications**



# International comparison supporting recognition

- many countries already have NQF levels on their certificates.
- 10 third countries already in EQF process, in EQF Advisory Group.
- Referencing NQFs to the EQF:
  - 10 criteria, same for EU and third countries.
  - 6 of the 10 candidate countries already referenced to the EQF.
- EQF comparison – a priority for other regions and countries (eg Talent Partnerships countries)
- Commission Recommendation on the recognition of qualifications of third-country nationals; streamline recognition, by using EU tools; databases; develop VET group in ENIC-NARIC.

# THE EUROPEAN CLASSIFICATION OF SKILLS, COMPETENCES AND OCCUPATIONS

ESCO works as a dictionary, **describing, identifying and classifying** professional occupations, skills, and competences relevant for the EU labour market and education and training.



[Mapping to ESCO | Esco \(europa.eu\)](https://europa.eu)

# WHAT IS ESCO?

ESCO works as a dictionary, **describing, identifying and classifying professional occupations, skills, and competences** relevant for the EU labour market and education and training.

Available in 24 EU languages and 4 non-EU languages (including UA and AR) & developed by European Commission since 2017

## Structure of ESCO



Source: ESCO secretariat

# HOW CAN ESCO BE USED?

- Draft job vacancies, CVs and **skills-based job-matching**:
  - **EURES portal**, the network of EU public employment services (according to the EURES Regulation)
  - specific EU Public Employment Services that adopted ESCO nationally
  - **Europass profile**
- Provide Labour Market Information (**big data analysis of online vacancies**: e.g ETF dashboards, OVATE)
- Inform qualifications standards development and curricula updates
- **Compare qualifications** data across countries to support transparency and portability of skills (e.g ETF's network of national qualifications databases)

# INFORM QUALIFICATIONS STANDARDS DEVELOPMENT AND CURRICULA UPDATES

ESCO occupational profiles can be used to update qualifications as a manual or AI-supported\* process by:

- Identify the target occupations in national qualifications standards/databases and ESCO
- Compare learning outcomes(LO) of qualifications to ESCO skills/competences to identify gaps
- Validate findings with employers, training providers, sectoral experts
- Update the qualifications

\*tools like Skills finder by Knowledge Innovation Center supports with mapping LO to ESCO skills

-It searches the ESCO database for semantic similarity between the skill, course, or job profile description input by the user and the ESCO skill descriptions, displaying the top 12 results as potential skill matches

# ESCO AND PORTABILITY OF SKILLS AND QUALIFICATIONS

**Proof of concept:** <https://etf-qd-dev.cogni.zone/qualification/search>

- a tool to **search and compare qualifications between EU and non-EU countries**. This initiative supports better understanding, portability and recognition of skills and qualifications of non-EU country nationals.
- 58 Qualifications from Germany, Tunisia, Ukraine and Moldova
- Data collected via Europass QDR database for EU countries & national databases (+training) for non-EU countries
- Pre-condition: mapping LO of qualifications with ESCO skills

The tool can allow:

#### **Employers to**

- Identify qualifications comparable to a national qualification that they are looking for.
- Identify qualifications that match the desired skills.

#### **Recognition bodies to**

- Identify national qualifications, skills and occupations that match a foreign qualification.

#### **Third-country nationals/ migrants to**

- Better present their qualifications and skills, including before departure.
- A free service to suggest correspondence with EU qualifications.
- Better understand qualifications required for employment in the host country.

#### **Qualifications Authorities**

- Comparing with similar foreign qualifications for updating national qualifications (standards).

#### **Training centres**

- Consulting qualifications data for updating curricula and training programme, including for migrants/refugees.

# ESCO AND PORTABILITY OF SKILLS AND QUALIFICATIONS

This functionality identifies qualifications based on **shared ESCO-mapped skills**. The similarity order reflects the proportion of overlapping skills, without external weighting from titles or levels.

**Similar to: Waiter 4th category** Compare

Кваліфікація професійної (професійно-технічної) освіти  
 Publisher : Ukraine ETF

Country: Ukraine Language: Ukrainian Field of education and training: Hotel, restaurants and catering EQF: nil

---

**15 Result(s)**

**Bartender 5th category** Compare

Кваліфікація професійної (професійно-технічної) освіти  
 Publisher : Ukraine ETF

Country: Ukraine Language: Ukrainian Field of education and training: Hotel, restaurants and catering EQF: nil

**Restaurant specialist (m/f)** Compare

Publisher : Germany ETF

Country: Germany Language: English Field of education and training: Hotel, restaurants and catering EQF: Level 4

**Restaurant and events catering specialist** Compare

Publisher : Germany ETF

Country: Germany Language: English Field of education and training: Hotel, restaurants and catering EQF: Level 4

Working together  
Learning for life  
European Training Foundation

## Network of National Qualification Databases

QUALIFICATIONS
MONITORING

### Comparison

**Restaurant and events catering specialist**

**Waiter 4th category**  
Кваліфікація професійної (професійно-технічної) освіти  
[Read more](#)

KEY INFORMATION		
<b>Country</b>	- Germany	- Ukraine
<b>Language</b>	- English	- Ukrainian
<b>EQF</b>	4	-
<b>ISCED-F</b>	- Hotel, restaurants and catering	- Hotel, restaurants and catering
<b>Workload</b>	-	1337 hours
<b>Entry requirement</b>	There are no formal entry requirements. Compulsory schooling of nine or ten full-time school years have to be completed. The training relationship is constituted via conclusion of a vocational education and training contract with a private sector company or comparable institution.	Навчання у закладах професійної (професійно-технічної) освіти чи шляхом навчання на виробництві за наявності профільного стажу роботи за професією Офіціант 3-го розряду – не менше 1 року
LEARNING OUTCOMES		
<b>Learning outcomes</b>	Welcome and look after guests Advise guests on the menu and corresponding drinks Sell food and beverages Present and serve food... <a href="#">Read more</a>	Виконувати підготовку торговельних завітів до обслуговування відвідувачів відповідно до типу і класу закладів ресто... Виконувати обслуговування відвідувачів закладів ресторанного господарства різних типів, класів Виконувати процеси підготовки та обслуговування спеціальних видів, банкетів і прийомів <a href="#">Read more</a>
RELATIONS		
<b>ESCO Skills</b>	- serve food in table service - prepare ready-made dishes - prepare hot drinks - present menus - prepare garnish for drinks - prepare canapés <a href="#">Read more</a>	- arrange tables - hotel, restaurants and catering - prepare ceremonial locations - brief staff on daily menu - polish silverware - welcome restaurant guests <a href="#">Read more</a>
<b>Skills</b>	-	-
<b>ESCO Occupations</b>	-	-
<b>Occupations</b>	-	-

# ESCO AND PORTABILITY OF SKILLS AND QUALIFICATIONS

**Insights:** similarity of VET qualifications between different countries is usually not higher than 40-50%, with some exceptions  
This type of information can be very useful for national recognition bodies and qualifications authorities

	Baker (DE)	Pastry Chef / Confectioner (DE)	Baker, 4th Category (UA)	Baker, 5th Category (UA)	Chef, 4th Category (UA)	Cook (DE)	Pastry Technician (TN)	Bucătar (MD)
Baker (DE)	1	16 (60%)	12 (50%)	10 (40%)	11 (40%)	9 (40%)	9 (40%)	8 (30%)
Pastry Chef (DE)	16 (70%)	1	11 (50%)	10 (40%)	9 (40%)	6 (30%)	8 (30%)	6 (30%)
Baker 4th (UA)	12 (30%)	11 (30%)	/	20 (50%)	11 (30%)	3 (10%)	9 (20%)	3 (10%)
Baker 5th (UA)	10 (50%)	10 (50%)	20 (100%)	/	7 (40%)	2 (10%)	7 (40%)	1 (10%)
Chef 4th (UA)	11 (20%)	9 (10%)	11 (20%)	7 (10%)	/	16 (20%)	13 (20%)	16 (20%)
Cook (DE)	9 (40%)	6 (20%)	3 (10%)	2 (10%)	16 (60%)	/	6 (20%)	18 (70%)
Pastry Tech (TN)	9 (20%)	8 (20%)	9 (20%)	7 (20%)	13 (30%)	6 (20%)	/	7 (20%)

A sample of 8 qualifications identified by the system as the closest ones to the German “Baker” based on common ESCO skills.

# SPOTLIGHT ON PES AND ALMPs

- Update PES mandates for effective skills recognition, recognition of prior learning, and validation of non-formal and informal learning
- Boost capacities particularly to align with EU and international labour and skills standards
- Address both incoming and outgoing labour force, and integrate social dimension
- Enhance Labour Market and Skills Intelligence (eg to capture international labour mobility and impact on workforce availability, shortages and surpluses)
- Revisit ALMPs eligibility and design as well as rules and procedures to access labour market policy services and measures
- Address unfinished / delayed reforms in education and training including qualifications systems constraining PES performance



European Training Foundation

Thank you for your attention!

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# INTEGRATING FOREIGN WORKERS INTO THE LABOUR MARKET PES TOOLS AND INSTITUTIONAL COORDINATION – THE ISKUR APPROACH



**MELTEM ANDUSE**

EMPLOYMENT EXPERT AND COORDINATOR  
OF PROJECTS FOR MIGRANTS, İŞKUR

Integrating Foreign Workers into the Labour Market:  
*PES Tools and Institutional Coordination: The İŞKUR Approach*

**Meltem ANDUSE**

Employment Expert  
Turkish Employment Agency (İŞKUR)  
Foreign Relations and Projects Department  
20 May 2026



# OUTLINE

- Registration of Foreigners
- Support for Transition to Labor Market Project (ISDEP 2)
- Integration Through Employment Support in Urban and Rural Environments Project (INSURE)

# REGISTRATION OF FOREIGNERS -1

## Registration requirements;

- Being at least 14 years old
- Foreign identity number issued by the Ministry of Interior Affairs
- Must hold a valid residence permit
- İŞKUR e-Branch ([esube.iskur.gov.tr](http://esube.iskur.gov.tr)), e-Government
- İŞKUR branches

## Creaiting CV;

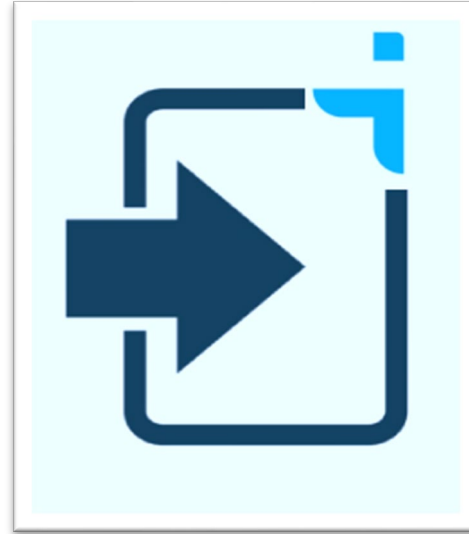
- Educational background,
- Occupational experience,
- Skills and qualifications,
- Certificates



# MATCHING SYSTEM

Employers can post new Job Vacancies on the İŞKUR website.

- Age,
- Gender,
- Profession,
- Experience,
- Education Level,
- Qualification ve Skills,
- Certificates



## SUPPORT FOR TRANSITION TO LABOR MARKET PROJECT (İSDEP 2)



**Supervisor Partner**  
World Bank



**Implementing Stakeholders**  
MoLSS- Directorate General of  
International Labour Force,  
Turkish Red Crescent



**Duration**  
24 Months



**Project Budget**  
€ 80 Million



**Source of Funding**  
The EU Facility for Refugees in  
Turkey (FRiT 2)



**Number of Beneficiaries**  
22.000 (11.000 Turkish citizens and  
11.000 SUTP, International Protection  
status holders or applicants)



**Pilot Provinces**  
Gaziantep, Adana, İstanbul, Şanlıurfa,  
Bursa, Konya, Kocaeli and İzmir



### Activities:

- Beneficiaries will receive registration and job and vocational consultancy services and the suitable one will benefit from Applied Training Programs. Project aims to provide employment for 1,600 of the participants.
- Turkish Red Crescent will provide soft skills and Turkish Language Training to the beneficiaries,
- Work permits service provision by Directorate General of International Labour Force,
- Orientation trainings for the personnel in the Project Implementation Unit
- Impact analysis for ALMPs based on the administrative records,
- Support for service delivery capacity (equipment, furnishings, hardware etc.)
- Renting of additional service buildings,
- Allocation service vehicles to pilot provincial directorates,
- Personnel support,
- Development of IT infrastructure,
- Visibility activities.

# INTEGRATION THROUGH EMPLOYMENT SUPPORT IN URBAN AND RURAL ENVIRONMENTS PROJECTS (INSURE)



## GOAL OF THE PROJECT

The objective is to strengthen sustainable livelihoods and formal employment opportunities for vulnerable groups, including Syrians under Temporary Protection (SuTP), International Protection Applicants and Status Holders (IPASH), and Turkish citizens; to promote economic inclusion; and to support social cohesion.



## PARTNER INSTITUTION

United Nations Development Programme (UNDP)



## IMPLEMENTING PARTNERS

Directorate General of International Labour Force,  
Directorate General of Lifelong Learning



## IMPLEMENTATION PERIOD

36 Months (January 2025 – December 2027)



## BUDGET

62 Million USD Total (İŞKUR: 51,2 Million USD)



## FUNDING RESOURCE

European Union Facility for Refugees in Turkey (FRIT – 3)



## TARGET

12,000 participants (6,000 Turkish Citizens,  
6,000 Syrians Under Temporary Protection and  
International Protection Applicants and  
Status Holders).



## IMPLEMENTATION AREA

Istanbul, Bursa, Adana, Kahramanmaraş, Şanlıurfa,  
Gaziantep, Mardin, Mersin, Hatay, Kilis.



## TARGETED ACTIVITIES OF THE PROJECT



## SKILLS DEVELOPMENT FOR IMPROVED EMPLOYABILITY



## 1. ACTIVE LABOUR MARKET PROGRAMMES (ALMP) COMPONENT

- It is planned that 12,000 jobseekers (at least 50% of whom are Syrians under Temporary Protection and International Protection beneficiaries) will benefit from 6-month Applied Training Programs (ATP), and that 30% of the beneficiaries will be employed for at least half of the program duration.
- During this process, participants' daily subsistence expenses as well as insurance premiums covering occupational accidents and occupational diseases are covered by the project.
- At least 25% of the participants are required to be women, and female participants with children will be provided with a monthly Childcare Support of 12,000 TL.
- In addition, participants of the Practical Training Programs (ATP) will be able to attend soft skills training through the "İŞKUR Development Workshop" website, developed by academics from Anadolu University.



## 2. INSTITUTIONAL CAPACITY DEVELOPMENT COMPONENT

- Consultancy services at local and central level for project implementation will be procured, and office supplies, computers, vehicle rental, minor renovation works, workshops, trainings, study visits, and communication activities will be organized.



# CHALLENGES



Language Barriers



Skills Mismatches



Limited Employer Demand in Some Sectors



Lengthy International Procurement Procedures



# TAKEAWAYS



Digital And Data-Driven Systems



Strong Local Coordination



Employer Engagement



Targeted Vocational Training



abartmadan



Sustainable Institutional Partnerships



THANK YOU

[international@iskur.gov.tr](mailto:international@iskur.gov.tr)  
[disuzman1@iskur.gov.tr](mailto:disuzman1@iskur.gov.tr)

# IMPLEMENTATION OF THE INTERSTATE AGREEMENT BETWEEN BOSNIA AND HERZEGOVINA AND SLOVENIA



**ANKA RODE**

HEAD OF LABOUR MIGRATION,  
EMPLOYMENT SERVICE OF SLOVENIA



WAPES European Regional Conference  
Enhancing Skills for Public Employment Services

Challenges and Opportunities in a Transforming Labour Market

**Implementation of the Interstate Agreement between Bosnia and Herzegovina and Slovenia**

Sarajevo, Bosnia and Herzegovina  
20 – 21 May 2026



Employment Service  
of Slovenia



# Fact About Labour Market of Slovenia



**Capital: Ljubljana**

**Area: 20,271 km<sup>2</sup>**

**Population: 2.134 million**

**GDP per capita, current prices**

**34.752€**

**GDP Growth**

**2%**

**Average Wage**

**2,606€ gross**

**1,641€ net**

**Employment Growth**

**0%**

**Unemployment Rate**

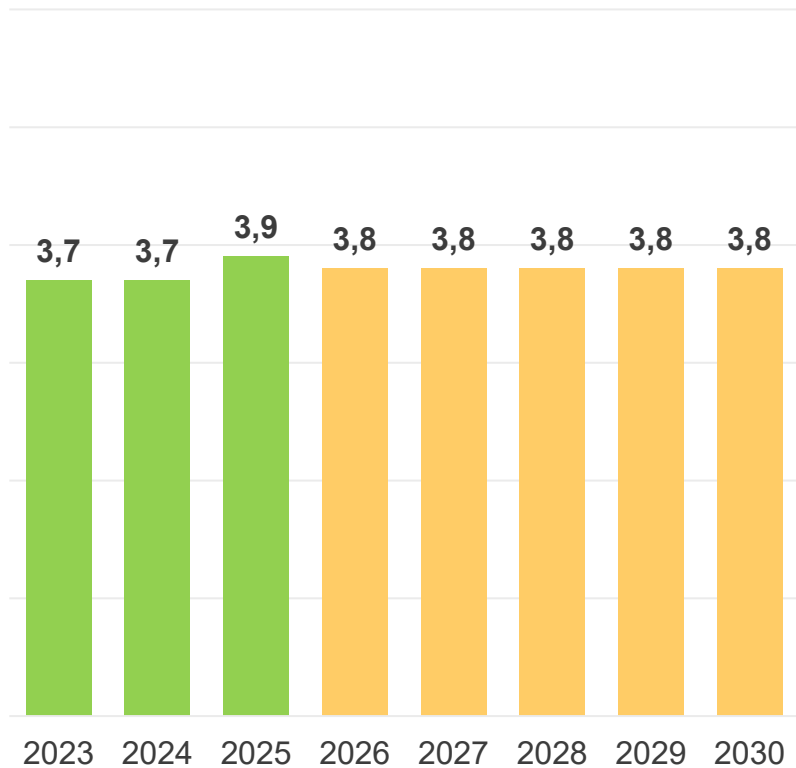
**3.8% Labour Force Survey**

**4.6% Registered**

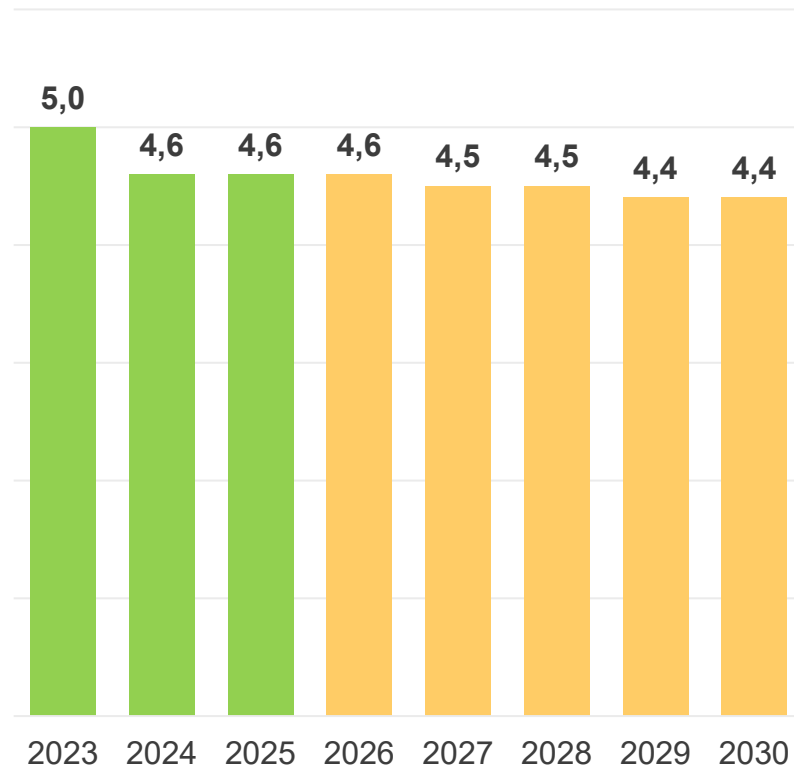
**Source: IMAD (UMAR), Spring forecast of economic trends 2026**

# Unemployment Rate Forecasts

## LFS Unemployment Rate, in %

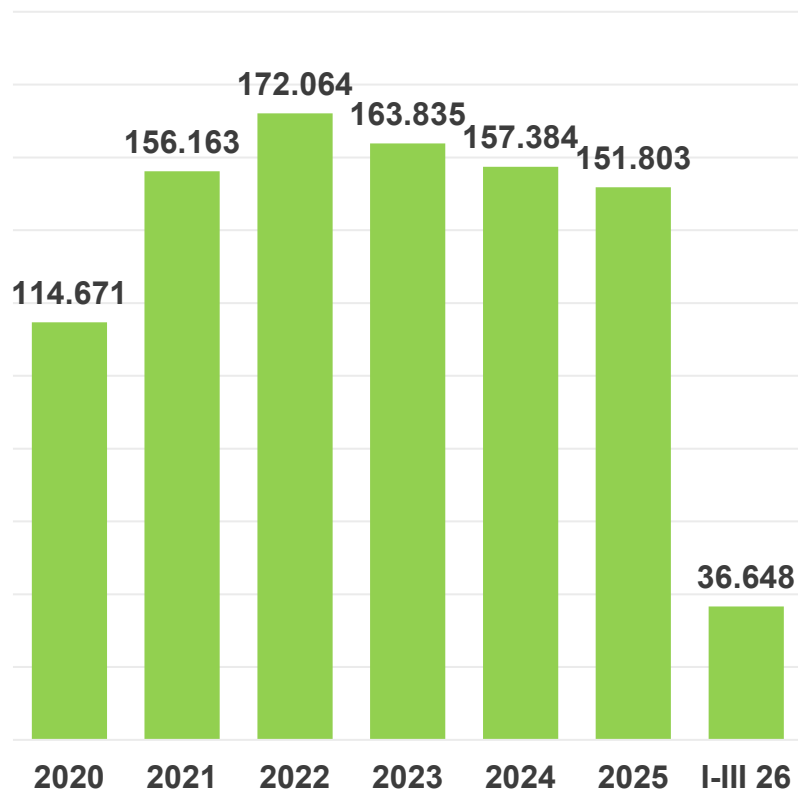


## Registered Unemployment Rate, in %



# Demand for Workers

## Job Vacancies



## Difficulties in Recruitment by Occupations



Heavy truck and lorry drivers



Bricklayers and related workers



Welders and flame cutters



Cooks



Manufacturing labourers



Building and related electricians



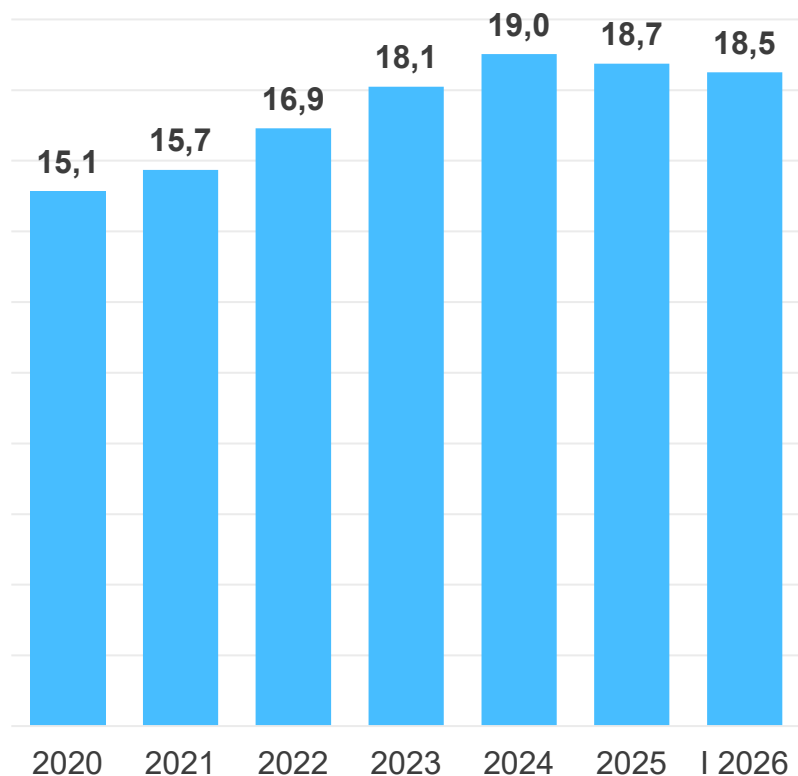
Metal working machine tool setters and operators



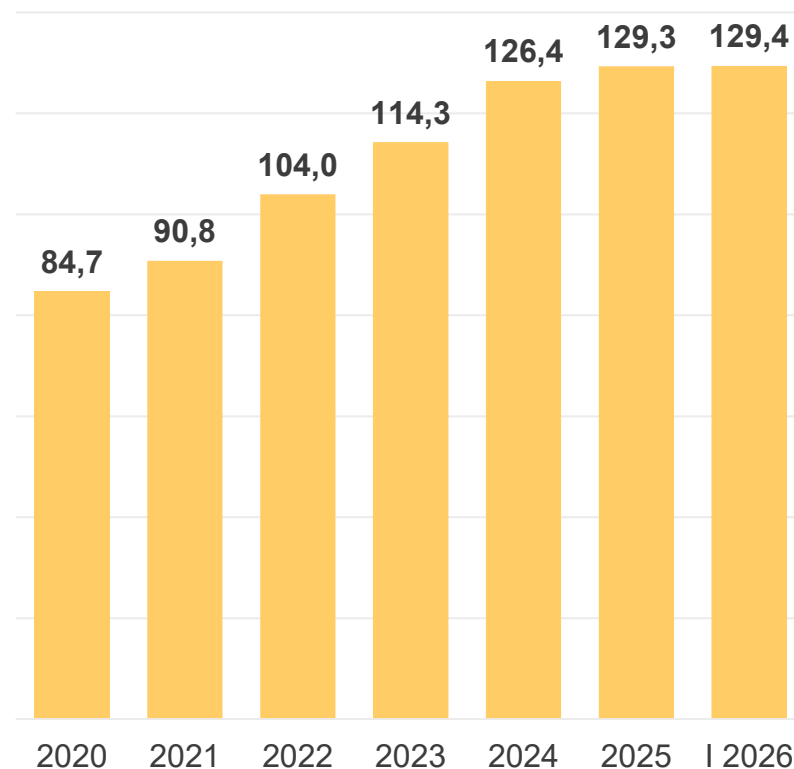
Occupations in health and nursing – all levels

# Employed Foreigners, in Thousands

## EU member states



## Other countries



Source: Statistical Office of the Republic of Slovenia

## Legal Framework

The employment of citizens of Bosnia and Herzegovina in the Republic of Slovenia is regulated through a combination of bilateral agreements and Slovenian migration and labour legislation.

The key legal bases include:

- the Agreement between the Government of the Republic of Slovenia and the Council of Ministers of Bosnia and Herzegovina on the Employment of Citizens of Bosnia and Herzegovina,
- the Employment, Self-employment and Work of Foreigners Act (ZZSDT),
- the Foreigners Act (ZTuj-2),
- secondary legislation, including implementing regulations and annual quota systems.

## **Permit System and Policy Framework**

The Slovenian system regulating the employment of foreign nationals is based on three main categories:

1. Single residence and work permit,
2. Work permit under the bilateral agreement with Bosnia and Herzegovina,
3. Work permit serves as a consent

Consent issued by the Employment Service of Slovenia

**The permit is issued by the competent administrative unit, while the consent within the procedure is provided by the Employment Service of Slovenia.**

The single permit enables the foreign national to enter, reside and work in the Republic of Slovenia

# Employment of foreigners – main principles

Foreign nationals who want to work in Slovenia need a **single residence and work permit**.

It is issued by an **administrative unit**.

The **Employment Service grants consent** to the single permit in this procedure.



If a candidate would like to work in Slovenia, the first step is to find **an employer**.

**The job vacancy listings** could be found in the web page of ESS

Once **an employer** who is willing to employ the worker is found, the candidate could **apply for a single residence and work permit at the diplomatic and consular representation** in home country or at an Administrative Unit in Slovenia.

## Conditions on the employer's side

- proper registration,
- active business,
- no criminal record resulting in a ban on the employment of foreigners!
- tax obligations paid

## Conditions on the part of the foreigner

- in accordance with the conditions of the vacancy - education, proof of mastery of skills
- no criminal record

## Key Characteristics of the Implementation of the Agreement

The Agreement is based on a system of controlled and organised recruitment, whereby:

- a Slovenian employer submits a labour demand,
- the Employment Service of Slovenia verifies the fulfilment of employment conditions,
- the Agency for Labour and Employment of Bosnia and Herzegovina participates in the selection of candidates,
- the issued work permit serves as consent for the issuance of a single residence and work permit.

Employment is possible only if there are no suitable domestic candidates available on the Slovenian labour market for the specific position. **As a rule, candidates must be registered as unemployed persons in Bosnia and Herzegovina and must be over 18 years of age.**

Since January 2024, bilingual employment contracts have become mandatory for the employment of citizens of Bosnia and Herzegovina, further strengthening worker protection and improving workers' awareness of their rights and obligations arising from employment relationships.

**Table: Issued Work Permits and Consents by Year (*positive decisions*)**

<b>Type</b>	<b>2024</b>	<b>2023</b>	<b>2025</b>
Consents (ZZSDT)	26 059	27 408	26 277
International Agreement with Serbia	2 956	2 987	4 022
<b>Work permits under the international agreement with Bosnia and Herzegovina</b>	<b>14 296</b>	<b>13 770</b>	<b>12 515</b>
Seasonal work permits up to 90 days	215	514	593
Other work permits	1	1	/
<b>Total</b>	<b>44 147</b>	<b>44 680</b>	<b>42 932</b>

## Sectors with the Highest Employment of Workers from Bosnia and Herzegovina

Workers from Bosnia and Herzegovina are particularly important in sectors where the Slovenian labour market has been facing labour shortages for many years.

The largest number of work permits and consents are issued for the following sectors:

- 1. Construction** – the highest demand for workers from Bosnia and Herzegovina exists in construction, especially for occupations such as bricklayers, carpenters, assemblers, steel fixers and other construction workers. The construction sector has been heavily dependent on foreign labour for years.
- 2. Manufacturing Industry** – a significant share of workers from Bosnia and Herzegovina are employed in industry and manufacturing, particularly in the metal industry, automotive industry, wood-processing industry, welding and machine processing.
- 3. Transport and Storage** – there is strong demand for heavy truck and trailer drivers as well as other logistics-related occupations.
- 4. Hospitality and Tourism** – in recent years, employment of workers from Bosnia and Herzegovina in hospitality has increased significantly due to shortages of cooks, waiters and auxiliary staff.
- 5. Healthcare and Social Care** – due to the shortage of healthcare personnel, Slovenia has increasingly opened its labour market to healthcare workers from abroad, including Bosnia and Herzegovina.

# Assessment of the Implementation of the Agreement

The Agreement between the Republic of Slovenia and Bosnia and Herzegovina is generally assessed as an important mechanism for ensuring labour supply in sectors with the greatest labour shortages.

The main advantages of the Agreement include:

- organised and controlled recruitment,
- institutional cooperation between both countries,
- faster procedures following the 2017 amendments,
- stronger protection of migrant workers,
- greater predictability for employers.

Additional protective measures, such as the introduction of mandatory bilingual contracts in 2024, demonstrate efforts to improve the position of migrant workers and prevent abuses

# Authorities involved in procedures to regulate the work of foreigners

**Employment Service of Slovenia**- labour market control, issuing of consents

**Administrative Unit** - receipt of applications and issue of Single permit

**Diplomate and consular representation** - receipt of applications

**Health Institute of Slovenia** - registration for insurance

**Labour Inspectorate**- control over the legality of work of foreigners - in case of violations

**Financial Authority** - checking compliance with tax obligations-

**Police** - control of violations

## Fair and ethical recruitment principles:

- Aim to establish **government-to-government cooperation** in the field of labour migration (MOA, bilateral agreements)
- to provide **credible information** to foreign job seekers about working and living conditions in Slovenia, offering them **adequate legal protection** through relevant information;
- to strengthen **safe and fair employment** of TCN workers in Slovenia, with an emphasis on protecting their rights and ensuring **decent working conditions**;
- to promote **decent work**, which includes **fair wages**, safe working conditions, social security, and opportunities for **personal and professional development**;

## „Living and working in Slovenia“

The **unique format of events abroad**, organised by the Employment Service of Slovenia (and Embassy), providing **comprehensive and reliable information** on working and living conditions in Slovenia.

The goal is to contribute **to the adequate protection of migrant workers** while supporting employers in the recruitment process.

# Infopoint for foreigners

The InfoPoint for foreigners is an additional activity of the ESS as part of the implementation of the employment and labour policy for foreigners



## Kontakti

Pokličite nas!

[+386 \(0\)1 330 81 20](tel:+386013308120)

Poslovni čas:

ponedeljek, torek, četrtek, 8.00–15.00

sreda, 8.00–17.00

petek, 8.00–13.00

Pišite nam!

[info-tocka@ess.gov.si](mailto:info-tocka@ess.gov.si)

Obiščite nas na naslovu!

[Dalmatinova 4, Ljubljana](#)

Uradne ure:

ponedeljek, torek, 8.00–12.00 in 13.00–15.00

sreda, 8.00–12.00 in 13.00–17.00

petek, 8.00–13.00

## What it offers

- information on **job opportunities and conditions**
- Information on the **procedures and documentation** required to obtain a visa, a residence permit in Slovenia and the relevant work permits depending on the purpose of entry and stay in Slovenia.
- **Information on rights and obligations** arising from the labour law and on procedures for protecting rights in the event of breaches of these rights.
- **Information** on the procedures and conditions for exercising rights on expiry or termination of employment.
- **Assistance with administrative procedures and overcoming other obstacles.**
- Assistance in using modern online services.

## **Conclusion**

The Employment Agreement between the Republic of Slovenia and Bosnia and Herzegovina plays an important role in ensuring labour supply for the Slovenian economy. Workers from Bosnia and Herzegovina represent the largest group of foreign workers in Slovenia and are particularly important in construction, manufacturing, transport and logistics.

Over the years, the implementation of the Agreement has gradually adapted to labour market needs and to the protection of workers' rights. Considering demographic trends and the shortage of domestic labour force, the importance of the Agreement is expected to remain significant in the future, especially in sectors where Slovenian employers have long been unable to secure a sufficient number of domestic workers

Thank You for Your Attention.

# BOSNIA AND HERZEGOVINA PERSPECTIVE BILATERAL AGREEMENTS AS A BRIDGE BETWEEN POLICY AND PRACTICE



## IVAN BARBALIĆ

DIRECTOR GENERAL, LABOUR AND EMPLOYMENT AGENCY  
OF BOSNIA AND HERZEGOVINA



## CLOSING REMARKS FOR DAY 1 AND OUTLOOK FOR DAY 2



# GRETA METKA BARBO ŠKERBINC

PRESIDENT OF WAPES AND DIRECTOR GENERAL OF EMPLOYMENT  
SERVICE OF SLOVENIA



WAPES EUROPEAN REGIONAL CONFERENCE

# ENHANCING SKILLS FOR PUBLIC EMPLOYMENT SERVICES

CHALLENGES AND OPPORTUNITIES IN  
A TRANSFORMING LABOUR MARKET

20 – 21  
MAY 2026

SARAJEVO  
BOSNIA AND HERZEGOVINA

