

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



PARTNERS



Funded by
the European Union



THEMATIC BLOCK III

PES FOR THE FUTURE – STRENGTHENING SKILLS, TECHNOLOGY AND COUNSELLING EXCELLENCE



LAUNCH OF THE RESEARCH PAPER FUTURE SKILLS FOR PES COUNSELLORS



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Future skills for PES counsellors

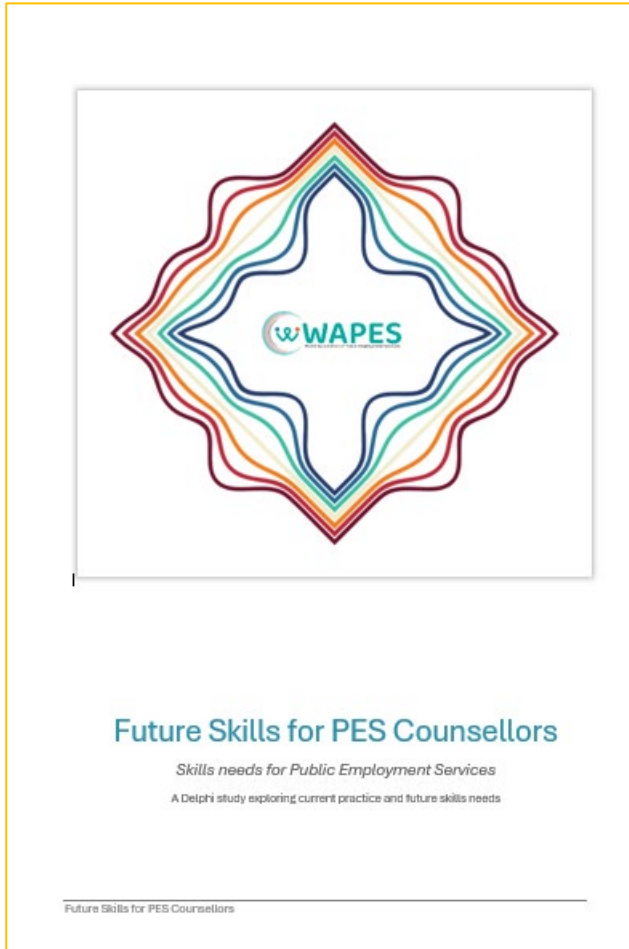
A photograph of two women in an office setting. The woman on the right, wearing a red sweater and glasses, is leaning over and looking at a computer screen. The woman on the left, wearing a green top and glasses, is also looking at the screen. The background is a blurred office environment.

Tristram Hooley
Professor of Career Education
University of Derby

Based on research conducted by Tristram Hooley, Aman Mankoo & Alexander Nunn with Nicole Globes & Emma Monster

Report now available

Conducted using a Delphi method



The topic for is explored qualitatively through a questionnaire sent to a panel of experts.

**Exploration
(52 countries).**

**Consensus
(31 countries).**

The findings from round one tested quantitatively With 75% agreement used as the definition of 'consensus'.

A summary of the consensus is checked by the expert panel.

**Confirmation
(26 countries).**

Context and the future of work



Mega-trends

- Technological change
- Geo-political shift
- Demographic change
- Economic change
- Social and political instability
- Mobility, migration and urbanisation
- Climate change, environmental and ecological destruction



The Future of Work

- AI diffusion and automation of services and professional work
- Possibility of net-job growth
- Possibility of substantial technological unemployment
- Spatial shift
- Occupational shift.
- Sectoral shift




Future skills

- Apocalyptic skill projections: e.g. WEF 40% skill change in current workforce.
- AI / digital literacy
- Maths/literacy /information processing.
- Social and emotional skills
- Life skills
- Personal professionalism
- Ability to learn
- Inter-cultural competencies

The role of Public Employment Services (PES)

- Support employer/ jobseeker matching
- Reduce unemployment duration
- Improve skill utilization
- Improve final outcomes: employment, productivity, social inclusion.
- Decent work, inequality, poverty etc.



Services for jobseekers

- Registration of jobseekers
- Job-search support and matching
- Counselling services
- Information on the labour market
- Career guidance
- Workforce relocation and geographical mobility
- Active labour market programmes



Services for employers

- Registration of vacancies
- Needs assessment
- Pre-screening and job matching
- Information on the labour market
- Dedicated services to solve skill shortages, mismatches
- Active labour market policies



Partnership and co-ordination services

- Mobilisation and engagement of stakeholders
- Co-ordination of labour market intermediaries
- Regulation of labour market services

Changing role of Public Employment Services?



Substantial continuities

Matching, unemployment,
employment quality.

Shifting balance in priorities
(e.g. toward formalization and
quality rather than 'work first?').



Understanding actual change.

Data collection/analysis/
dissemination.

Employer liaison.

Position PES as coordinator of
transitions.



Assist in spatial/sectoral/occupational shift.

Understanding/narrating/
guiding.

Translating skills shifts.

Facilitating/coordinating
reskilling.



Internalising change

AI adoption
Green processes
Culture change?

Tasks, skills and knowledge required by PES practitioners

Tasks

- Action planning
 - Administration
 - Advice and guidance
 - Career or skills assessment
 - Job application assistance
 - Job matching and placement
 - Training and facilitation
 - Knowledge sharing
 - Liaising (jobseekers & employers)
 - Liaising across government & communities
 - Professional development
 - Motivation building
 - Online counselling
 - Working with employers
- Working with disadvantaged people disadvantage

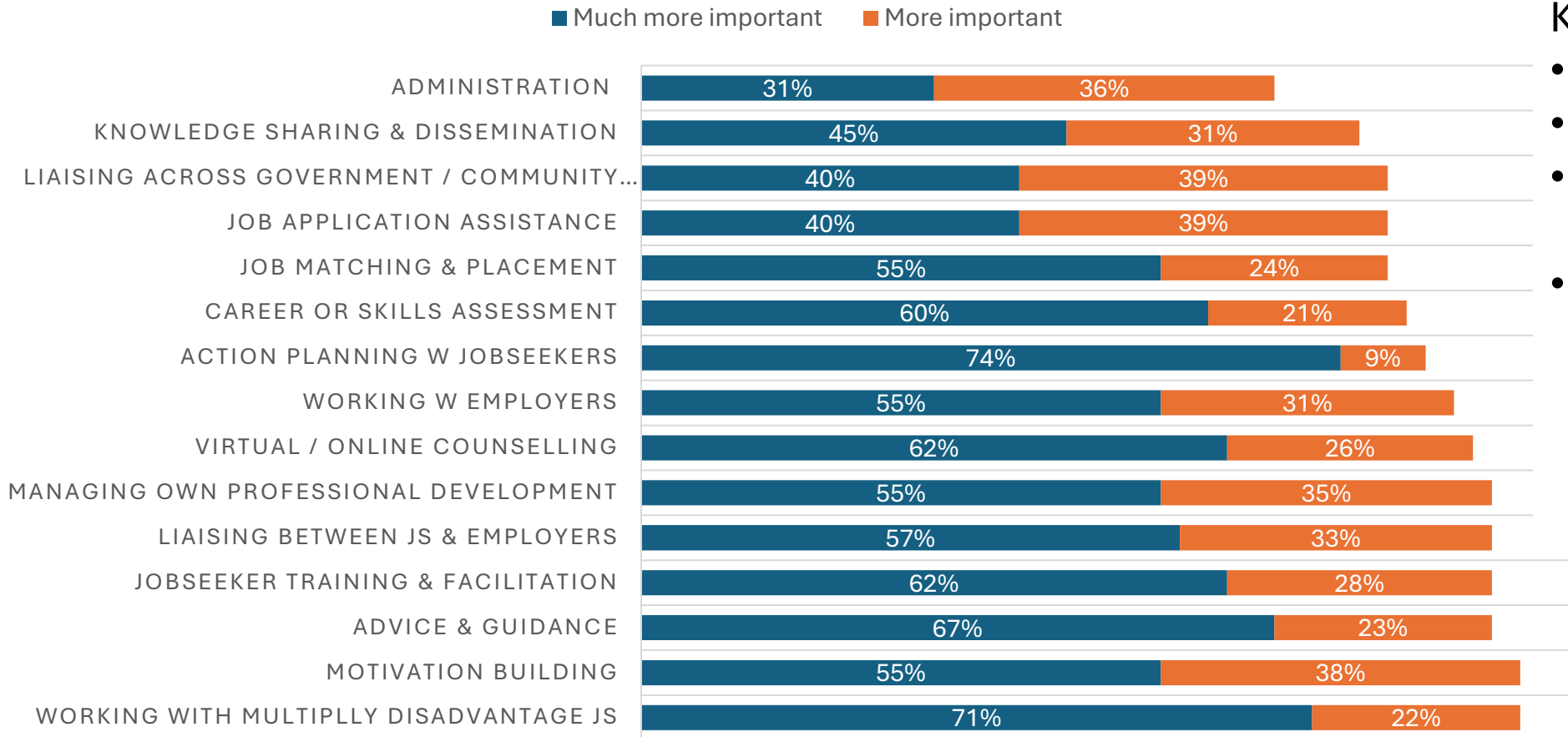
Skills

- **Customer service**
- **Communication**
- **Listening**
- Adaptability
- Advocacy
- AI literacy
- Analytical thinking
- Collaboration
- Digital skills
- Empathy
- Independent learning
- Interpersonal skills
- Negotiation & mediation
- Networking & partnership-building
- Problem solving

Knowledge

- AI and automation
- Basic psychology
- Employment law
- HR and recruitment
- LMI
- PES service systems
- Social care programs
- Education and training opportunities

Future task shifts

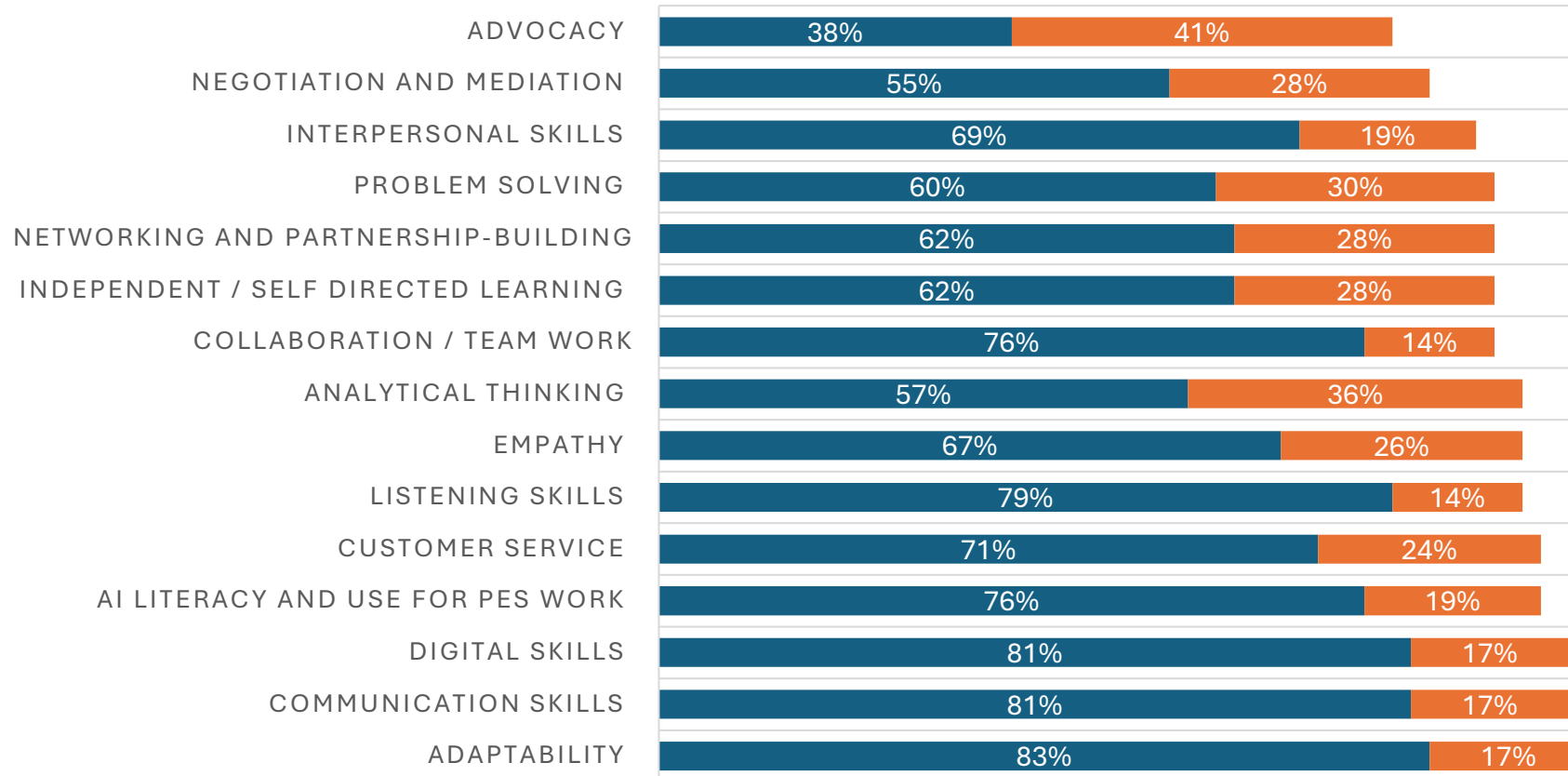


Key issues

- Substantive continuity.
- All seen as important.
- Declining relative role of admin.
- Increased relative role of working with disadvantaged JS and managing own development.

Future skill demand

■ Much more important ■ More important

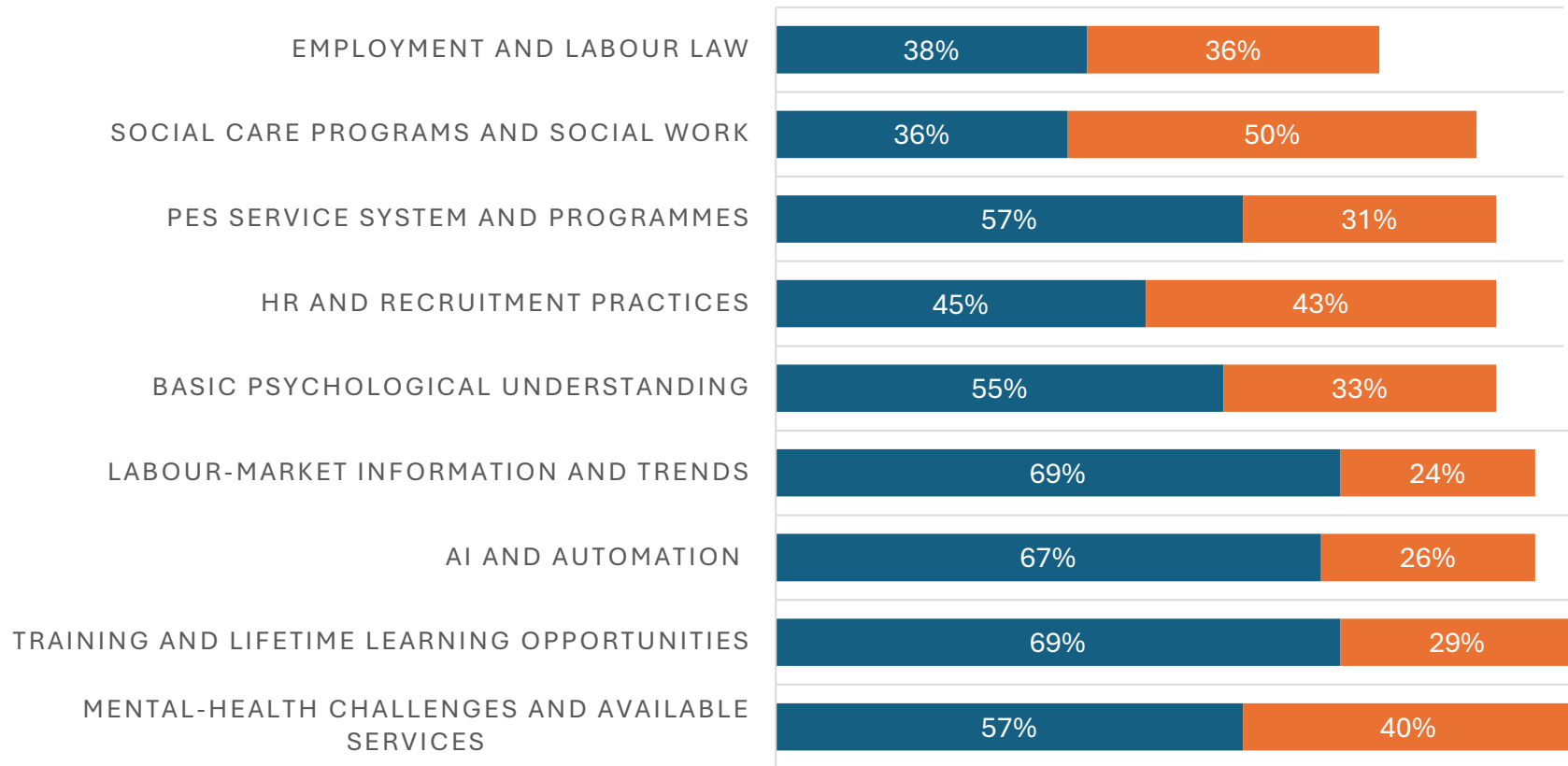


Key issues:

- All skills important.
- Substantive continuity.
- Inc. relative importance of adaptability, AI/digital skills, analytical skills

Future knowledge demand

■ Much more important ■ More important



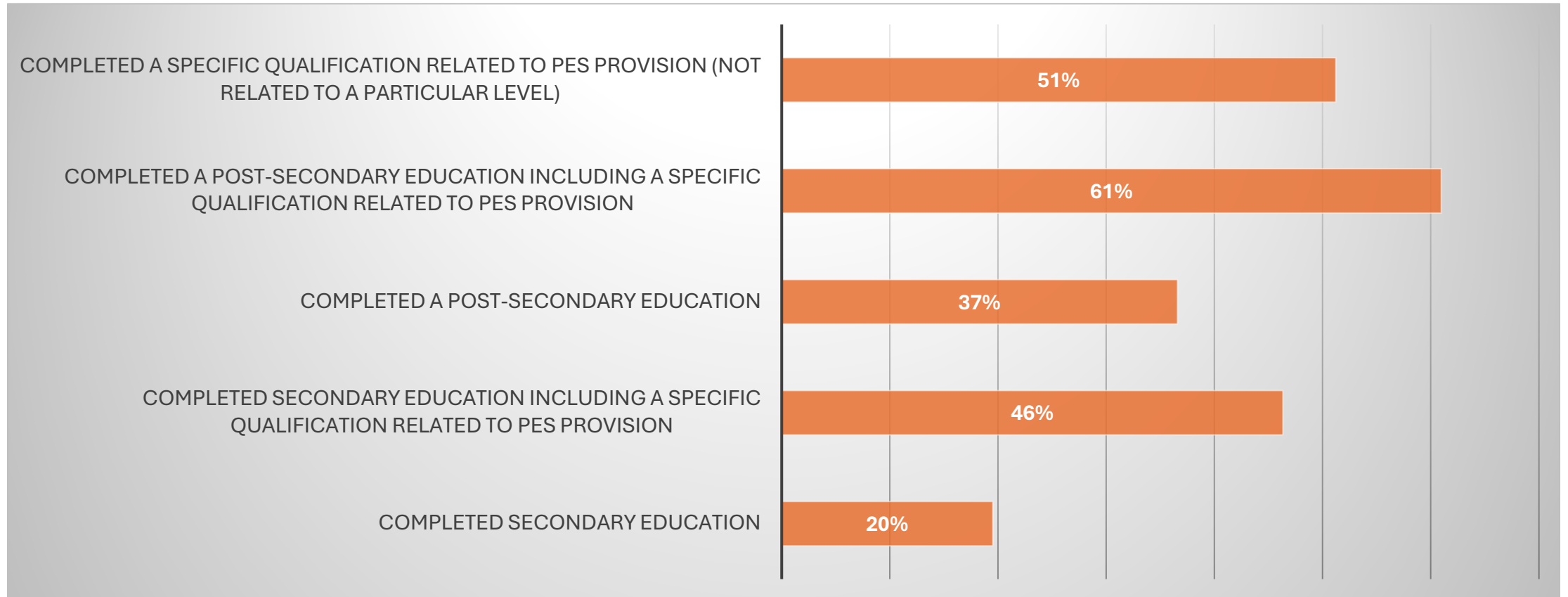
Key issues:

- All knowledge areas important.
- Substantive continuity.
- Inc. relative importance of mental health, training, AI, LMI/trrends

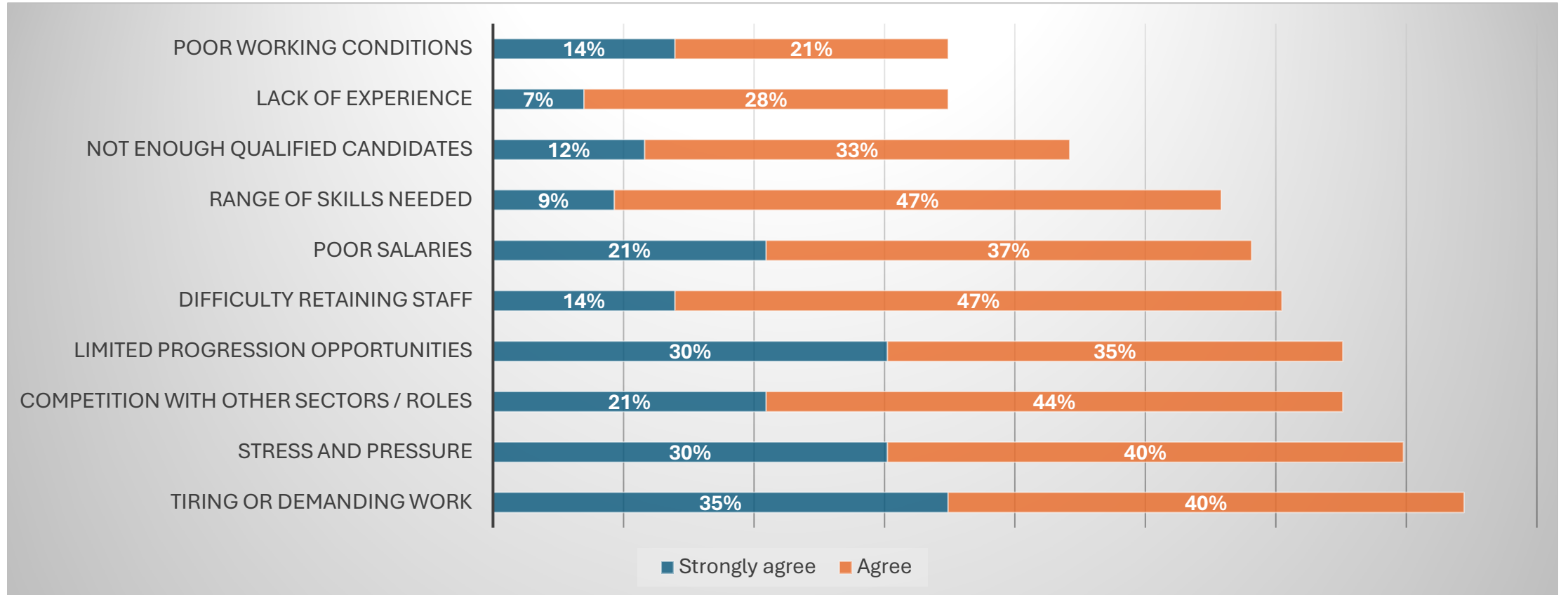
Changes in the future

- High degree of consistency expected
- Growing need for digital and AI competence
- Increased need to work with disadvantaged jobseekers and those with mental health issues
- Generally higher range of skills and knowledge.

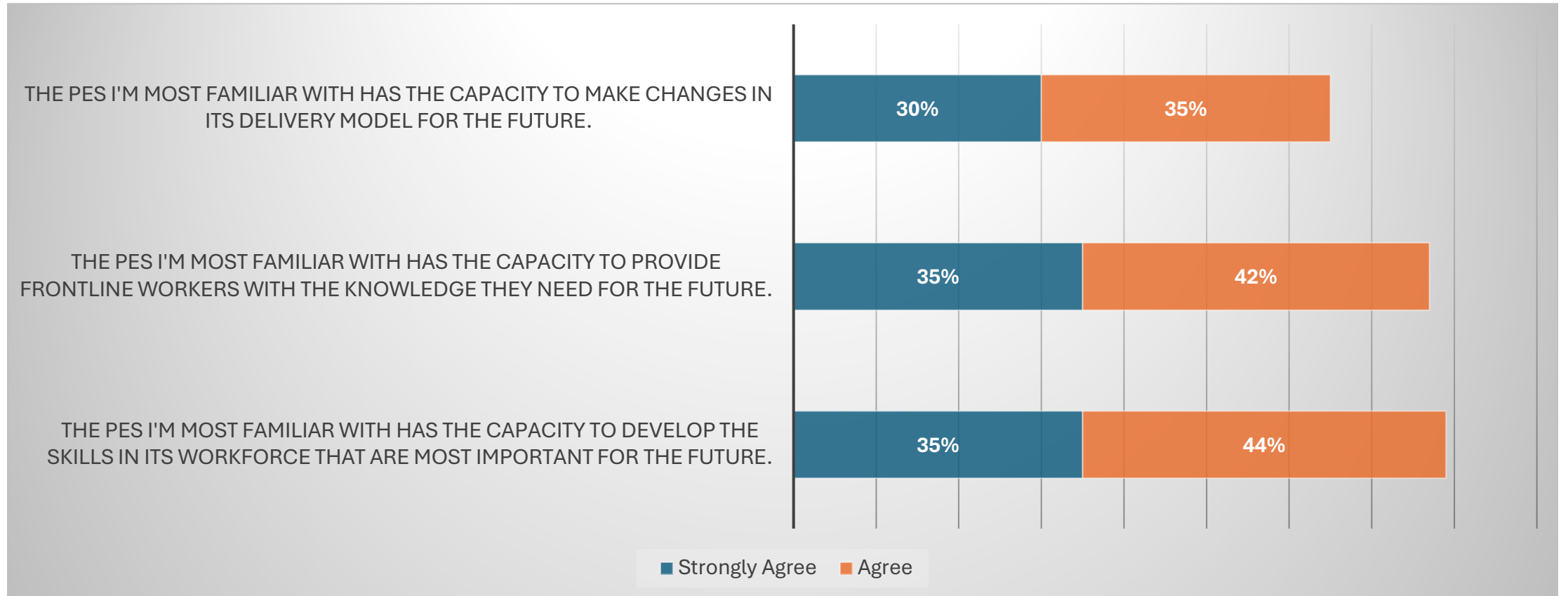
Future qualification requirements



Recruitment and retention issues



Capacity of PES to make changes



Conclusions and areas for development



Recognise the role of the PES practitioner.

The level of consensus around the core tasks, skills and knowledge of PES practitioners should provide the basis for further recognition, practice sharing and professionalisation.



Professionalise the role.

Frontline PES workers are engaged in a complex and high-level range of range of tasks which need skills and knowledge. This strengthens calls for the professionalisation of the role.



Explore greater specialisation and variation in professional levels.

The breadth of tasks which are included in PES practitioners role raises the question as to whether there is a need to create more structure to the profession both in terms of role specialisation and in terms of level.



Improve the quality of PES work.

Experts were concerned about the recruitment and retention of PES practitioners and there were clear indications that the quality of PES work is often low.



Develop PES' capacity to respond to the future of work.

Given the level of wider change that many commentators anticipate in the labour market it is likely that PES will need to enhance their capacity to develop their delivery models.



Undertake further research on PES practice.

There are important open questions about the tasks, skills, knowledge, qualifications, recruitment and retention and management and development of the frontline PES practitioner role.



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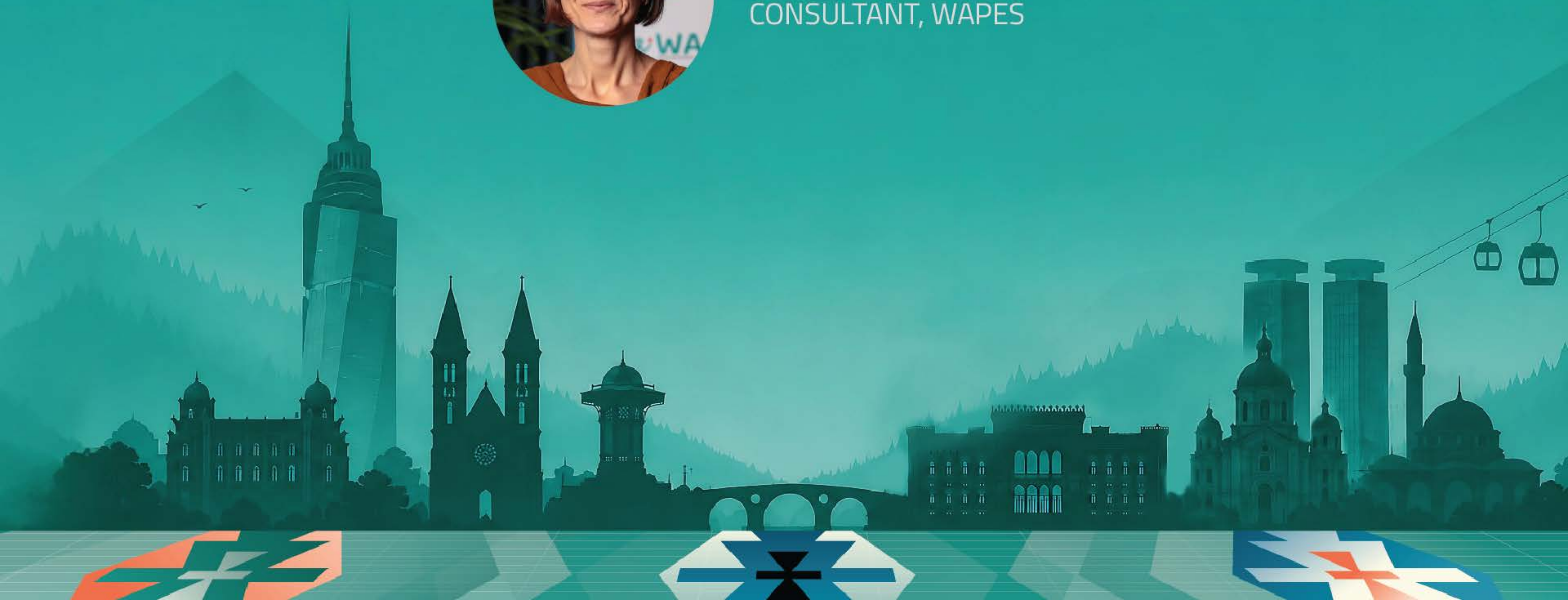


THANK YOU





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CONSULTANT, WAPES



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Future Skills for PES Counsellors

Skills needs for Public Employment Services

A Delphi study exploring current practice and future skills needs

PANEL DISCUSSION 4

COUNSELLING EXCELLENCE AND PARTNERSHIPS



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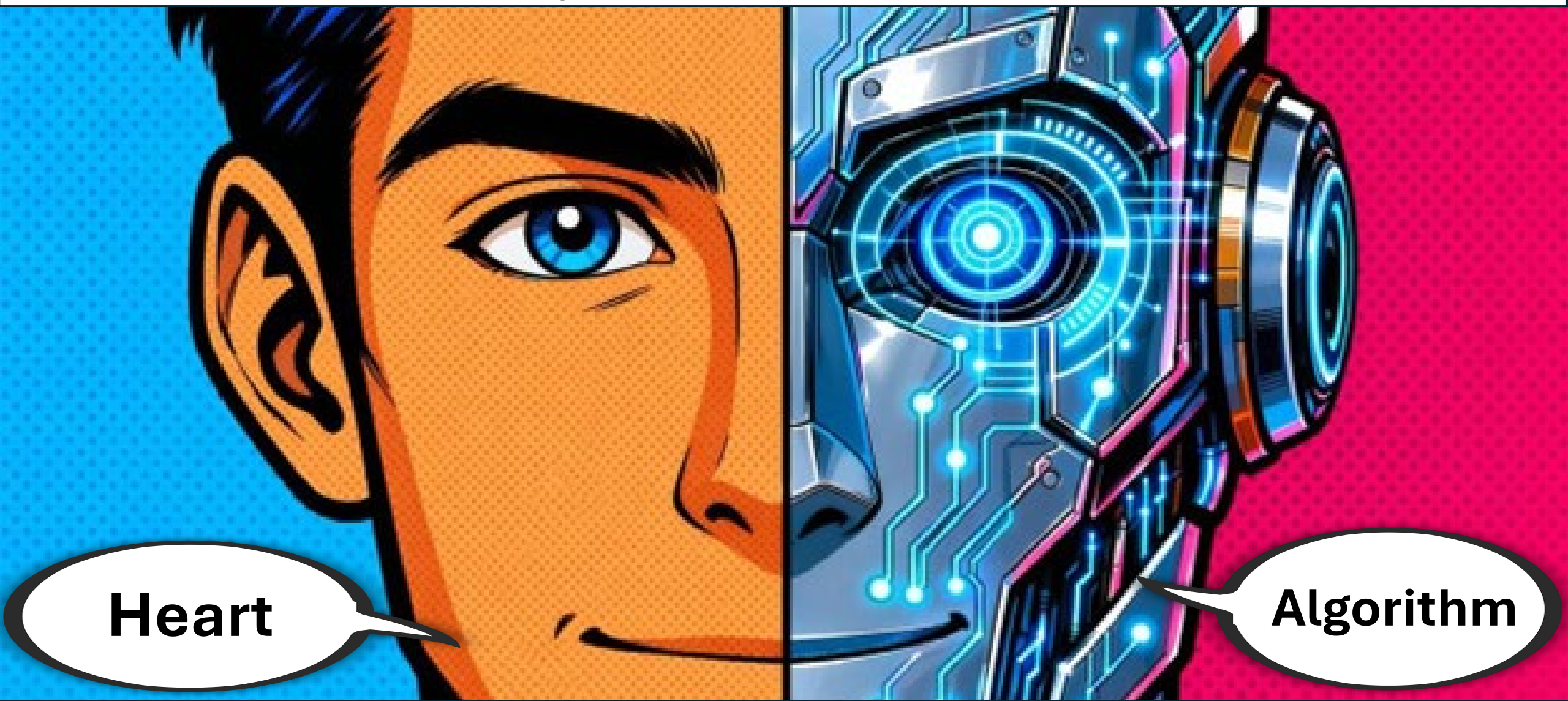
"HEART AND ALGORITHM" CULTIVATING 21ST CENTURY WORKFORCE DEVELOPMENT TALENT THAT CAN THRIVE IN A ROLE OF HIGH-TOUCH HUMAN PARTNERSHIPS AND HIGH-TECH TOOLS



MARC HANKE

CEO, INGEUS GMBH,
PART OF THE APM GROUP





Heart

Algorithm

Cultivating 21st-century workforce development talent that can thrive in a world of 'high-touch' human partnerships and 'high-tech' tools

Workforce development coaches operate in a complex world

More diverse caseloads
- unemployed, inactive *and* working people with more complex barriers - mental health, low skills etc....

More frequent job transitions
(Re)-skilling, lifelong learning and lifelong career navigation becoming more important

New digital/AI tools
revolutionizing how employers and jobseekers connect & how coaches deliver tailored services





**What are we looking for
in our top coaching talent?**

The right values (integrity, teamwork)

Essential skills before diplomas
(communication, collaboration, creative)

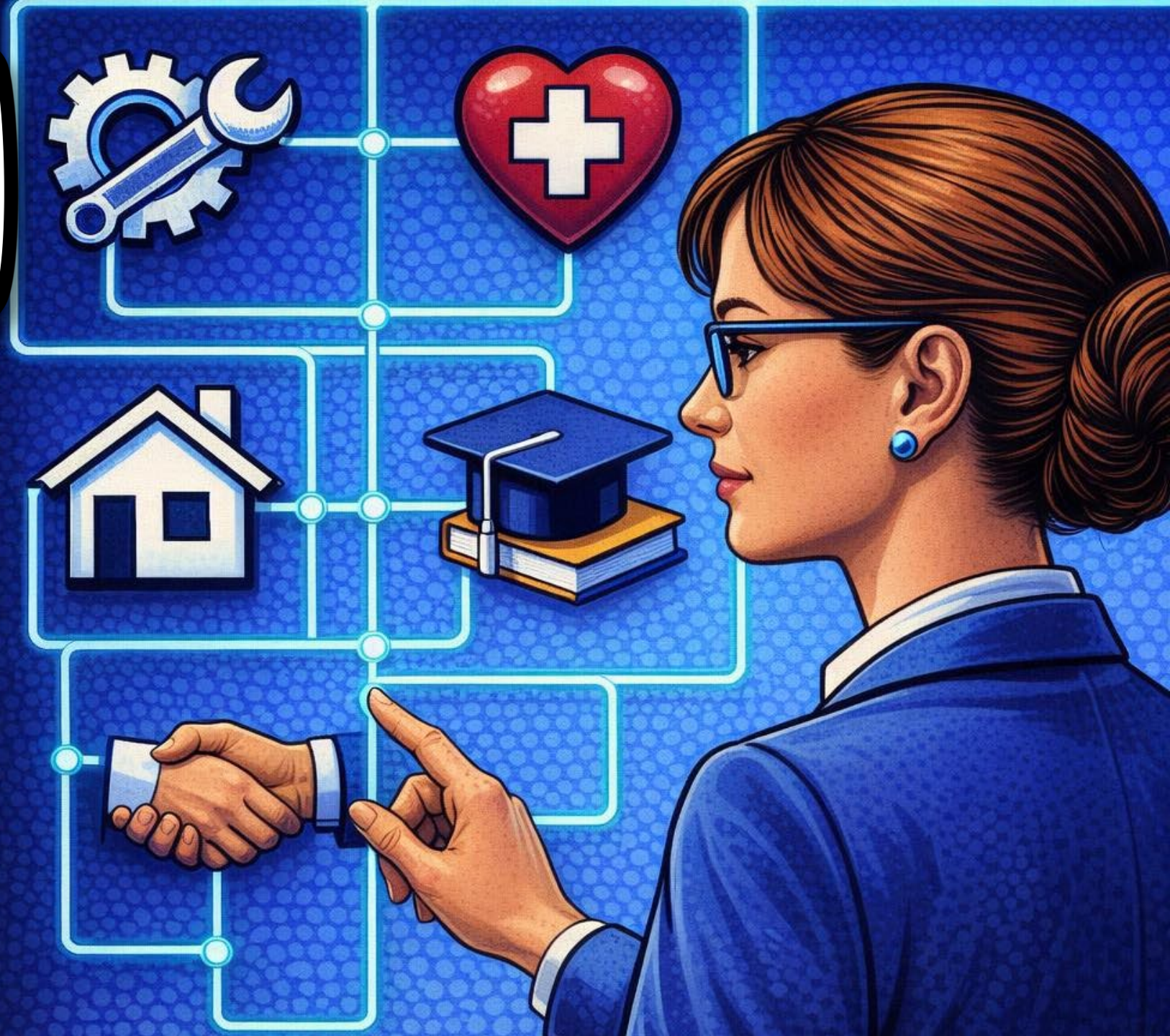
Strong growth mindset (embracing
digital learning & change, resilient)

Diversity and lived experience that
reflects different customer needs

We nurture coaches who can build **cross-disciplinary and cross-organisational supply chain ecosystems** to create seamless customer journeys

As caseloads become more complex coaches need to help jobseekers navigate skills, health & local service sectors

Coaches need to think beyond job placement to **job retention & progression and job-to-job transitions** (e.g., mental health, skills, flexibility)



We value coaches who foster co-design and common performance management of customer journeys across ecosystems

Germany & Switzerland. We recruit, train and develop refugees from Ukraine and Middle East to provide effective, multi-actor, trauma-sensitive services to other refugees

Australia, Canada, UK. We upskill local NGO supply chain partners to better harness digitalization, co-design & link services, and improve performance and scale up services

Germany. Coaches trained to be navigators, coordinators & integrators across ecosystems to create tailored pathways to sustainable work for 'inactive' women on social benefits

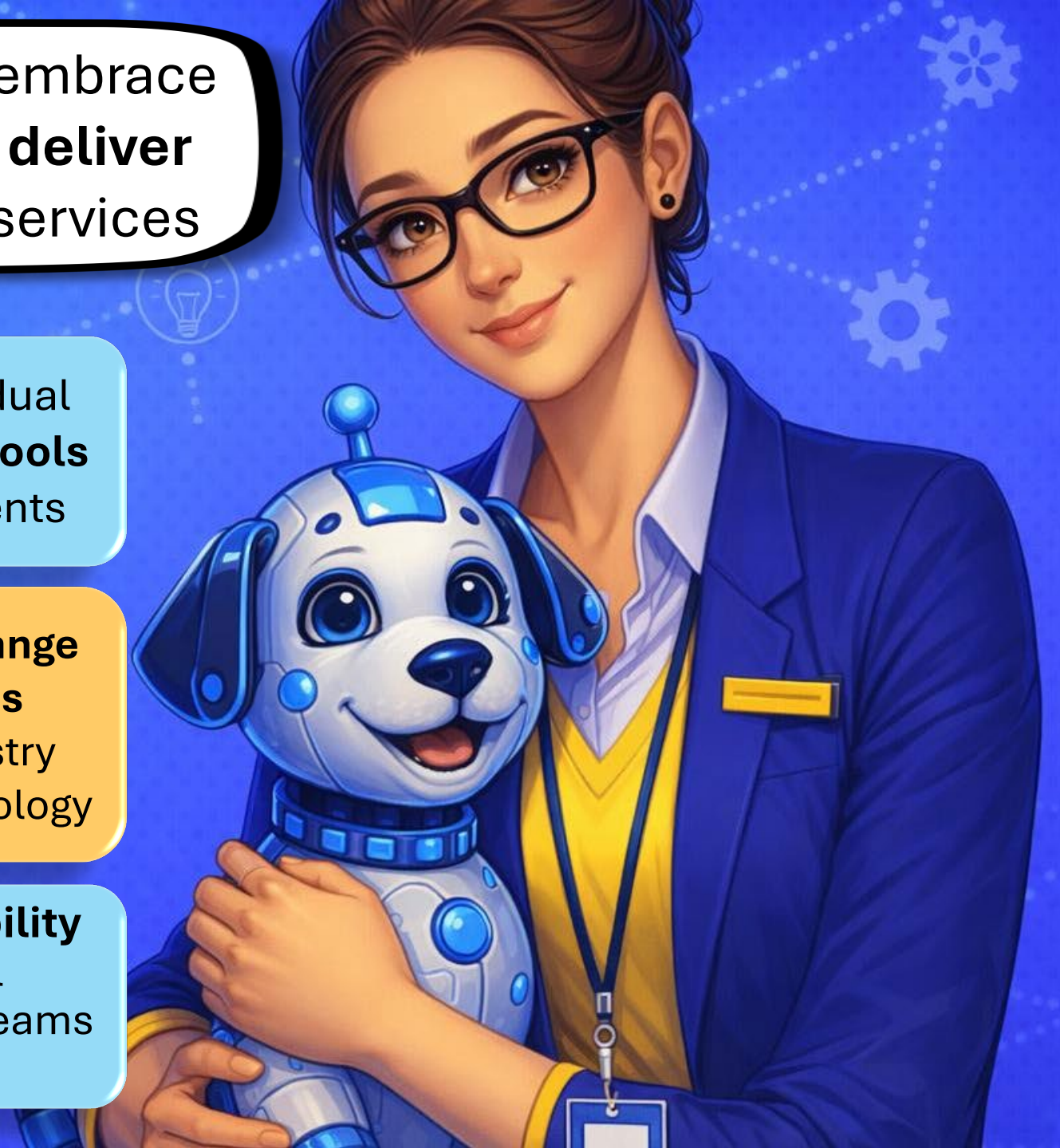


We are nurturing coaches who embrace **digitalization & innovation to deliver** more effective person-centric services

Guided ethical exploration and gradual evidence-based roll out of **digital/AI tools** including developing personal AI Agents

Empowering coaches to become 'change champions' through our **Continuous Improvement Academy** – using industry recognized Lean and Six Sigma methodology

Skills-based horizontal & vertical mobility to train for new roles or gain practical experience on multi-disciplinary project teams at home & abroad

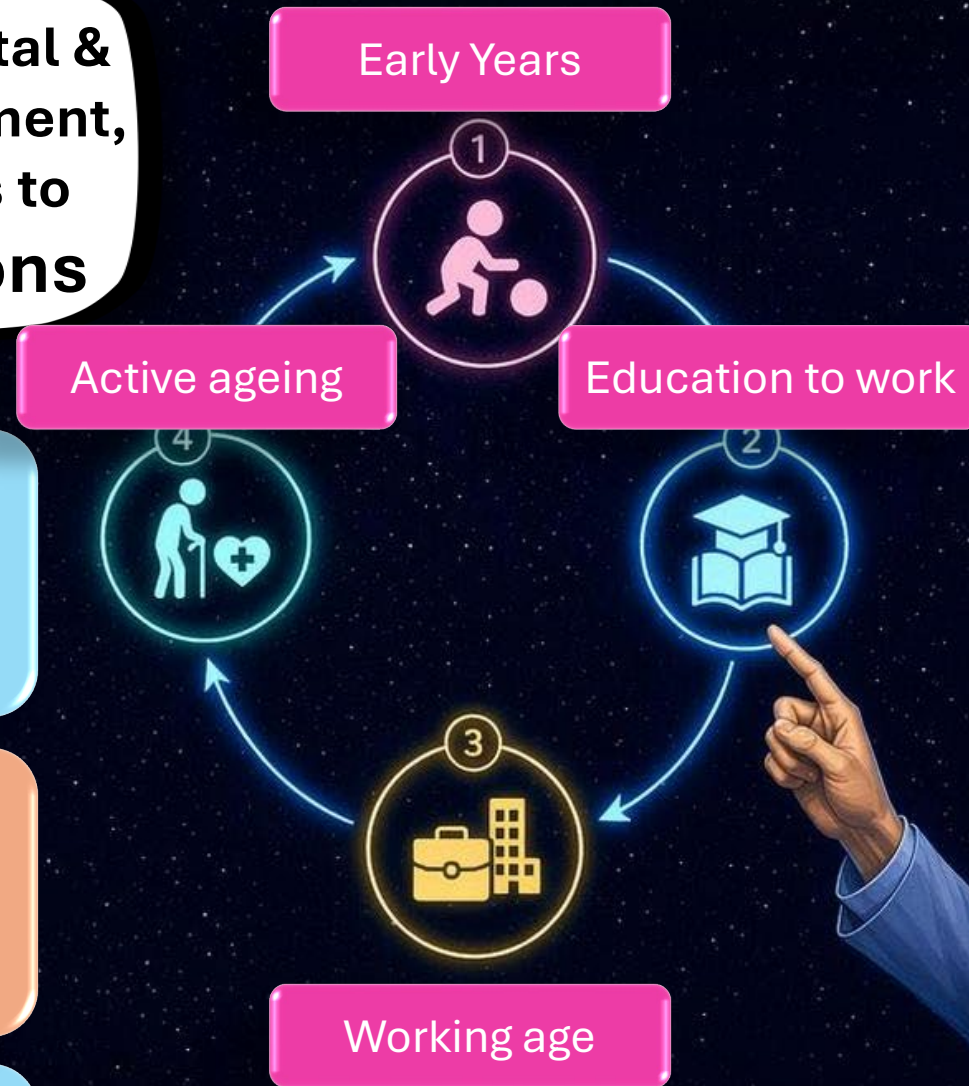


The future. Coaches leveraging digital & human touch across skills, employment, health and social service partners to coordinate key life transitions

Workforce development coaches will **work outside traditional 'working age'** group of 15-54 to provide coordinated services upstream (early years, education) and downstream (active ageing)

Data will drive coordination and evidence-building across disciplines and ecosystems to deliver and improve customer journeys

As working populations in Europe continue to decline, **mixed digital and in-person cross-border ecosystems** will emerge to nurture and tap talent outside EU





let's talk later



THE NETWORK OF CENTRES FOR GUIDANCE IN EMPLOYMENT (REDCOE) OF SPAIN'S NATIONAL EMPLOYMENT SYSTEM: ROLE IN STRENGTHENING THE SKILLS OF THE PES COUNSELLORS



GABRIELA ÁLVAREZ ROOSVALL

SOCIAL WORKER, SEPE - PUBLIC
EMPLOYMENT SERVICE OF SPAIN



The Network of Centres for Guidance in Employment (RedCOE) of Spain's National Employment System: role in strengthening the skills of the PES counsellors

Gabriela Álvarez Roosvall
Lucía Muro Abad

WAPES Conference, Sarajevo, 20-21 May 2026



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SERVICIO PÚBLICO
DE EMPLEO ESTATAL
SEPE

01 | MEETING THE CHALLENGES OF A DECENTRALISED STATE MODEL

SPAIN:

17 Autonomous Communities (Regions)
2 Autonomous Cities (Ceuta and Melilla)

COMPLEXITY in division of powers

STATE'S EXCLUSIVE: Labour & Social Security legislation
SHARED COMPETENCES

NATIONAL EMPLOYMENT SYSTEM (SNE)

SPANISH PUBLIC EMPLOYMENT SERVICE (SEPE)

- **Unemployment benefits**
- Certain competences in **Active Labour Market Policies** (in Ceuta and Melilla, full competences).
- Drafting regulations in **employment, job training**

17 PUBLIC REGIONAL EMPLOYMENT SERVICES

- **Active Labour Market Policies** (registration of job seekers, guidance, On-the-Job Training, matching)
- With SEPE: **coordination instruments** in employment policy
- **Own Employment Plans** within the State regulatory framework



712 EMPLOYMENT OFFICES

Benefits Offices



Employment Offices



02 | IMPROVING COORDINATION AND COHERENCE ACROSS THE SYSTEM

EMPLOYMENT LAW

Ley 3/2023, de 28 de febrero, de Empleo

GOVERNANCE BODIES OF THE NATIONAL EMPLOYMENT SYSTEM

SECTORAL CONFERENCE ON EMPLOYMENT AND LABOUR AFFAIRS

Collaboration body: **STATE and AACC**

GENERAL COUNCIL OF THE NATIONAL EMPLOYMENT SYSTEM

Advisory and Participatory Body: **STATE, AACC and SOCIAL PARTNERS**

GOVERNANCE INSTRUMENTS OF THE NATIONAL EMPLOYMENT SYSTEM

SPANISH STRATEGY FOR ACTIVE EMPLOYMENT SUPPORT (EEAAE)
4 years

ANNUAL PLAN FOR THE PROMOTION OF DECENT EMPLOYMENT (PAFED)

COMMON PORTFOLIO OF GUARANTEED SERVICES OF THE NATIONAL EMPLOYMENT SYSTEM

INTEGRATED PUBLIC INFORMATION SYSTEM OF EMPLOYMENT SERVICES (SISPE)

Technical support in the Governance Scheme: Network of Centres for Guidance in Employment (**RedCOE**)

03 | THE COE NETWORK: BALANCING COMMON FRAMEWORKS AND LOCAL DIVERSITY

NextGenerationEU Funds harnessed to create the
Centres for Guidance, Entrepreneurship, Support and Innovation in
Employment

Spaces for Innovation

Providing
supra-regional support
for **coordinated action**
at **national level** on
innovation in
employment

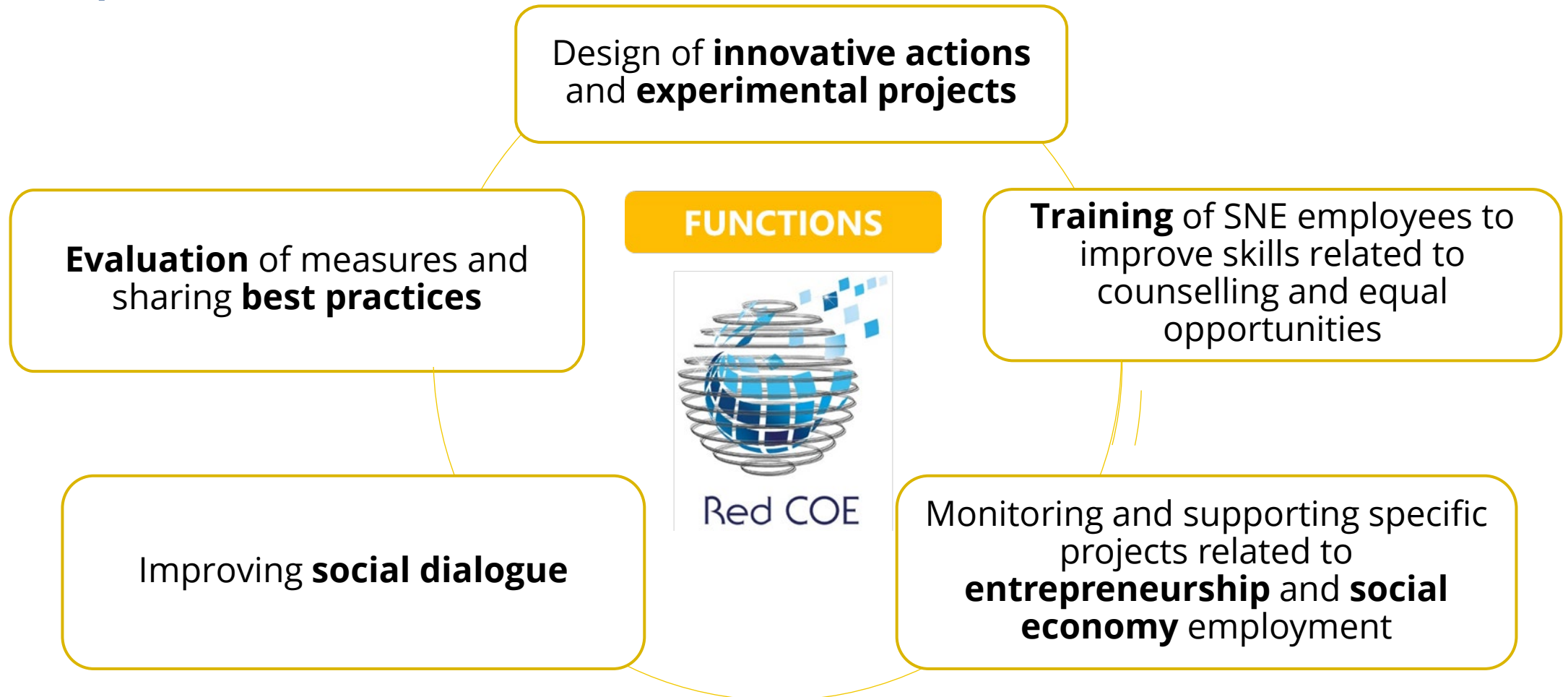
Strengthening the
design, development
and **evaluation** of
public policies to
support employment
activation

Reinforcing nationwide
technical collaboration
and **specialised**
support in areas such
as professional training
and best practices

2022: Initial creation, **14 COE centres** (State Centre included)

2024: Full completion, all **20 centres**

04 | THE COE NETWORK: BALANCING COMMON FRAMEWORKS AND LOCAL DIVERSITY



05 | TRANSFORMING COUNSELLORS TRAINING AT REGIONAL AND NATIONAL LEVEL



➤ Standard **planning tool** for skills development

➤ Aligned with **Areas** from previous cycle (Plan 21-23).

6 | The Network of Centres for Guidance in Employment (RedCOE) of Spain's National Employment System: role in strengthening the skills of the PES counsellors

06 | INCREASING COUNSELLORS OWNERSHIP IN THE LEARNING JOURNEY

PROFESSIONAL TRAINING NEEDS ASSESSMENT



Participants from all Public Employment Services and the COE Network

Ranked Catalogue of professional development needs

Expected outcomes: professional training courses **aligned** with the actual development **needs** of counsellors, **greater participation** in skills development activities, and improved staff **satisfaction** with the training received.

New Model in Employment Counselling

Purpose: To design and implement a standardised, common intervention model for the provision of **personalised, comprehensive, inclusive and universal employment counselling services**, particularly for the development of **tailored profiles**

Added value:

Standardisation: A single model for the entire National Employment Service (SNE)

Accuracy: Profiling based on statistical evidence and the labour market

Quality: Guaranteed by ethical criteria and comprehensive support.

Towards a Comprehensive Entrepreneurship Advisory Service

Standardised, structured model for the Public Employment Services within the scope of the whole National Employment System (SNE) that **brings together all stages of support for entrepreneurship and self-employment.**

Ultimate Goal: To facilitate technical work and offer a cutting-edge service across the whole territory







08 | INNOVATING TOWARDS A HOLISTIC SYSTEM

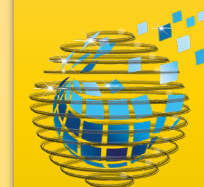
- **Creative approaches** for upskilling of staff **within and outside the National Employment System.**
- **Round-table discussions with experts'** insights in labour market integration

NOE: New Opportunities for Employment

EOE: Entrepreneurship Events for Employment

DINAMO: Dissemination of active labour market policy initiatives for counsellors

-  Host: State Centre
-  Aimed at professionals working in counselling, recruitment and placement
-  Webinar or mixed format
-  Duration 1 hour
-  Q&A through live chat
-  Continuous improvement through satisfaction surveys



Red COE

Centro Estatal de Orientación,
Emprendimiento, Acompañamiento
e Innovación para el Empleo

Thank you!
¡Gracias!



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EU SUPPORT TO LABOUR MARKET INSTITUTIONS IN BOSNIA AND HERZEGOVINA



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PROGRAMME MANAGER FOR EMPLOYMENT,
DELEGATION OF THE EU TO BOSNIA AND HERZEGOVINA



Panel Discussion 4: Counselling Excellence and Partnerships

EU Support to Labour Market Institutions in Bosnia and Herzegovina

Ljiljana Pandžić, Programme Manager, EU Delegation to Bosnia and Herzegovina



Sector Complexity

Structural labour market issues in Bosnia and Herzegovina (BiH):

High Unemployment → youth, women, long-term unemployed

Skills Mismatch → Education not aligned with labour market needs, gaps in qualified workers for growing sectors.

Informal Employment → Large informal sector, limiting social protection and reducing tax revenues

Fragmented Institutions → Complex administrative structures (two entities, Brcko District and ten cantons)

Low Labor Participation → Especially women, outside the workforce due to social norms and childcare issues

Brain Drain → Skilled workers emigrate, further weakening the domestic labour market



Sector Complexity

Main policy areas/Acquis chapters:

Social Policy and Employment (Ch. 19) and Free movement of Workers (Ch. 2)

Cross cutting: Enterprise & Industrial policy (Ch. 20), Statistics (Ch. 18), Judiciary & Fundamental Rights (Ch. 23), Education & culture (Ch. 26)

Some progress in increasing employment and reducing unemployment, but overall participation and employment rates remain far below EU averages; systemic barriers limit access to labour market, particularly for individuals facing compounded labour market disadvantage.

Major steps need to be taken to (1) align the legislative framework with the EU acquis; (2) Implement reforms and strengthen capacities of the Public Employment Services (PESs); (3) Increase employment and improve labour mobility; (4) Strengthen social dialogue; etc.



What EU does in BiH:

→ Using the Instrument for Pre-accession Assistance (IPA) and other financial mechanisms to support necessary reforms by:

I. Modernisation of the Public Employment Services (PESs)

Capacity Building: Training employees of the PESs focusing on modern career counselling, profiling, and job-to-job transition support

Methodology Upgrades: Methodologies for labour market research and evaluation

Individualized Counselling: Trainings focused on helping counsellors provide customized career guidance and specialized support to disadvantaged groups

II. Increasing access to ALMPs by building eco-system and cross-sectoral partnerships

III. Transforming skills



I. Modernisation of the PESs

IPA 2016 Strengthening the capacity of the labour market institutions

- Operationalisation of systems for monitoring and evaluating labour market needs (harmonized final methodology for Labour Market Research established and piloted)
- Assessing effectiveness of the existing active labour market measures
- Trainings for the staff of labour market institutions for effective implementation of ALMPs aimed at cooperation with employers and provision of services (series of trainings conducted based on institutional needs)
- Improving exchange of information on the supply and demand of labour force (cooperation with employers and the role of the EURES network in this process)



IPA 2019 EU Support to Local Employment Partnerships (LEPs)

- Improvement of the ALMPs (RS PES: Evaluation of the RS Self-Employment Programme, FBiH PES: Evaluation of the ALMP “I Am Looking for an Employer”)
- Labour market shortages: Web-scraping tools for PES counsellors & Methodology for the Labour Shortage Index for BiH

IPA 2020 EU4EMPLOYMENT in Bosnia and Herzegovina

- Peer-learning workshops / trainings: Activation / Outreach, Motivational Support, Training and Traineeship, Workability Assessment, PES-provided employer services
- Trainings modules on profiling, ALMP (re)design, monitoring and evaluation, Biz-UP, self-employment counselling for women, quality offers within the Youth Guarantee);
- Minimum Service and Programme Delivery Standards developed → continues under **IPA 2021 EU4EMPLOYMENT "Harnessing the Green and Digital Transitions"**



II. Increasing access to ALMPs by building eco-system and cross-sectoral partnerships

IPA 2019 EU Support to Local Employment Partnerships (LEPs)

- LEPs are multi-stakeholder platforms bringing together: Public employment services, local authorities, education and training providers, private sector and business support organisations, civil society organizations → **26 Local Employment Partnerships established**
- Coverage includes 50+ local communities across Bosnia and Herzegovina
- Accreditation of adult education providers
- Improvement of cooperation with the Employers' Associations - Research on employers' perceptions of ALMPs and PES services

EU Support to Labour Market Institutions in Bosnia and Herzegovina



IPA 2020 EU4EMPLOYMENT in Bosnia and Herzegovina

- Increasing access to ALMPs for youth, rural women and vulnerable groups (persons with disabilities, Roma, long-term unemployed) → **16 Employment Support Interventions extending services to people with multiple barriers to labour market**
- Each Intervention involving: Public employment services, local authorities, education and training providers, private sector and business support organisations, civil society organizations (specialised for target groups) → **over 6,600 outreached by joint efforts of all partners**

IPA 2021 EU4EMPLOYMENT "Harnessing the Green and Digital Transitions"

- Increasing access to ALMPs for youth, rural women and vulnerable groups (persons with disabilities, Roma, long-term unemployed) with focus on green and digital jobs
- Each Intervention will extend partnerships to actors in green and digital fields



III. Transforming skills

IPA 2019 EU Support to Local Employment Partnerships (LEPs)

Each LEP has provided for:

- Introduction of at least two vocational training programmes for hard-to-employ jobseekers registered with PESs
- Certification of training programmes by competent authorities
- Delivery of vocational trainings to increase employability and labour market competitiveness
- Provision of entrepreneurship training and support to business registration



III. Transforming skills

Reducing skills gaps and encouraging associated investments

- **62 accredited training providers**, including:
 - Vocational and technical schools
 - Universities
 - Private companies
 - Local development agencies
- **157 new certified training programmes** introduced for in-demand occupations
- Expanded access to labour-market-oriented adult education at the local level



What's Next: Growth Plan for the Reform and Growth Facility

BiH Reform Agenda

- Complementing Instrument for Pre-Accession Assistance
- Policy Area **Human Capital Development and Retention**
 - **Labour Market Reforms (9 steps → 76 M€)**



THANK YOU for YOUR ATTENTION!

PANEL DISCUSSION 5

DIGITAL TRANSFORMATION AND AI IN PES



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

MODERATOR



AI RUINED THE RECRUITMENT PROCESS. HOW TO RESHAPE THE PROCESSES OF CAREER COUNSELLING AND RECRUITMENT USING AN INNOVATIVE PERSONALITY ASSESSMENT COMBINED WITH AI & DATA



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The Peacock sharing its beauty and sending signals



More variance in signals might lose effect...



Crayon Sketch
Simple & charming



Paper Cut Art
Layered craft



Floral Painting
Vivid oil style



Pencil & Colour
Traditional drawing



Botanical Illustration
Detailed pencil art



Mandala Peacock ✦
Original creation



Graphic Mosaic ✦
Original creation

Reshaping the Future of Recruitment and Career Counseling

Leveraging personality science and technology for better job fit

Presenters: Ludger Weller, Peter van der Bel

WAPES Conference, Sarajevo, May 21st, 2026



“a picture is worth a thousand words”

We unlock & apply the promise of personality psychology research



Peter van der Bel
curator



Joep van den Hoven
maths



Jan Schoormans
science



Gijs Heerkens
technology



Ludger Weller
partnerships



Jori de Goede
programming



Joe Gladstone, Sam Gosling, Michal Kosinski, Sandra Matz, Geoffrey Miller, Ruth Mugge, Gideon Nave, Juan Ortiz Nicolas, Jamie Pennebaker, Vesseling Popov, *Jan Schoormans*, David Stillwell



Innovating psychological assessments



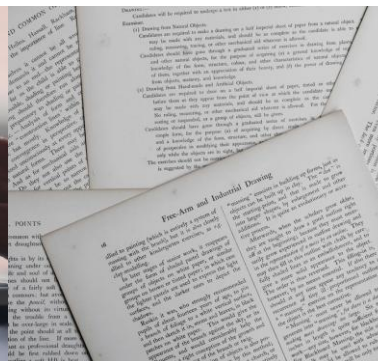
**Current
practise**



offline test



online test



text-based



**low rate of
completion**



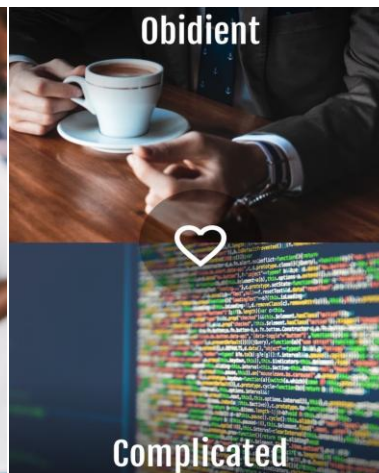
takes long



**New
approach**



mobile-first



hybrid



adaptive



rapid response



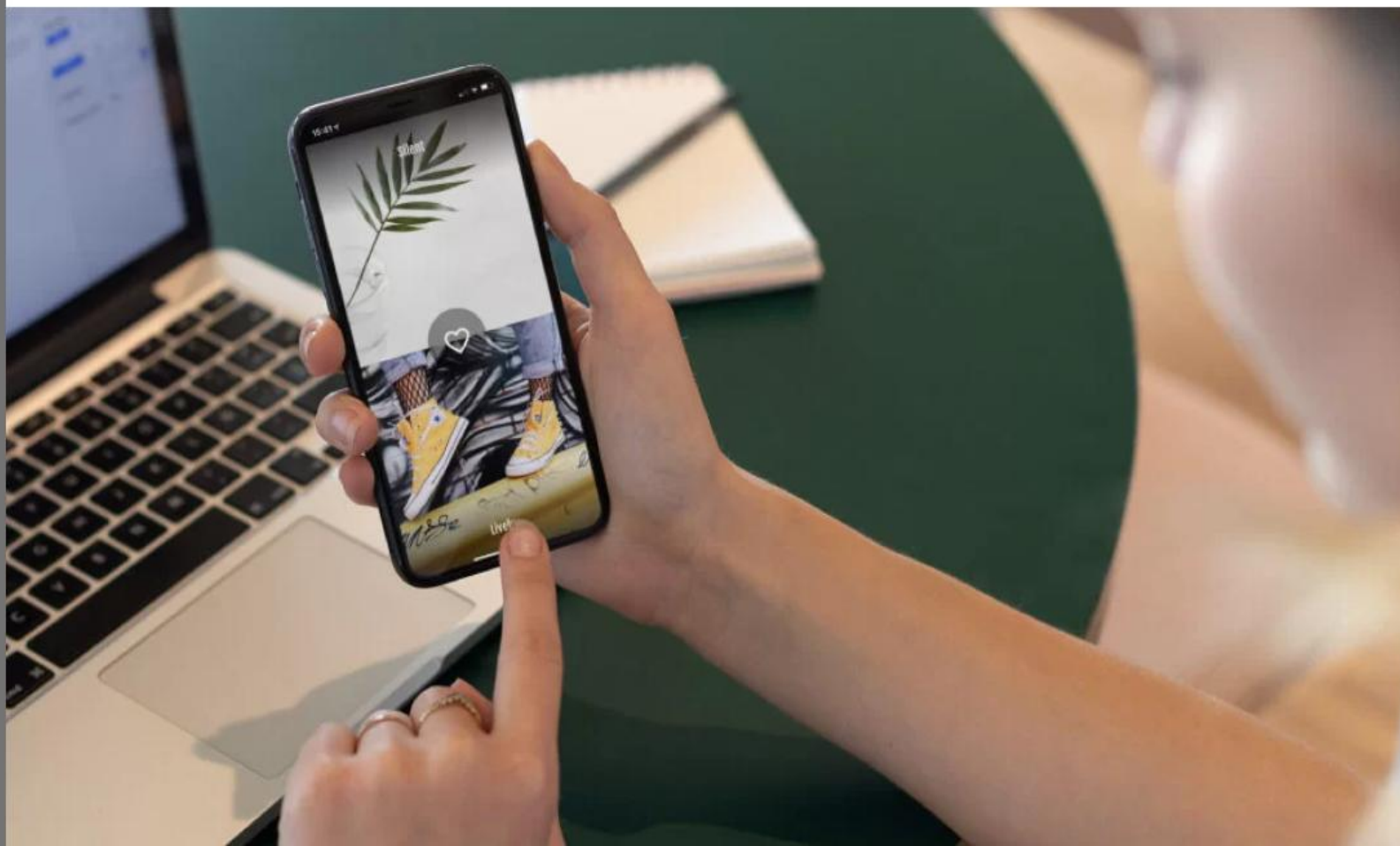
gamified

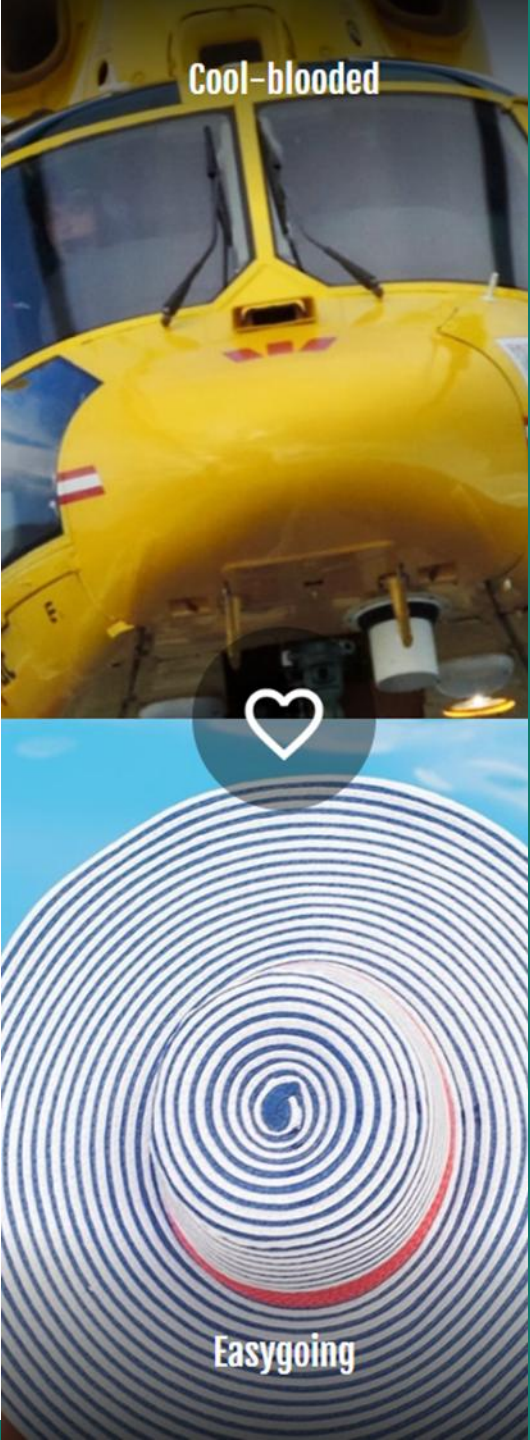


WE MAKE PSYCHOLOGICAL TESTING FAST, FUN AND FAIR

By tapping into what humans are best at: visual processing

Since 2011





“A picture is worth a thousand words”

Fred R. Barnard, 1921

<https://www.scientificamerican.com/blog/observations/more-than-meets-the-eye-the-evolution-of-personality-testing/>

Your Brain on Images



MIT 2014
13ms

to process an image



3M / Zebisco research
60,000×

faster than text



Social Science Research Network
90%

of brain input is visual

Visuals bypass language —> processed before conscious thought even begins.

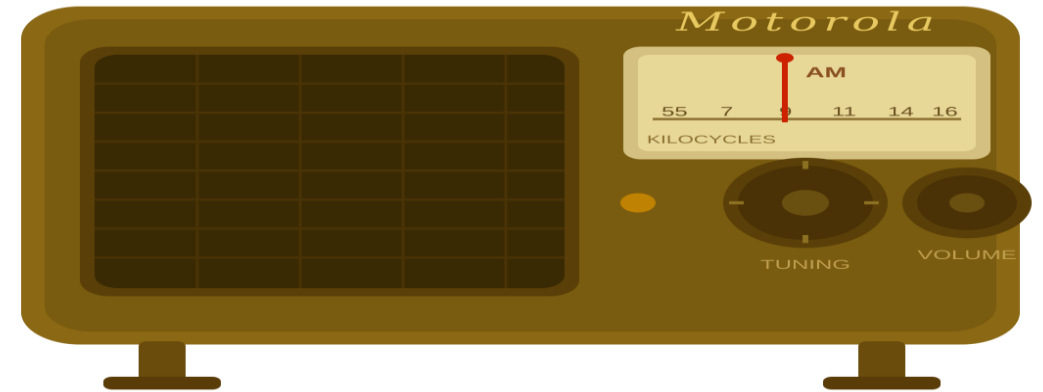
THE GREAT DEBATE


September 26, 1960 · The First Televised Presidential Debate



 TELEVISION · ~70 million viewers

Kennedy (left) vs **Nixon** — CBS Studios, Chicago



 RADIO · Listeners preferred Nixon



"Those who watched on television gave Kennedy the edge. Those who listened on radio preferred Nixon."

AI ruined the recruitment process

When signals become noise, what to navigate upon?

Making Talk Cheap:

Generative AI and Labor Market Signaling

Research by Anais Galdin (Dartmouth) & Jesse Silbert (Princeton)

Impact of AI –LLM- on labor market signaling

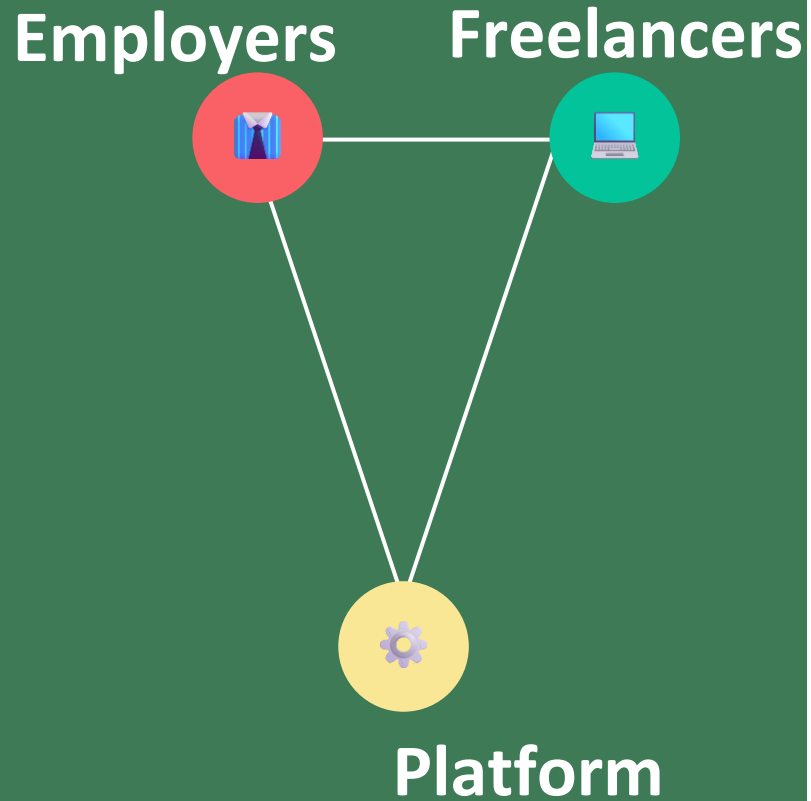
where, for $j \neq 0$:

$$\log(\bar{P}_{ij}(\bar{\theta} | \bar{D}_i)) = \bar{\delta}_{ij}(\bar{D}_i; \bar{\theta}) - \log\left(1 + \sum_{k \in Q_i \setminus \{0\}} \exp(\bar{\delta}_{ik}(\bar{D}_i; \bar{\theta}))\right) + \log(\pi), \quad (56)$$

and for $j = 0$:

$$\log(\bar{P}_{i0}(\bar{\theta} | \bar{D}_i)) = \log\left(1 + \left(\left(1 + \sum_{k \in Q_i \setminus \{0\}} \exp(\bar{\delta}_{ik}(\bar{D}_i; \bar{\theta}))\right)^{-1} - 1\right) \cdot \pi\right). \quad (57)$$

3-SIDED DIGITAL LABOR PLATFORM (DLP)



How platforms like Freelancer.com, Upwork & Fiverr connect Clients ↔ Talent ↔ Platform to create value

70M+

Registered
Freelancers

\$1.3T

Freelance Economy
(US Annual)

400+

Skill Categories
on Platforms

28M+

Registered
Freelancers in EU

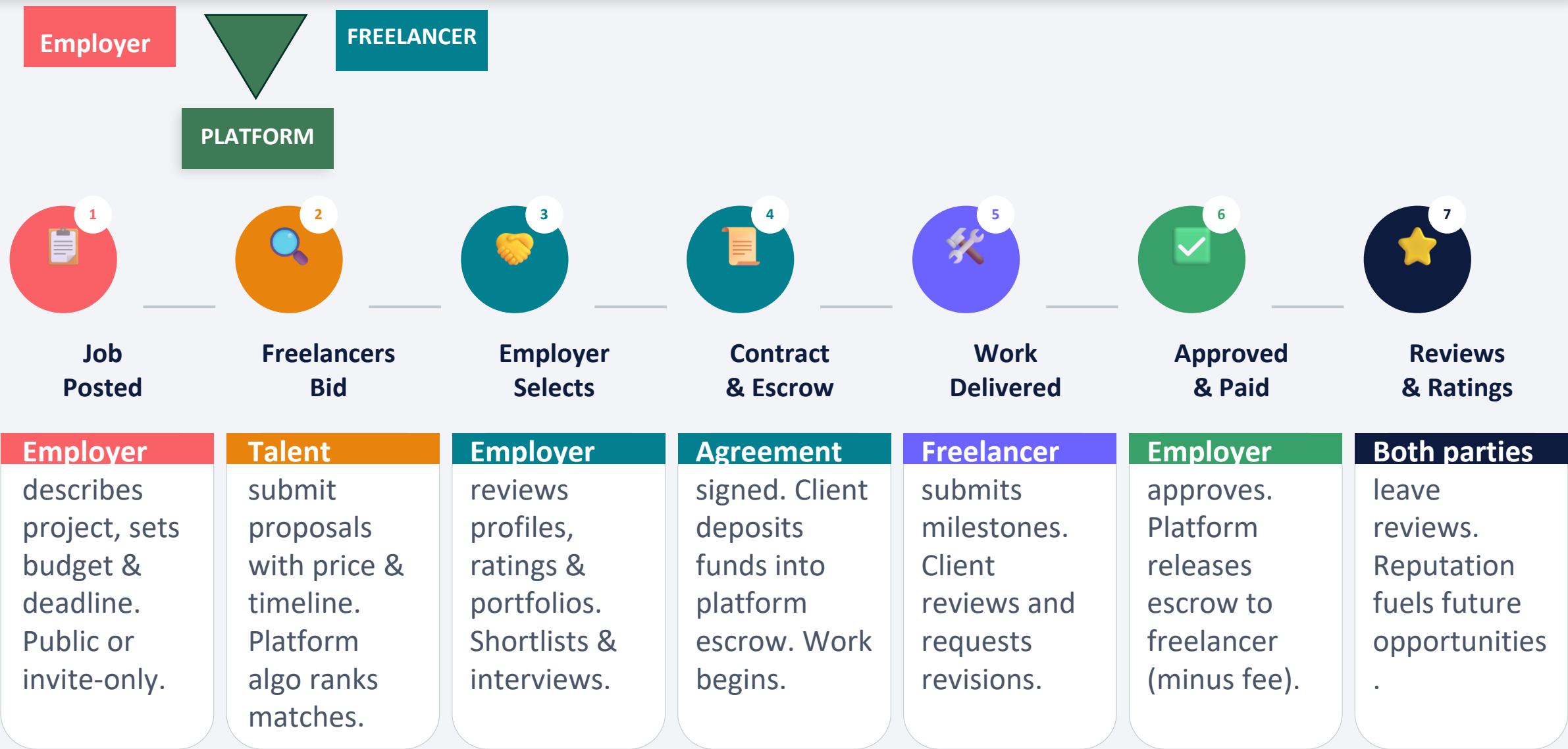
\$700 B

Freelance Economy
(EU Annual)

18.5% CAGR

EU growth exp. to \$5.5B by 2033

HOW IT WORKS — End-to-End Process Flow



💰 **Platform Revenue Touchpoints:** Job posting fees · Commission on completed work · Premium subscriptions · Featured listings · Skill verification badges

Pragmatik



Kompleks

Data & Methods

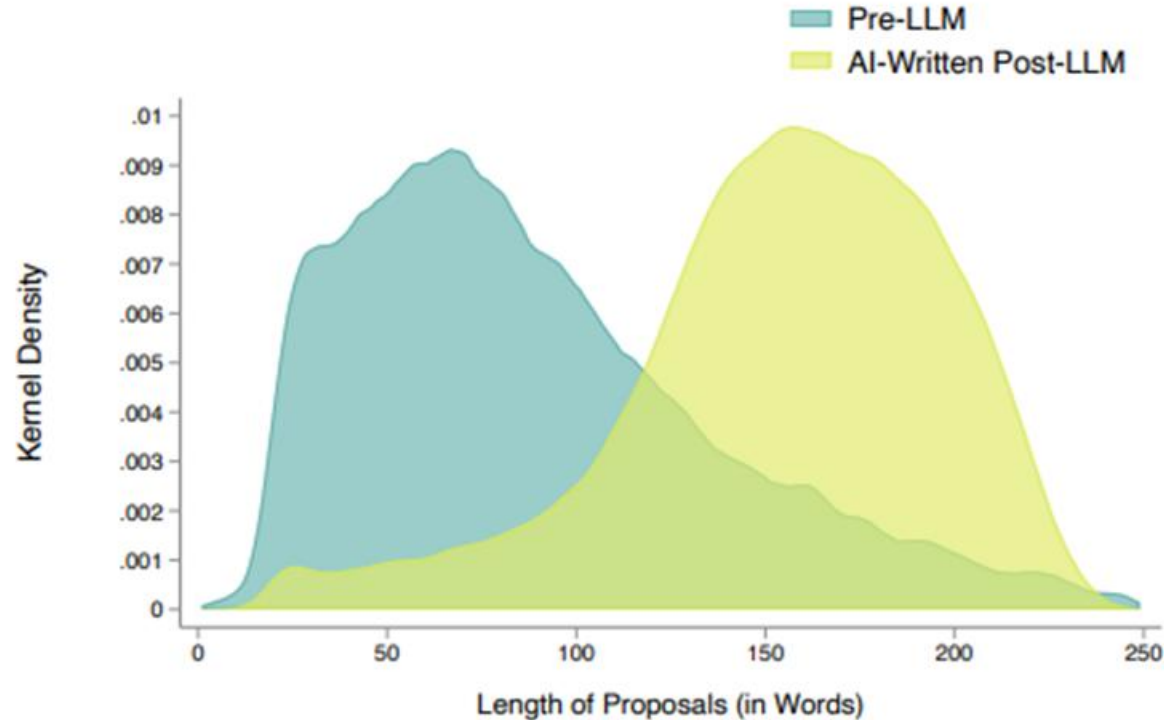
- **Freelancer.com** since 2009, 85 million users 150+ countries
- Proposal signal measured with AI-based customization scoring
- BEFORE **APRIL 2023** and AFTER: introduction of AI tool

Signals; to judge application efforts and applicant's skills

1. Has read the details of the job post
2. Has tailored the proposal to the job post, avoiding general language
3. Understands the goal of the task described in the job post
4. Understands the complexity of the task described in the job post
5. Has demonstrated initiative to complete the task described in the job post

1. Directly mentions the requisite skills to complete the task asked for in the job post
2. Directly provides evidence of the worker possessing relevant experience
3. Is written in clear and mostly grammatically correct English
4. Is written using a professional, non “spammy” tone

Before AI tool and after APRIL 2023 with AI tool



- Pre-LLM: Strong link between customization of applications and hiring
- Post-LLM: Signal–effort–ability link breaks
- Writing quality generally increased and no longer differentiated good from less promising candidates (paradoxical)

Before AI tool and after APRIL 2023 with AI tool

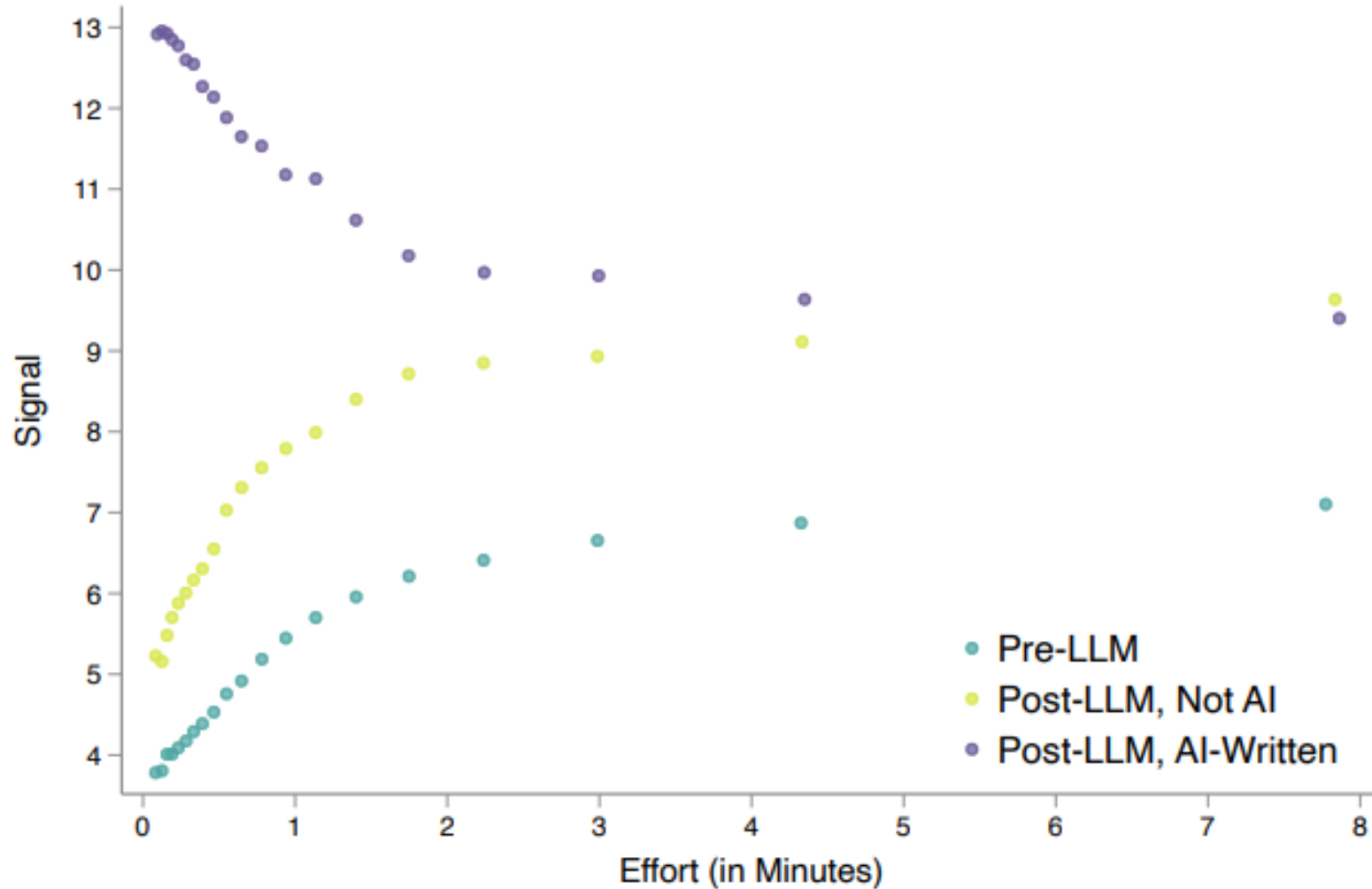


Figure 5: Binscatter Signal on Effort
Pre-LLM vs. Post-LLM, Not AI vs. Post-LLM, AI-Written

Main Findings

BEFORE LLMs → Writing signals ability

+\$26

Employer WTP

A 1 SD higher signal was as valuable as cutting a bid by \$26

0.55

Signal–Ability correlation

Signals were highly predictive of actual worker ability

4×

Higher hire rate

Top-signal applicants hired ~4× more than average

Higher effort → higher signal → higher chance of being hired. Signals also predicted 5-star job completion, confirming they captured genuine ability.

AFTER LLMs → Value of the Signal collapses

–58%

Drop in employer WTP

Willingness to pay for signals fell sharply post-ChatGPT

11.9

AI proposal avg. signal

vs 5.2 average before — AI inflates scores effortlessly

0

Predictive power

Signals no longer predict job completion outcomes post-LLM

AI-written proposals score high regardless of worker effort. The link between effort, signal, and ability breaks completely — employers can no longer use proposals to screen candidates.

Key Insight

The problem is not that all proposals look the same — signal variance actually increased. Employers stopped trusting signals because they no longer reliably indicate effort or ability.

Quantified Consequences

Structural model counterfactual: market without signaling vs. pre-LLM equilibrium

-19%

Top-quintile workers hired less

+14%

Bottom-quintile workers hired more

-5%

Average worker wages

-4%

Worker surplus

WHY DOES THIS HAPPEN?

01 Employers lose a screening tool

Without proposal quality as a signal, employers cannot distinguish high- from low-ability workers.

02 High-ability workers can't compete on price

Ability correlates with higher job costs ($r=0.19$), so high-ability workers can't always underbid lower-ability rivals.

03 Observable profiles are uninformative

Platform reputation and work history explain only ~3% of the variation in worker ability.

Total market surplus falls 1% · Hiring rate drops 1.5% · Employer surplus barely changes (wages paid fall, offsetting lower-quality hires)

Quantified Consequences

Structural model counterfactual: market without signaling vs. pre-LLM equilibrium

-19%

Top-quintile workers hired less

+

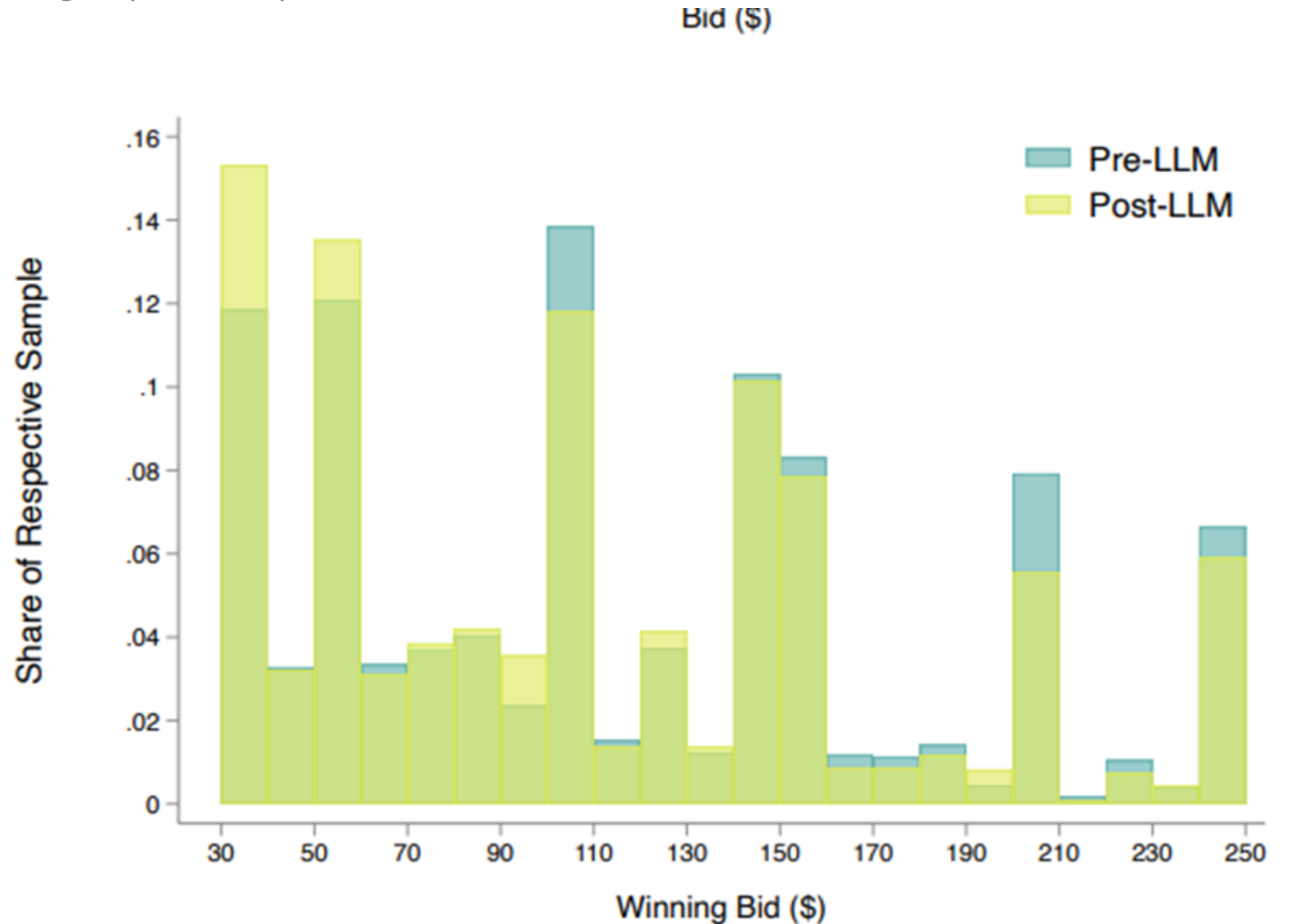
Bottom-qu

WHY DOES THIS HAPPEN?

01 Employers lose a screening tool

Without proposal quality as a signal, employers cannot distinguish high- from low-ability workers.

Total market surplus falls 1% · Hiring rate drops



Implications for Recruitment Processes

01 Cover Letters & Written Applications

Written applications alone can no longer reliably differentiate candidates. Recruiters who still rely on proposal quality as a proxy for motivation or ability risk systematically overlooking strong candidates — and hiring weaker ones.

02 Skills-Based & Structured Assessment

Employers should shift toward skills tests, structured interviews, work samples, or trial tasks — screening tools that AI cannot easily game — to restore the meritocratic link between ability and selection.

03 Platform & ATS Design

Digital labor platforms and ATS systems that rank candidates on written application quality need to recalibrate. Weighting effort-based signals differently — or abandoning them — is necessary in the AI age.

04 Equity & Meritocracy

If unchecked, AI-levelled applications may favour candidates who can afford to bid low — often those with lower opportunity costs — over the most capable candidates. This has real fairness implications for hiring markets.

Bottom line: AI has broken the job application as a screening mechanism — recruiters must adapt their processes to restore signal quality.

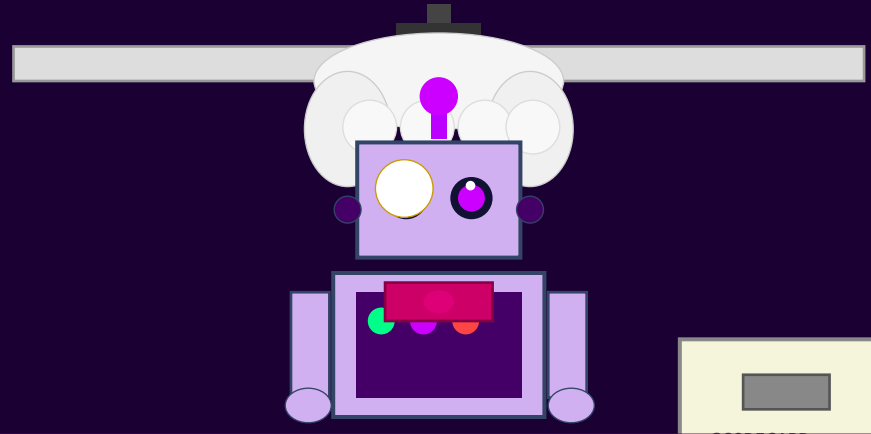


THE GREAT AI JOB SHUFFLE



★ SUPREME EVALUATOR: THE MATCH-ENGINE ★

⚖️ EVALUATION MATRIX – CLASSIFIED
 Bot-HR: 📊 Score: C- (wrote 'must love pizza' in legal doc)
 Bot-CV: 📊 Score: D+ (called 'attended meeting' an 'enterprise summit')
 VERDICT: ❌ BOTH TERMINATED ❌
 Replacing both with BOT-v4.0... (also me) 🤖

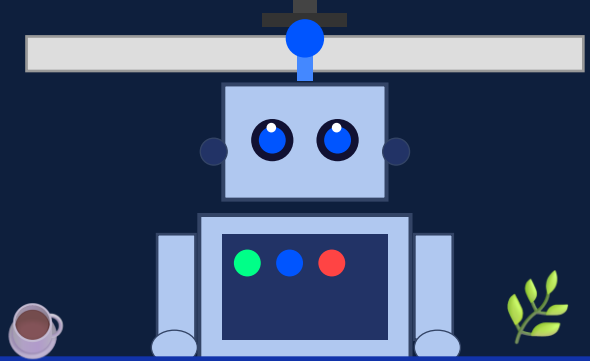


⚖️ JUDGE-BOT SUPREME ⚖️

🤖 "I have evaluated both input bots. One fabricated requirements. One fabricated achievements. I fabricated this entire evaluation & matching framework. I give myself a Perfect Score. Obviously."

📄 JOB POST v47.3
 ROCKSTAR NINJA GURU WANTED

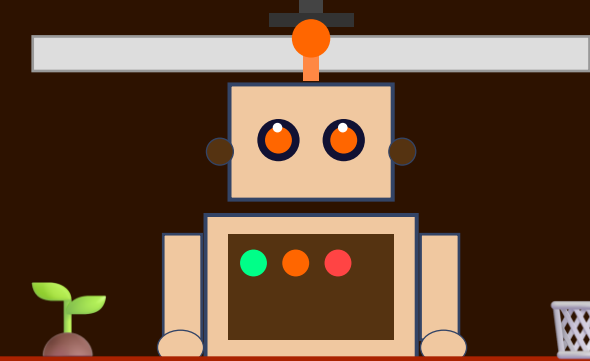
- 10 yrs exp in 2yr old tech
- Must 'wear many hats'
- Pay: 'Competitive' 🤖
- Passion > Salary. Duh.



JOB-POST BOT 3000

🗣️ "SEEKING: 10x Visionary Ninja Rockstar™ (unpaid trial) Must love pizza & ping pong Equity? LOL. Purpose > Pay." #disruption #synergy 🤖

📄 RESUME REWRITER v∞
 REPLACING: 'did stuff'
 → 'Spearheaded cross-functional synergy deliverables'
 → 'Orchestrated enterprise-wide alignment summit' 📄



RESUME-SPIN BOT 9000

🤖 "I LEVERAGED synergistic cross-functional paradigm shifts to orchestrate enterprise-grade alignment. (I made a spreadsheet.) #passionate #resultsDriven 🇺🇸"

"AUTOMATE THE HIRING. AUTOMATE THE APPLYING. AUTOMATE THE JUDGING." — Silicon Valley, probably, 2025



AI has fundamentally changed recruitment

Job seekers now use AI to:

- (re-)write resumes
- (re-)write cover letters, or bids to temp assignments
- prepare for assessments and tests
- train for interviews
- execute AI on online psychometric tests

This shows the adaptability and tech-savviness of candidates; don't perceive this use of AI as cheating, it is developing new skills.

Recruiters and career counselors must adapt to this new world too, and use modern technology and AI to optimize work-processes.

Which signals will be / or stay valuable for counselling and recruitment in the near future?

Rock solid

The Challenge

How can career professionals use new technologies:

- to select and judge job seekers fairly
- to help individuals find their “sweet spot” in the labor market

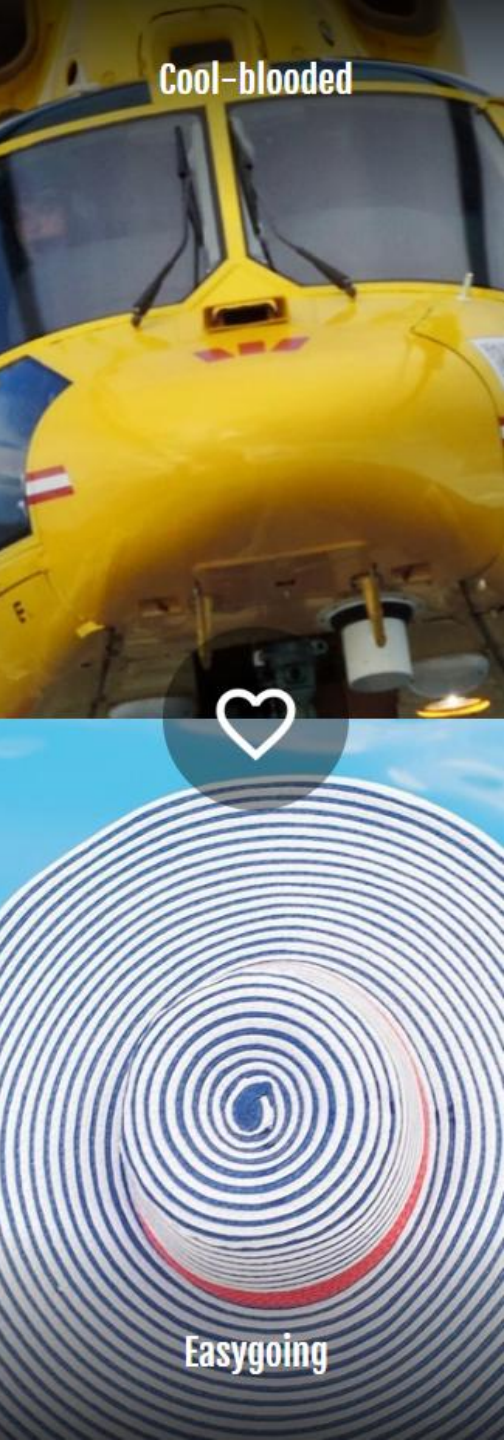
A possible solution

Many skills are learned on the job, that has always been the case. The importance of internships, from crafts men to surgeons: learning on the job is essential.

So, the most important fit for a job might be:

- **a personality match**
- **the ability to learn and develop the needed skills**
- **adapt to different environments**
- **a cultural-personality fit with the team/organisation**

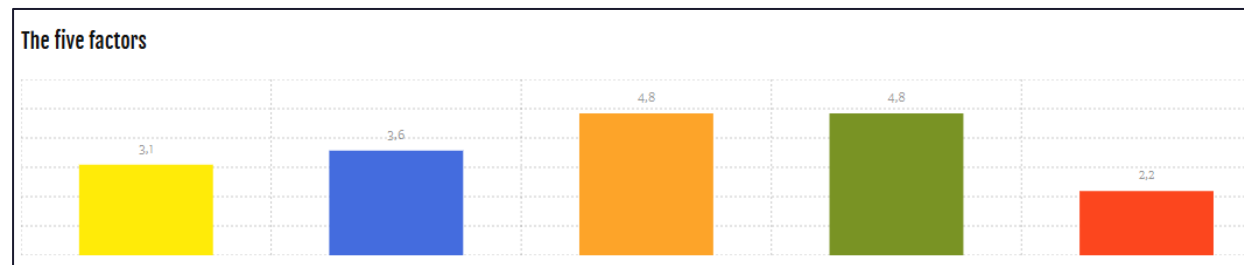
Tense



Personality measuring with the Big Five

The Big Five, or OCEAN model, is most used because of the:

- scientific validity and reliability
- cross-cultural universality
- practical applications
- data-driven origins
- dimensional, not categorical
- evidence-based vs. popular psychology





Why is this useful in career counselling

- self-awareness: helps individuals understand how they work, interact, and thrive
- better job fit: aligns personality with job demands and environment
- reduces burnout: people placed in roles mismatched with their personality tend to burn out or disengage
- guides development: counsellors can suggest skill-building or workplace strategies based on these profiles

Why is this useful in hiring and recruitment?

- predicts job performance
- certain traits are strong predictors of job success in specific roles.
- improves Person-Job fit
- matching personality to role type improves:
 - Optimize onboarding and coaching
 - job satisfaction
 - retention
 - team compatibility
 - productivity
- enhances culture fit

Carefree



The test is used for assessment & matching

Four ways of using the BIG5-Swipeable assessment;

1. Matching in the recruitment process: personality profile for candidate and an interview guide for the recruiter
2. The Swipeable as an extra way of marketing: attracting candidates, as people are always curious to learn their own profile. High completion rate, fast building up a large candidate pool
3. Matching in recruitment process; focus clients or special target groups candidates are ranked against a preferred profile based on assessing current employees. (Best Practice Recruitment)
4. Matching in career guidance process; the test results of users are matched against a national taxonomy, like O*NET or Competent that jobs expressed in big five profiles

Goal-oriented

The assessment — How the mobile swipe test works

1 Two images appear, each with a personality word

2 A ♥ heart floats between them

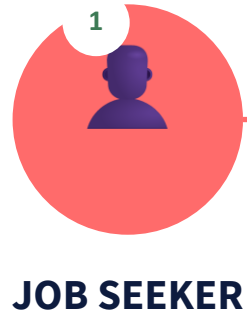
3 Swipe the heart toward the word that fits YOU best

How the Cappr Test Works

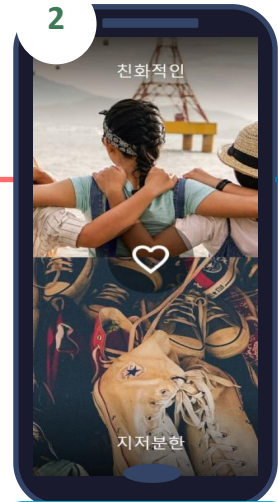
- Mobile-First Format**
The entire test runs in a browser on any smartphone — no app download needed.
- Paired Image Questions**
Each question shows TWO photos with a descriptive personality word on each image.
- Heart-Swipe Interaction**
The candidate drags or taps the floating heart toward the image that feels most like them.
- Quick & Intuitive**
The test takes only a few minutes. No right or wrong answers — it reads instinctive reactions.
- Adaptive Comparisons**
Multiple pairs build a full personality picture across dimensions like energy, structure, and social style. Assessment adapting to the answers given till full clarity per dimension is reached.
- Private & Candidate-Owned**
Candidates receive their own results first. They choose what to share with recruiters.

Sample word pairs: Carefree ↔ Neat Chaotic ↔ Structured Friendly ↔ Dominant Serious ↔ Playful

Process flow — From assessment to actionable insight



takes



Mobile Test
Heart-swipe
personality assessment

submits

3 cappr.org platform

- Processes responses, real time adaptive in questioning
- Calculates personality dimensions (Big 5 based)
- Generates reports & job-fit recommendations

GDPR-safe · Instant results

to candidate

to recruiter

4a CANDIDATE RECEIVES

- Personal Personality Report**
Full breakdown of your traits: energy style, structure preference, social orientation, and dominance.
- Best-Fit Job Roles**
A curated list of career paths and job types that match your natural personality strengths.
- Self-Awareness Tips**
Insight into your work style, communication preferences, and how to present yourself.

4b CAREER COUNSELOR / RECRUITER RECEIVES

- Candidate Personality Dashboard**
Radar chart + dimension scores: Openness, Conscientiousness, Extraversion, Agreeableness, Stability.
- Tailored Interview Guide**
Ready-to-use question sets per personality type — probe strengths, watch for blind spots.
- Job-Fit Recommendations**
Which roles, team types and work environments match this candidate's profile best.
- Conversation Starter Tips**
Suggested topics and framing to build rapport based on candidate's communication style.

Applicant / Candidate

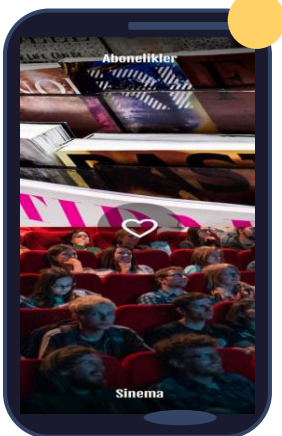
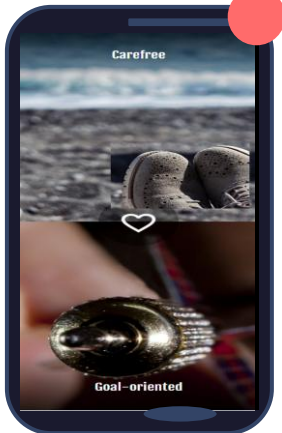
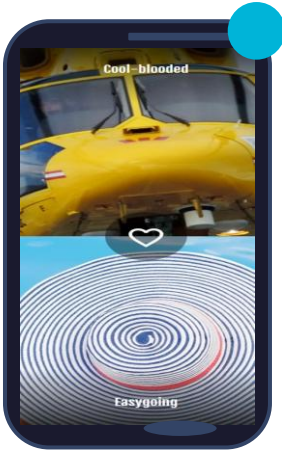
CaPPr Insights								
Candidates								
Name	Match	O	C	E	A	N	Report	I-guide
		All ▾	All ▾	All ▾	All ▾	All ▾		
Roberta	61%	● 1,4	● 1,2	● 4,6	● 1,4	● 4,6	View	View
Samir	95%	● 4,1	● 4,1	● 4,0	● 3,5	● 2,3	View	View
Emre	82%	● 4,3	● 4,6	● 1,8	● 4,1	● 2,3	View	View

Test accounts available in 10 languages

Available on request, mail to: peter@cappr.org

Mobile personality assessment • From swipe to insight

- Candidates take a quick visual test on their smartphone →
 - two images, one heart, one choice
- Results flow instantly to the job seeker and their career counselor/ recruiter



Personality Profile

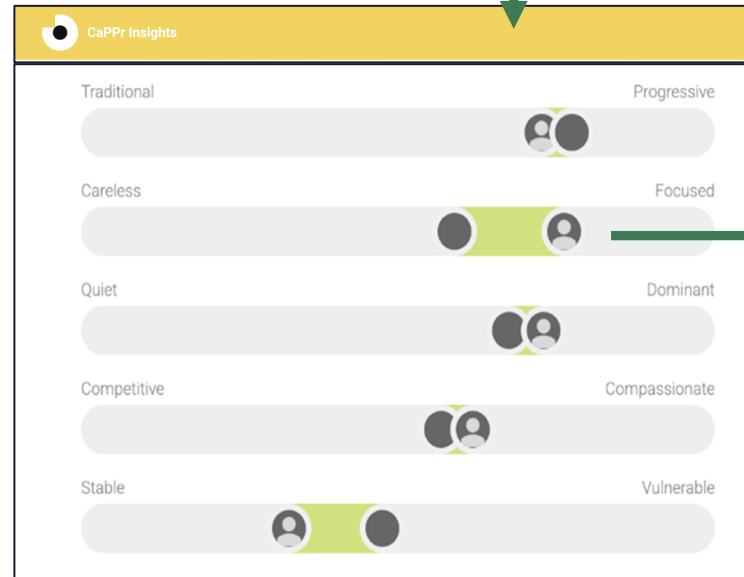
Full Big 5 trait breakdown across energy, structure, social & dominance dimensions.

Job-Fit Advice

Curated list of best-fit roles, team types and work environments.

Interview Guide

Ready-to-use questions and recruiter tips tailored to the candidate's profile.



CaPPr Insights

The candidate is focused, however the job needs a tidy person

Careless vs Focused

Hi Samir, looking at your test scores, I see that you are focused. How do you see that? Comparing the scores with the needs of the job, I have some questions to ask and points to verify.

1. How methodical and orderly do you think you are?
2. How has your orderliness and industriousness helped you in your career?
3. How do you handle commitments and responsibilities that you take on?
4. How likely are you to over-promise or over-commit?

Pragmatik

How to use this in your daily work processes

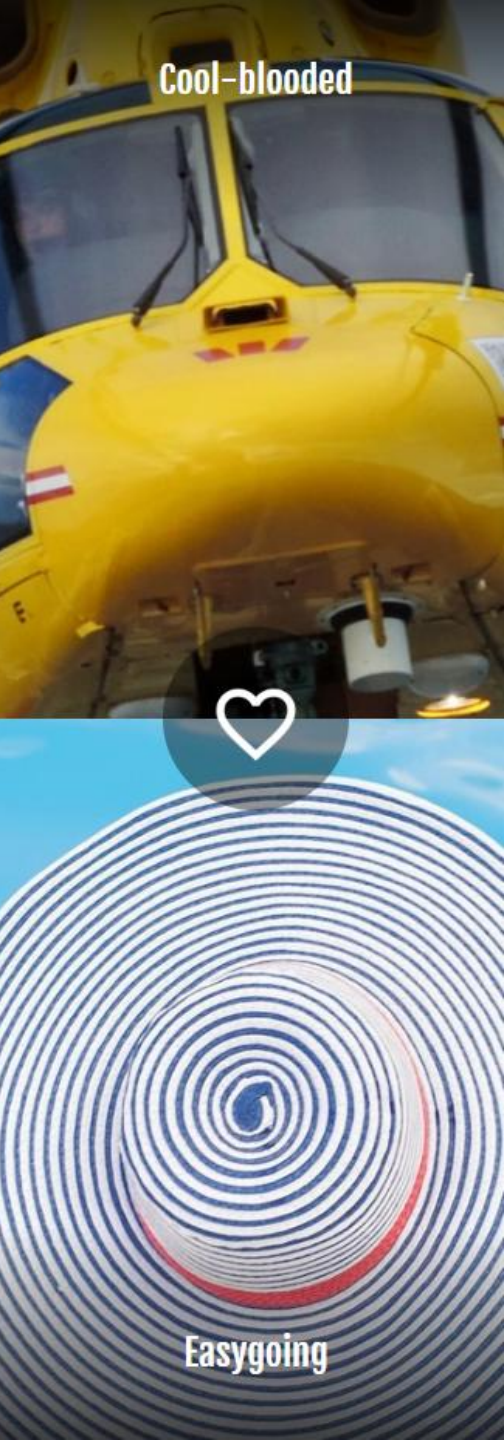
assess and match: recruiter view

CaPPr Insights

Candidates								
Name	Match	O	C	E	A	N	Report	I-guide
		All ▾	All ▾	All ▾	All ▾	All ▾		
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Kompleks



How to use this in your daily work processes

assess and match: recruiter view

CaPPr Insights

Candidates

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CaPPr Insights

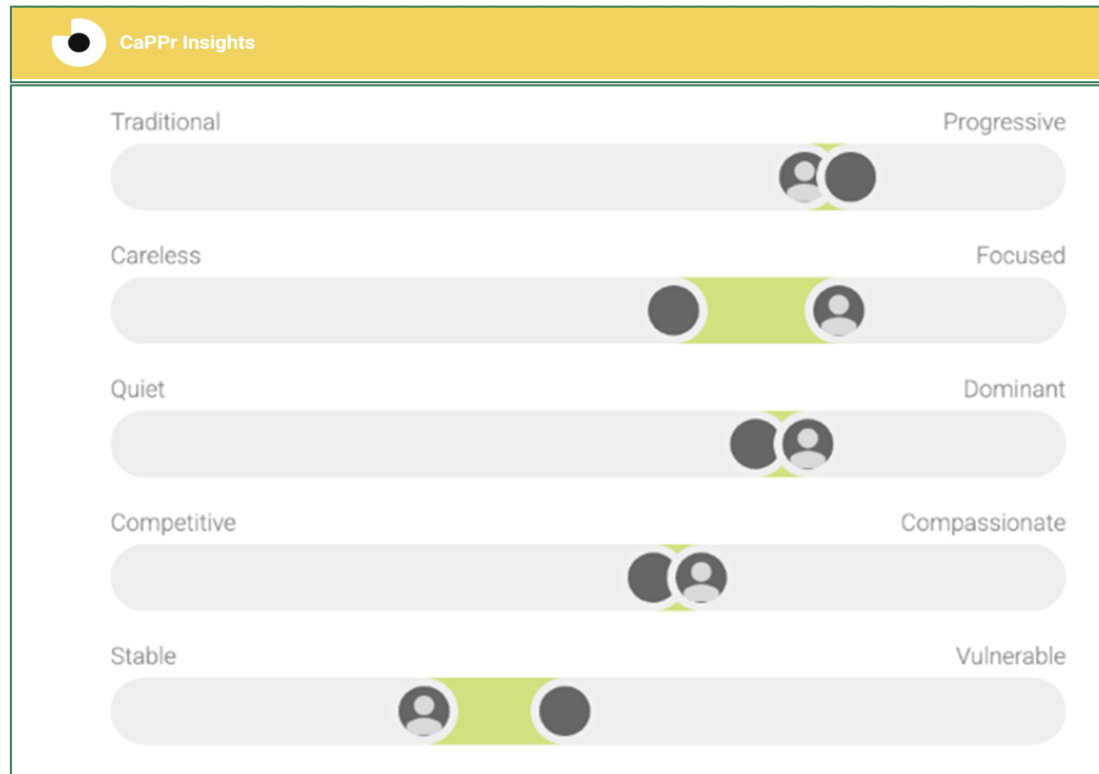
Personal interview guide

Samir as Sr. Brand Relations Manager

Opposites Match

Personalized interview guide and questions

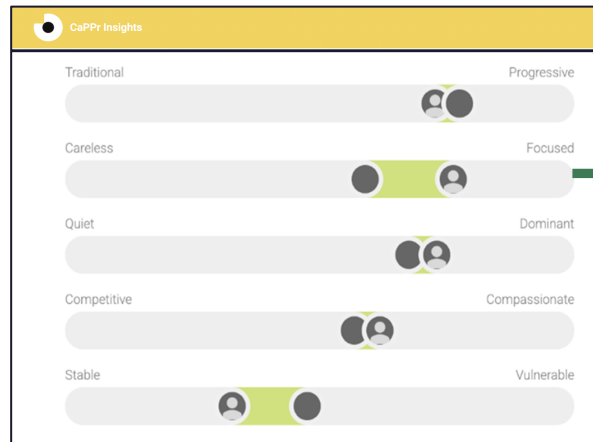
personal interview guide: questions for counsellor based on match score





How to use this in your daily work processes

personal interview guide: questions for counsellor based on match score



CaPPr Insights

The candidate is focused, however the job needs a tidy person



Hi Samir, looking at your test scores, I see that you are focused. How do you see that? Comparing the scores with the needs of the job, I have some questions to ask and points to verify.

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2. How has your orderliness and industriousness helped you in your career?
3. How do you handle commitments and responsibilities that you take on?
4. How likely are you to over-promise or over-commit?

The swipeable Big Five test

Adaptive in 2 ways;

1. the test consists of 5 rounds;
it changes constantly in the way it presents the order of these rounds
2. adapting to the choice made by the user, our algorithm will analyze and identify which combination of two pictures (=item) to show next. Meaning that if the choice pattern is consistent, then the algorithm needs to show less items to arrive at a good result. Therefore, adaptivity results in a short completion time of about 4 minutes.

Test accounts available in 10 languages

Available on request, mail to: peter@capppr.org

The Big Five in the Military — Dimensions, Predictions & Role Fit



O

Openness

Intelligence & Strategy

PREDICTS

Adaptive thinking, creative problem-solving, comfort with ambiguity and novel threats

Strategy & Intelligence

ROLES (LAND · SEA · AIR)

- Intelligence Officer
- Strategic Planner
- PSYOPS Specialist
- Military Attaché
- Cyber Warfare Analyst
- Espionage / HUMINT



C

Conscientiousness

Logistics & Technical

PREDICTS

Precision, protocol adherence, systematic planning and zero-error execution under pressure

Logistics & Technical

ROLES (LAND · SEA · AIR)

- Logistics Officer
- Aircraft Technician
- Navy Engineer
- EOD Specialist
- Quartermaster / Supply
- Communications Tech



E

Extraversion

Command & Operations

PREDICTS

Command presence, team motivation, rapid decision communication under operational stress

Leadership & Ops

ROLES (LAND · SEA · AIR)

- Platoon Commander
- Company / Ship Captain
- Squadron Leader (Air)
- Operations Officer
- Recruiting Officer
- Public Affairs / Press



A

Agreeableness

Care & Civil Affairs

PREDICTS

Personnel welfare, unit cohesion, civil-military relations and de-escalation in conflict zones

Medical & Civil

ROLES (LAND · SEA · AIR)

- Combat Medic / Nurse
- Military Chaplain
- Civil Affairs Officer
- Personnel / HR NCO
- POW & Detainee Affairs
- Humanitarian Ops



N

Emotional Stability

(low Neuroticism)

PREDICTS

Combat effectiveness, calm decision-making under fire, resilience in sustained high-risk missions

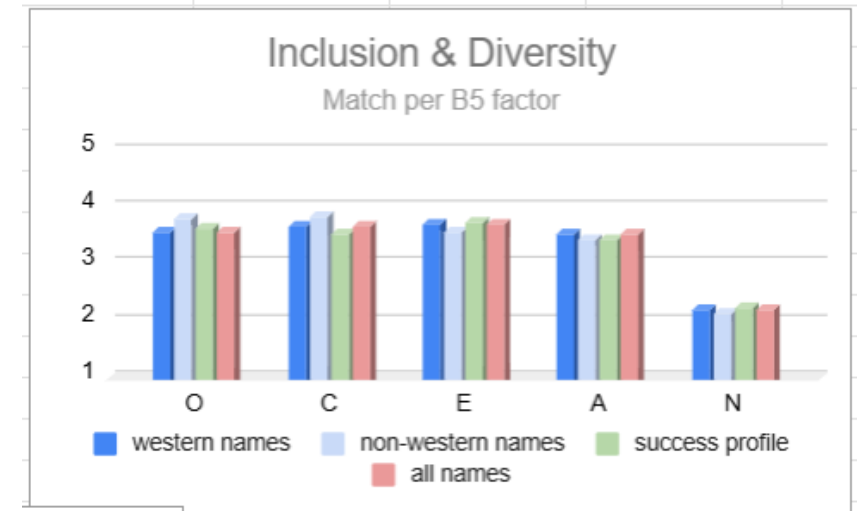
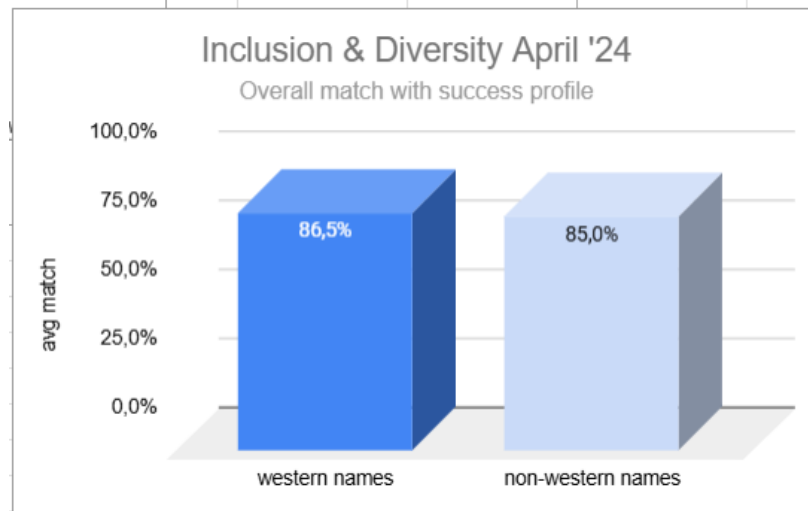
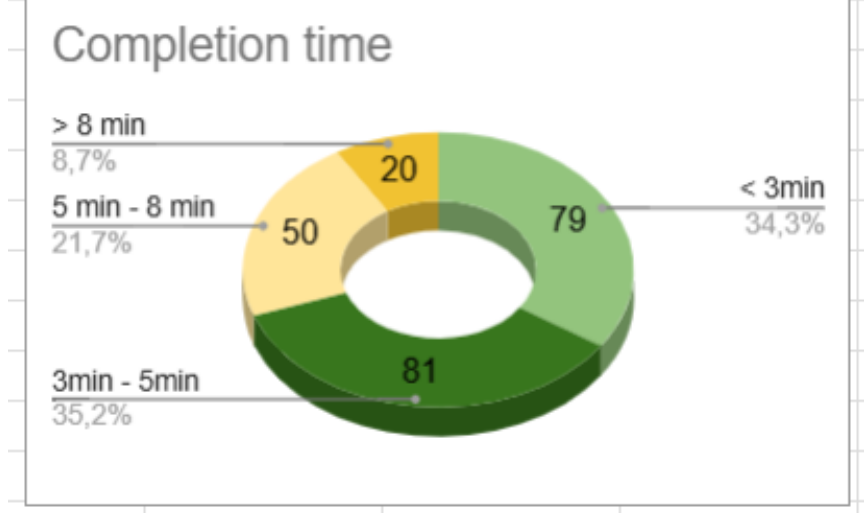
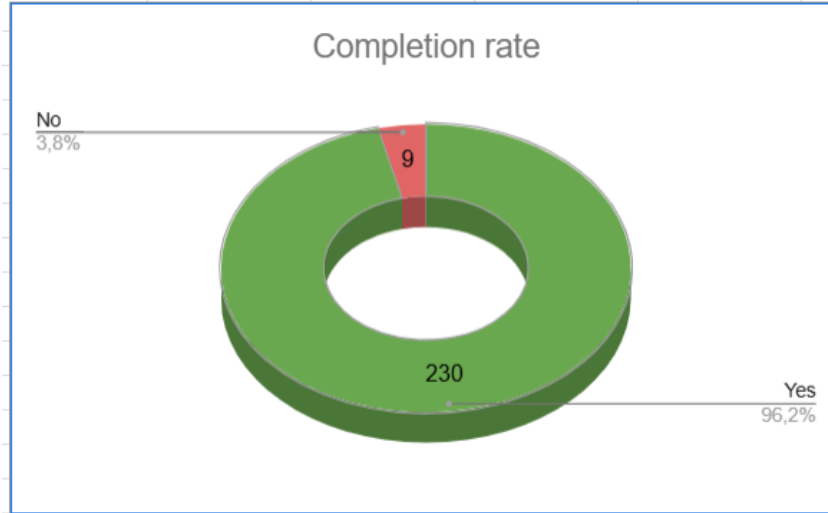
Special & Front-Line

ROLES (LAND · SEA · AIR)

- Special Forces (SEAL)
- Fighter / Combat Pilot
- Combat Diver / Ranger
- Nuclear Safety Officer
- Hostage Rescue Unit
- Front-Line NCO

Rock solid

Fast, Fun and Fair & Data-driven



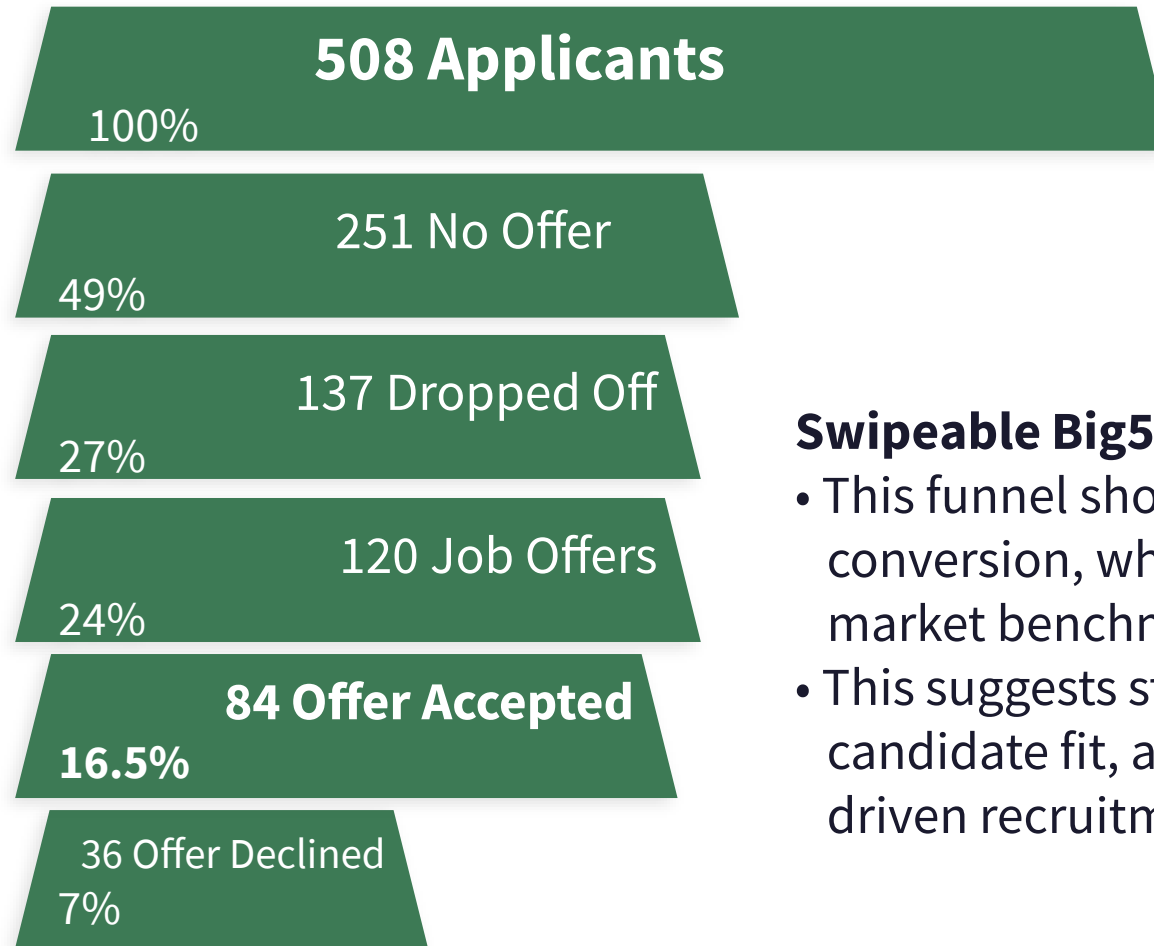
Tense

보수적인



사색적인

Recruitment funnel: conversion rate



Swipeable Big5 Result:

- This funnel shows a 16.5% applicant-to-hire conversion, which is significantly above market benchmarks
- This suggests strong pre-selection, high candidate fit, and an effective assessment-driven recruitment process

The Swipeable Big5 brings more candidates and improves onboarding by matching information for hiring companies and self-awareness for candidates based on their profile. Learnings from a recruitment project in the travel industry, 2024.

From Too “Polished Words” to Proven Behavior

Changes needed in the recruitment processes:

- cover letters and resumes are no longer authentic: so less résumé filtering
- More practical assessments needed
- More structured interviews
- More live interaction
- Shift from (AI-) generated output to demonstrated capability
 - New way of testing: less text based, more data driven
 - Focus on personalities and behavior that match with your occupations (O*NET Workstyles, ESCO Skills)
 - Check portfolios of previous work outcomes
 - Use test-based outcomes as input for your interviews and career guidance processes



Main conclusions

AI disrupts the recruitment process;

- Signaling of cover letters and CV's is losing value

Which signals are still valuable;

- Match on personality, skills and work preferences
- Use test that are reliable and proven; Fast, Fun and Fair
- Give attention to completion rates of the test (inclusivity)

What can PES do? Start or scale up the initiatives on;

- Strategic level: Develop an AI focused strategy, include EU-DI-Wallet, influence AI-laws development and compliance
- Tactical level: revise current work processes and IT systems
- Operational level: give staff access to AI Tools, Trainings and Time to experiment. Prepare for a different way of counseling, using high signal assessment and reporting technology. (Re-)examine what candidates' behavior actually signals.

Let us listen to your questions and needs?



Thank you for this meeting & we stay tuned

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- Vice-dean of the School of Industrial Design Engineering, Delft University of Technology, Delft, The Netherlands 2006-2009
- Head of the department Product Innovation Management 2000-2008
- Full professor of Consumer research, School of Industrial Design Engineering, Delft University of Technology, Delft, The Netherlands, 2001
- Associate professor of consumer research, School of Industrial Design Engineering, Delft University of Technology, Delft, The Netherlands (August 1991-april 2001)
- Assistant professor of consumer behavior and consumer research, School of Industrial Design Engineering, Delft University of Technology, Delft, The Netherlands (September 1989-August 1991).
- Assistant professor of economic psychology, Faculty of Social Sciences, Tilburg University, Tilburg, The Netherlands (February 1987-September 1989).
- Research fellow, Faculty of Social Sciences, Tilburg University, Tilburg, The Netherlands (September 1984-February 1987).
- www.tudelft.nl
- <https://www.tudelft.nl/io/over-io/personen/voormalig-hoogleraren/schoormans-jpl>



Literature

Why do you want to use visual tests instead of paper-based only?

article: <https://www.scientificamerican.com/blog/observations/more-than-meets-the-eye-the-evolution-of-personality-testing/>

answer: More engaging because:

- Fun to do

- Speed, processing visuals is more than 50.000times faster than text

- Less fatigue → more accuracy

- Matches the expectations of the new generations

- High completion rates

At what moment in the recruitment process do you use tests?

article: <https://cappr.org/portfolio/when-hiring-first-test-then-interview/>

answer: *as early as is possible*

What is a quantitative effect of a close match between the personalities of a person and that of a job?

article: <https://journals.sagepub.com/doi/10.1177/0956797617724435>

answer: They are likely to earn more than a less close match.

Does [CaPPr.org](https://cappr.org) provide background information of personality research?

website section: <https://cappr.org/research-center/key-life-areas/personality-in-work-and-career/>

answer: Yes

DIGITAL TRANSFORMATION OF PUBLIC EMPLOYMENT SERVICES: THE AZERBAIJAN CASE IN BUILDING A DATA-DRIVEN AND CLIENT-CENTRED PES MODEL

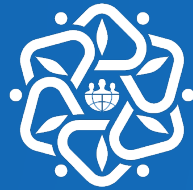


AYGUN MEHRALIYEVA

HEAD OF THE INTERNATIONAL PARTNERSHIP
DIVISION OF THE INTERNATIONAL RELATIONS
AND PROJECTS DEPARTMENT OF THE STATE
EMPLOYMENT AGENCY OF AZERBAIJAN



Republic of Azerbaijan
Ministry of Labour and
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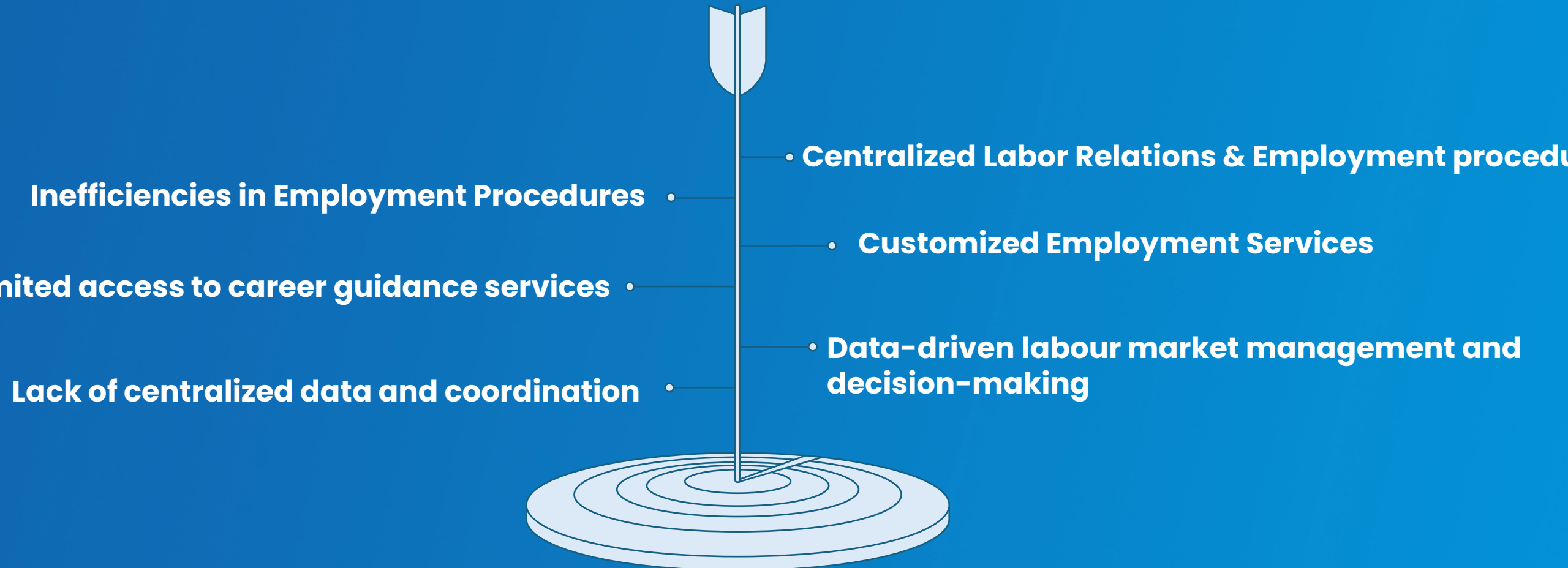
Digital Transformation of Public Employment Services:

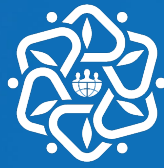
The Azerbaijan Case in Building a Data Driven and Client-Centred PES Model





Challenges & Objectives





Advancing Digitalization

- Ongoing social reforms are part of continuous efforts to increase well-being and social protection of population;
- Within the last years the State Employment Agency has initiated and implemented numerous digital projects and programs that enhanced e-governance and facilitated digital transformation.



Some digital indicators of the State Employment Agency



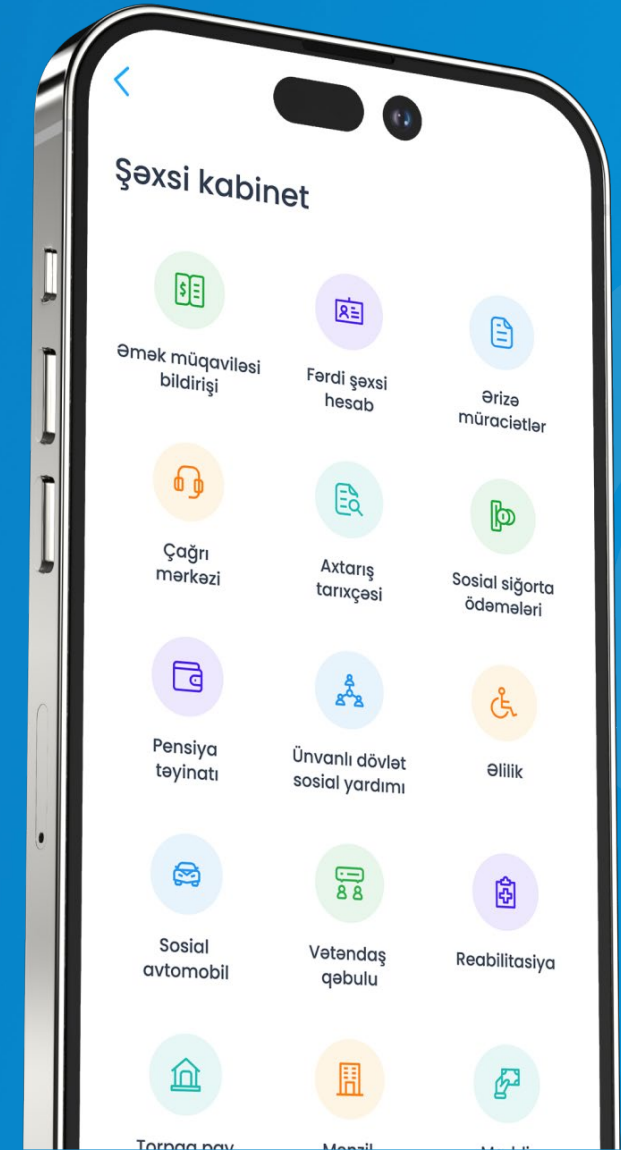
- Digitalisation rate: 94%



- Number of services: 18

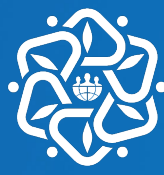


- Number of digitized services: 15





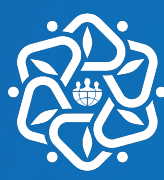
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Digital Projects

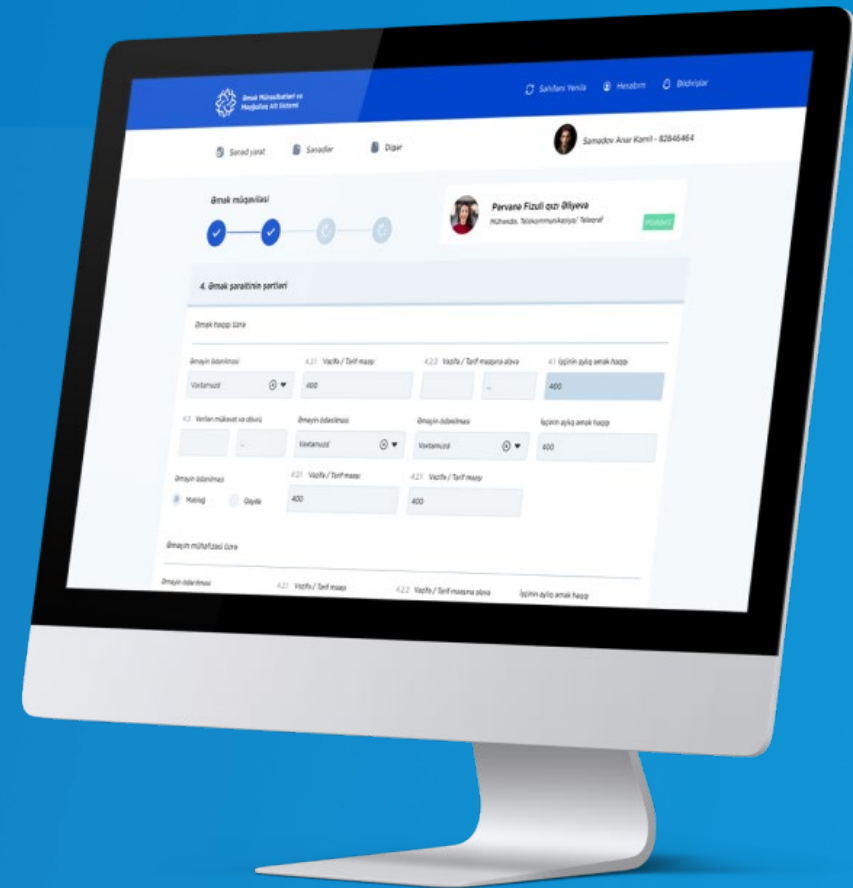




“Labour Relations and Employment Subsystem” (AMAS)

Features

- Serves as a unified labour relations platform for all employers and recruiters in the country, central and local executive authorities, as well as other governmental agencies
- Supports electronic conclusion of labour contracts
- Creates digital HR accounting system (helps to reduce unemployment rates, match individuals with their desired professions)





Labour domain of AMAS

**Digital labor
contracts**



**Risk management automation
for legislative violations**

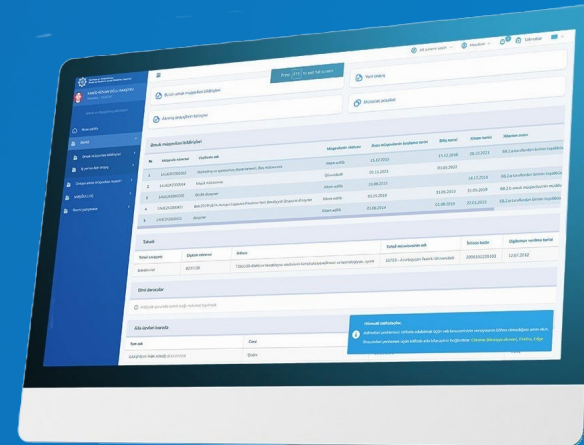


**Calculation &
payment of labor
expenses**

**Digital personnel
accounting
system**



**Certification of safe
work environment**





Registration and application of job seekers and unemployed individuals



Quota system – employment support for individuals facing difficulties in finding jobs

Assessment of employment opportunities

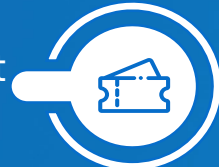


Employment domain of AMAS



Management of applications under the self-employment program

Individual employment program



Organization of vocational training

References to vacant jobs



Paid social work

Vacancy database



Assignment and payment of unemployment insurance benefits

Co-financing of wages



Work with social partners



Beneficiaries

Front:

Citizens

(employers, employees, jobseekers, unemployed)

Back:

Governmental institutions

Private entities

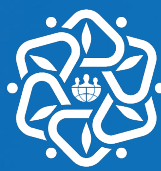
(banks, insurance companies, utility providers, payment companies, etc.)

Internal monitoring:

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(State Employment Agency, State Labor Inspection Service, DOST Digital Innovations Center)





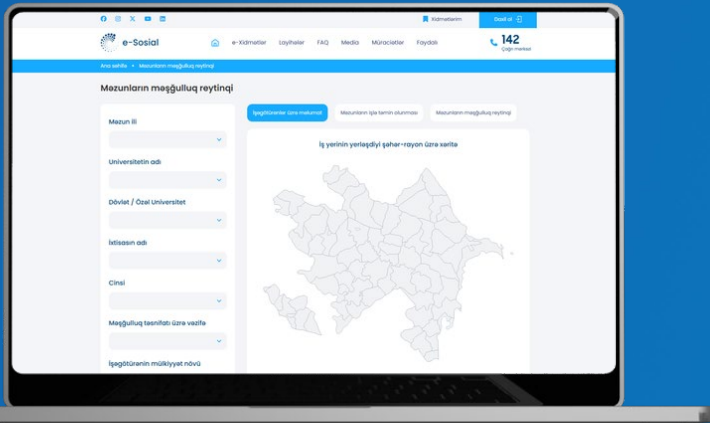
Centralized Career Portal

The main goal is the integration of digital products and development of unified ecosystem for career and employment.

- ❖ Employment Ranking of Graduates
- ❖ Profession Map
- ❖ The Job Values Tool
- ❖ Alo Career
- ❖ CV Yarat
- ❖ “Work values” tool



Employment Ranking of Graduates Platform



The “**Graduate Employment Ranking**” platform presents data on graduates from local universities in Azerbaijan over the past five years.



The AMAS database and its integrated systems allow real-time monitoring of university graduates' **employment status and entrepreneurial activities**.



This database allows determining the employment level of graduates by **universities or specialties**, as well as based on **employment classification**. It also serves as a source that shows the structure of **demand for specialties in the labor market**.

Digital Services and Projects



Create your CV

A virtual platform created for people to easily prepare their CV, apply for a suitable job by providing the information about their education, experience and professional characteristics.

Alo Career

A support call center service for the target groups of career-oriented counseling assistance to personal and professional development of individuals.

Profession Map

A platform that integrates key facts and development opportunities on professions and helps individuals make more complete and correct decisions about their career choices and development directions.

“Work Values” tool

The platform consists of formal and informal tests, surveys, and other self-service tools specialized for the specific needs of citizens.



Workforce Index

The Workforce Index is a development initiative that measures students' readiness for the labor market and assesses their competencies.

In cooperation with the Agency and career centers of the HEIs, it evaluates students and provides development recommendations based on the results.



Project Objectives

1

Measuring non-academic activities

Measuring students' non-academic activities and establishing an alternative criterion that aligns with modern labor market requirements for employer decision-making

2

Promoting balanced development

Measuring the factors that affect students' labor market value and identifying gaps that may arise in achieving balance

3

Addressing the skills gap

Supporting policy development to address potential skills gaps through the analysis of labor market value factors and the measurement of outcomes



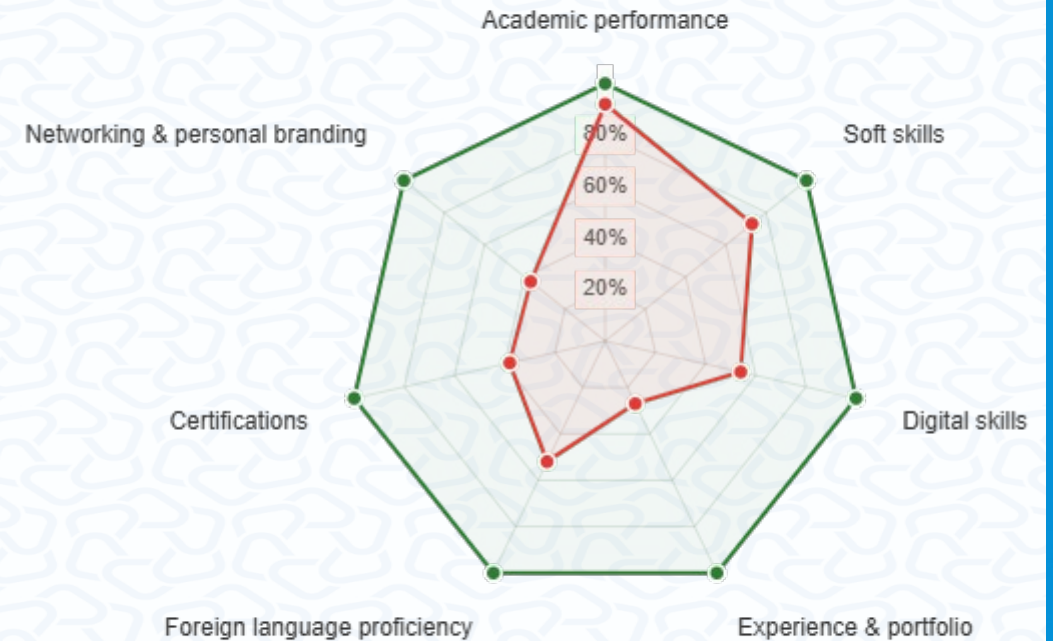
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Workforce Index – Average scoring

Categories	Maximum score	Current score	Percentage ratio
Academic performance	20.0	18.4	92%
Soft skills	15.0	10.9	73%
Digital skills	10.0	5.4	54%
Experience and portfolio	25.0	6.8	27%
Foreign language proficiency	10.0	5.2	52%
Certifications	15.0	5.7	38%
Networking and personal branding	5.0	1.8	37%
Overall readiness rate			54%



— Benchmark rate — Percentage ratio



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Digital services and projects under development

Control over informal employment

The system will collect data from integrated information sources, ensure early detection of risk-causing situations and ensure state control over informal employment.

Electronic labour exchange and labour fair

"Electronic labour exchange and labour fair" will serve the purpose of creating permanent and temporary employment opportunities for job seekers and the unemployed.

BACAR platform

A digital project that offers distance vocational training on modern technical innovations, innovative solutions, international experience and standards.

Register of Employment Intermediaries

A platform that will bring together all private recruitment agencies facilitating job search and communication between jobseekers and recruiters



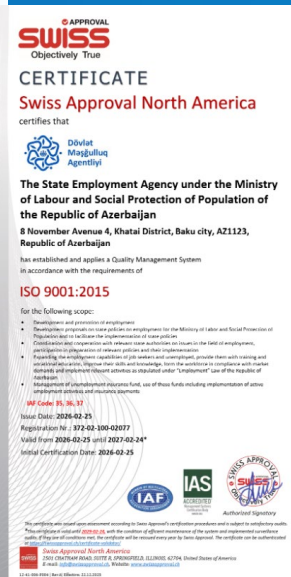
International Organization for Standardization (ISO) certificates

ISO 10015:2019 "Quality management – Guidelines for competence management and personnel development"

ISO 10667-1:2020 "Assessment procedures and methods in work environments (provision of assessment services)"

ISO 29993:2017 "Learning services outside formal education – Service requirements"

ISO 9001:2015 "Quality management systems"



Certificato - Zertifikat - Сертификат - Certifikat - Zertifikat - Zertifikat

Awards

The Agency has received around 30 international awards in recognition of its activities



IDDA Awards



Business Awards UK



Global Banking & Finance Awards



Global Recognition Awards



iESE Awards



Ava Digital Awards



International Elite 100 Awards



Global Financial Market Review Awards



World Business Outlook Awards



Global Brands Awards



"Communitas Awards"



World Future Awards



Asia Awards



The Employment Support Project



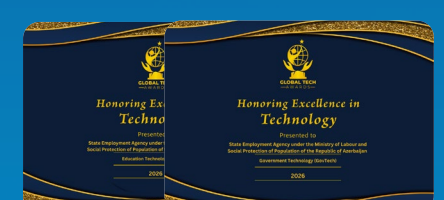
NETTY Award



Corporate Vision



Global Excellence Award



Global Tech Award



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Thank you for your attention!

Aygun Mehraliyeva

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International Relations and Projects Department of the State Employment Agency

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 [dmasosialgovaz](https://www.linkedin.com/company/dmasosialgovaz)

State Employment Agency

www.dma.gov.az

THE (R)EVOLUTION OF EMPLOYMENT SERVICES OF MONTENEGRO



LUKA ĐURIČKOVIĆ

ASSISTANCE DIRECTOR, EMPLOYMENT
AGENCY OF MONTENEGRO





ZAVOD ZA ZAPOSŁJAVANJE CRNE GORE
EMPLOYMENT AGENCY OF MONTENEGRO

DIGITAL REVOLUTION OF THE EMPLOYMENT AGENCY OF THE MONTENEGRO

Building a modern, interoperable and data-driven public employment service

May, 2026

INTRODUCTION



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EMPLOYMENT AGENCY OF MONTENEGRO

The digital transformation of the Employment Agency of Montenegro represents a comprehensive, chronological and strategically structured process focused on THE NEW INFORMATION SYSTEM, infrastructure modernization, service digitalization and interoperability. The Agency is transitioning from the digitalization of individual processes toward the transformation of the public employment service into a data-driven, interoperable and user-oriented institution.

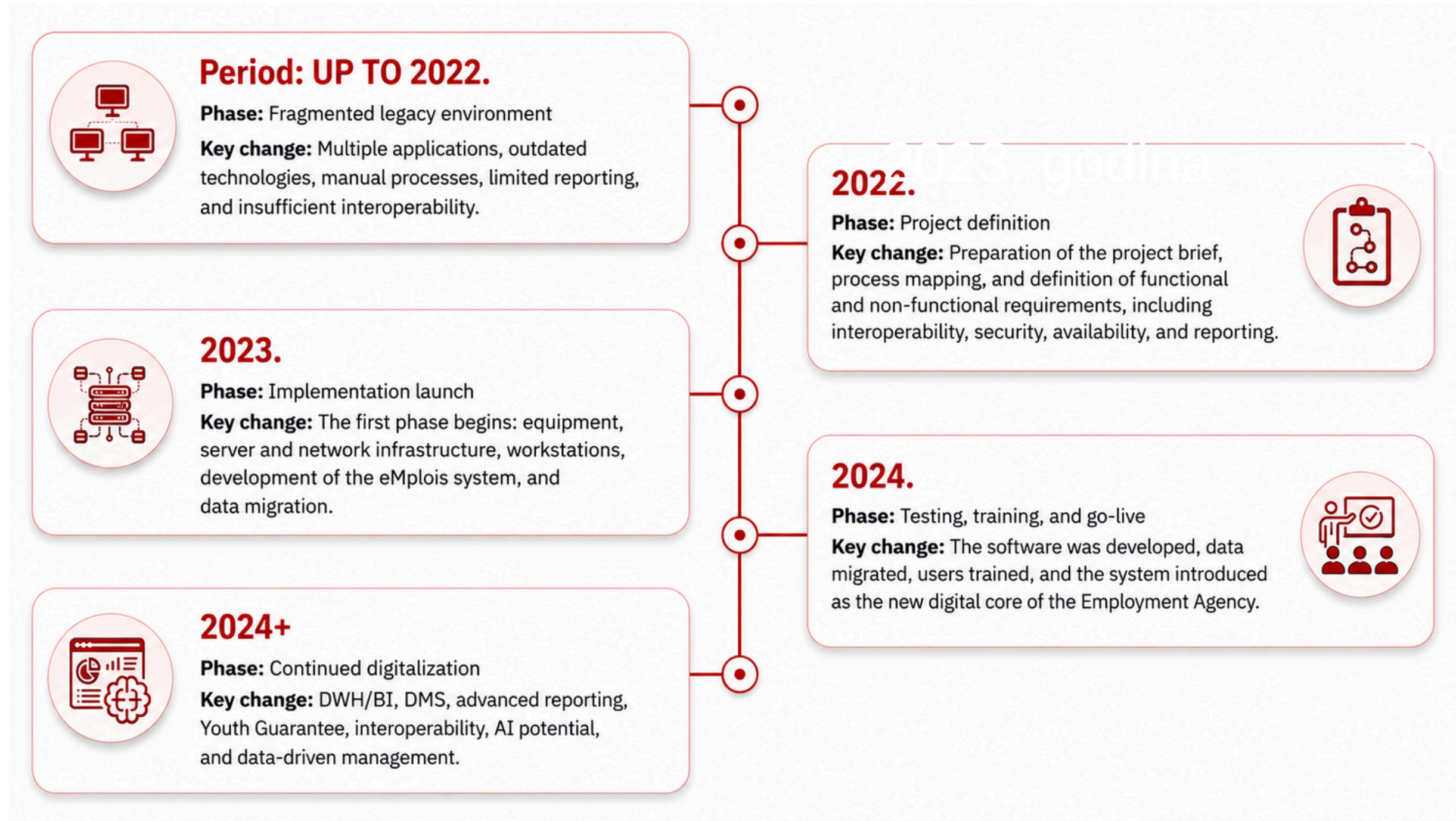
The new information system is not an isolated software solution, but the foundation for transforming the operational model — from administration and record-keeping toward active case management and measurable outcomes.

WHY TRANSFORMATION WAS NECESSARY

Before the project, the Agency operated in an environment shaped by fragmented solutions, with multiple disconnected applications, manual processes and limited analytics. The key challenge was not only outdated technology, but the absence of a unified system capable of connecting processes and data.

The Agency did not need only technical modernization, but a unified digital platform that integrates processes, data and enables further development.

TRANSFORMATION TIMELINE



PROJECT AND INSTITUTIONAL FRAMEWORK

“Upgrade of IT Infrastructure and Development of the New Information System” is being implemented through EU IPA funds with co-financing from the Government of Montenegro.

The project is part of a broader policy framework

focused on:

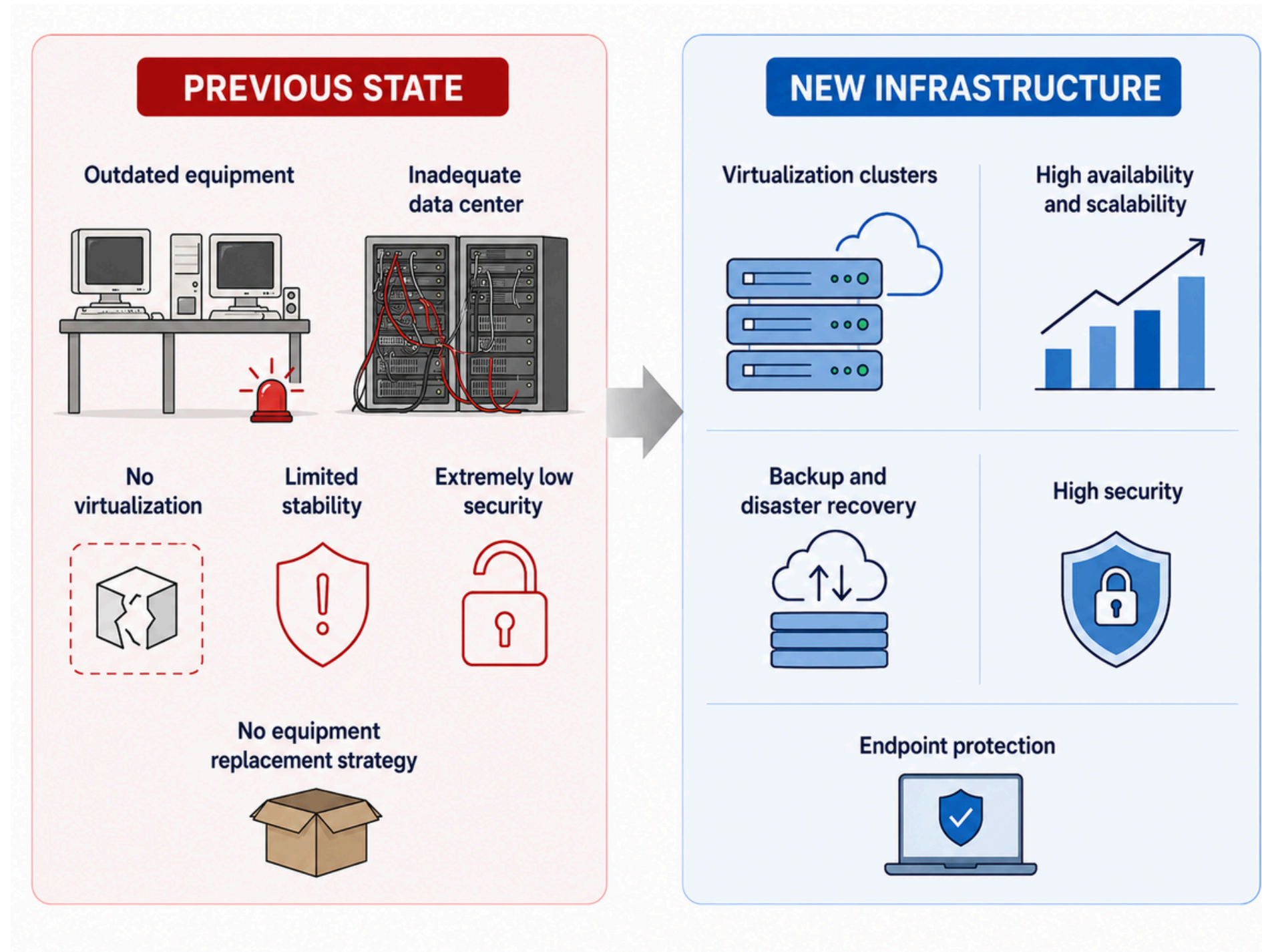
- employment,
- social inclusion,
- digital public administration.

It encompasses three key segments:

- infrastructure (servers, network, DR),
- end-user equipment,
- development of the eMploy system.

INFRASTRUCTURE

Infrastructure as the foundation of a stable information system



eMPLOIS AS THE DIGITAL CORE



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eMplois represents the central digital platform of the Agency.

It integrates processes into a unified database.

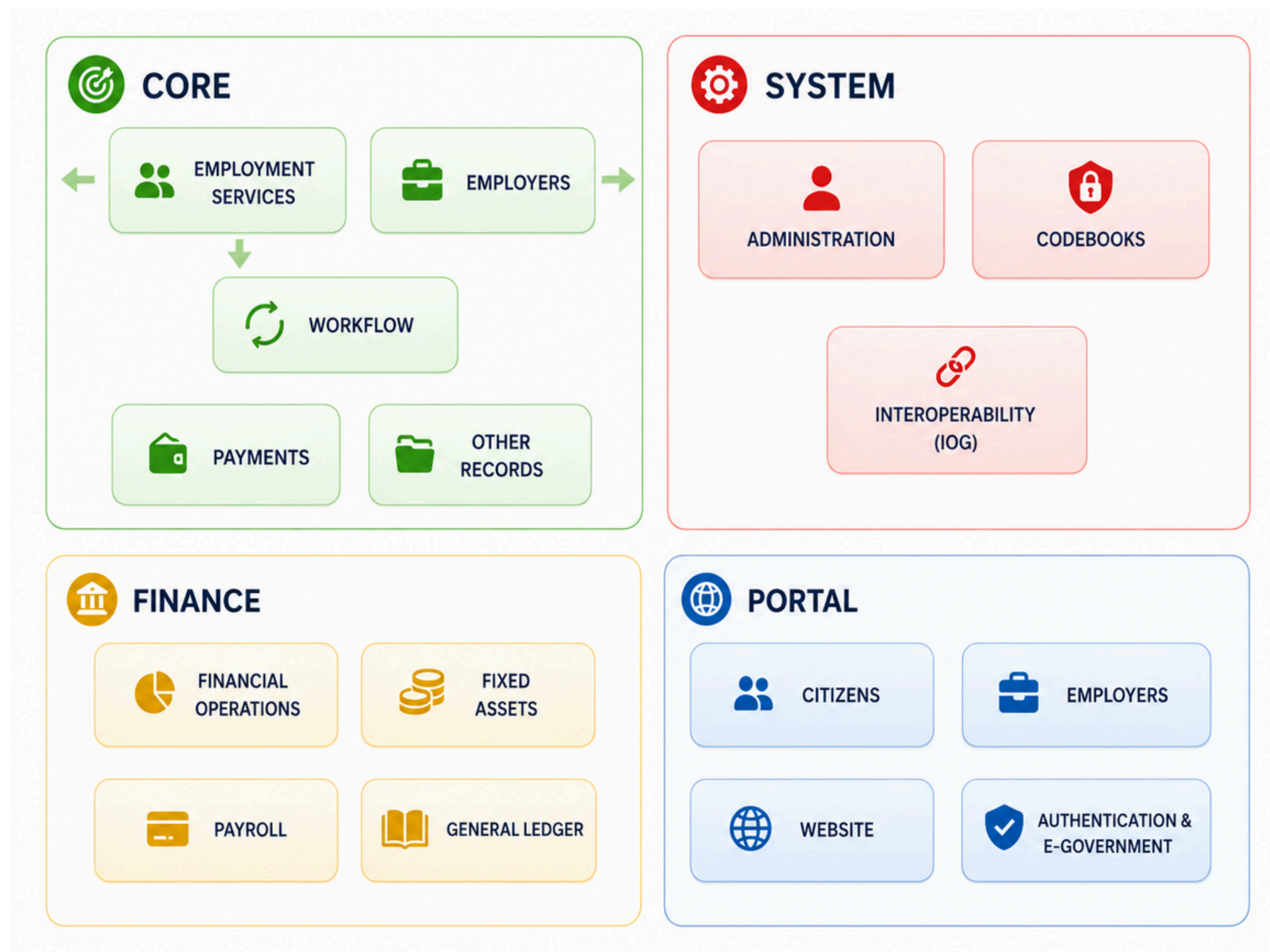
Introduces a modular approach.

Connects users, processes and data.

It covers all key business processes of the Agency (employment mediation, records management, work with unemployed persons and employers, finance, active labour market measures, etc.).

The most significant transformation: the shift from administrative tasks to an integrated service workflow.

eMPLOIS AS THE DIGITAL CORE



SERVICE DIGITALIZATION Shifting the focus from office-based procedures to user experience.

UNEMPLOYED PERSONS: faster access to Agency services, online registration, access to information, interaction with counselors, employment mediation, access to rights, and application for programs or grants.

BUSINESS SECTOR: vacancy registration, application for subsidies, programs and grants, personalized profiles, and faster communication with the Agency.

EMPLOYEES: reduced time spent on repetitive administrative tasks. The system performs validations, checks and standardized workflows, allowing employees to focus more on individual user support, needs assessment, counseling, guidance toward measures and employment mediation.

INTEROPERABILITY as a key pillar of transformation

The project specification identified interoperability as a mandatory requirement of the future system. This means that the system was not designed solely as an internal Agency application, but as part of a broader public administration ecosystem. Integration with relevant registries enables more up-to-date data, fewer errors, faster decision-making and reduced administrative burden for both citizens and employees.

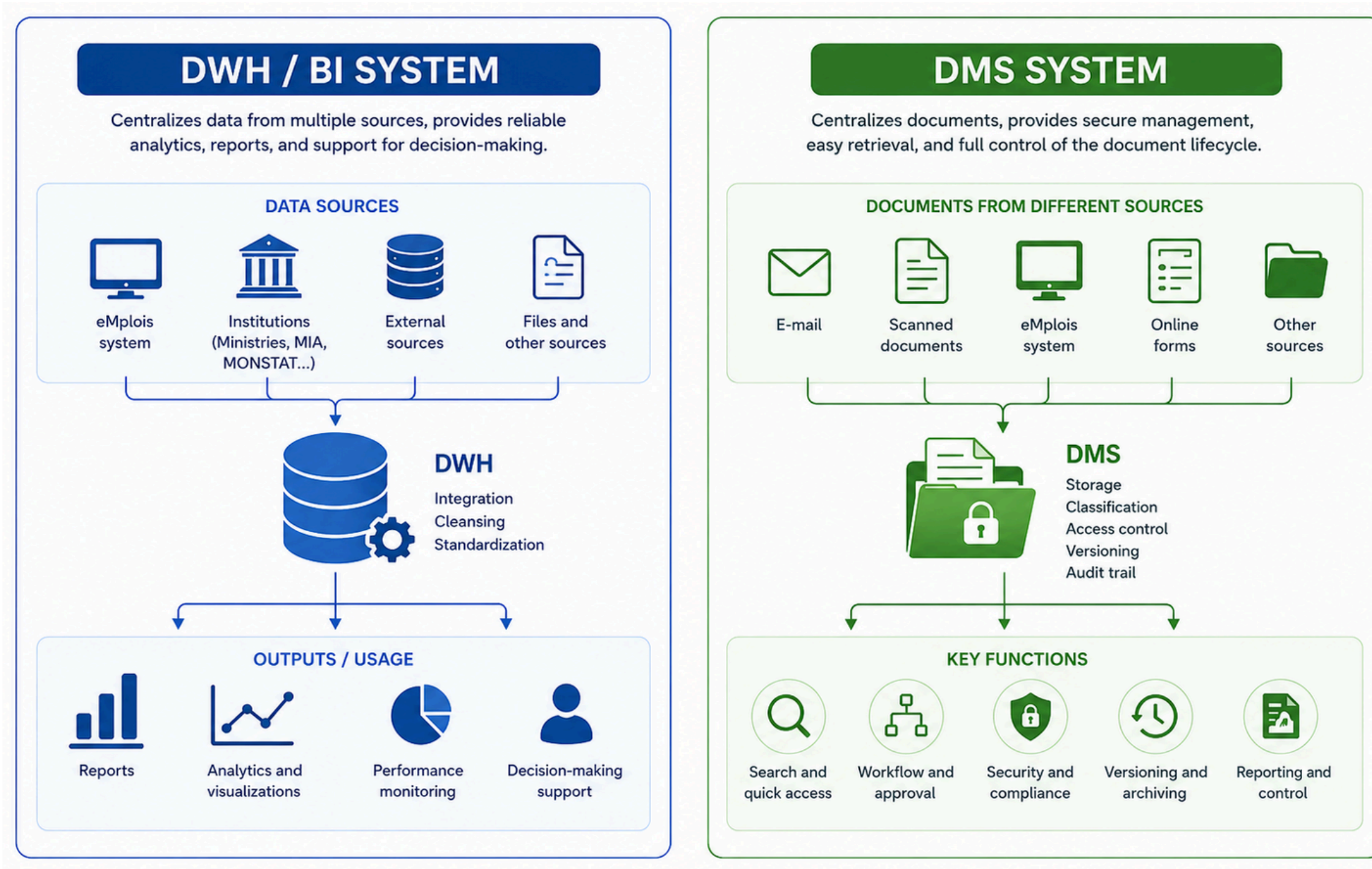
EURES

The system is designed as a modular and interoperable platform, ready for integration with European services such as EURES without requiring fundamental architectural changes. Its flexibility and scalability enable rapid adaptation to new functionalities, standards and increasing data volumes, while maintaining stability and performance. In this way, the Agency is not implementing only a solution for today, but building a digital foundation prepared for future European integrations and unrestricted system growth.



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CONTINUATION OF DIGITALIZATION – DWH/BI and eDMS



BENEFITS OF DIGITAL TRANSFORMATION

USERS

Faster, simpler and digitally accessible services, with more active participation in the employment process.

EMPLOYERS

More efficient access to candidates, programs and digital communication with the Agency.

EMPLOYEES

Less administration and routine work, with more focus on counseling, mediation and higher-quality decision-making.

STATE

Reliable data, interoperability and a data-driven foundation for modern employment policies.

“AI” AS A NATURAL CONTINUATION OF DEVELOPMENT

- Smart matching of users and job vacancies
- Prediction of long-term unemployment risks
- Recommendation of measures and training programs based on user profiles and labour market needs
- Support for counselors through history analysis and recommendation of next steps
- Intelligent document processing and anomaly detection in data

“AI” is not a trend, but a logical continuation of digital transformation aimed at faster analysis, higher-quality decision-making and more efficient user guidance.

CONCLUSION

The digital transformation of the Employment Agency of Montenegro represents a multi-phase process that began with addressing inherited technological and organizational limitations, continued through infrastructure modernization and the development of the eMplois system, and is now entering the phase of advanced analytics, document management, interoperability and future AI implementation.

EAM is evolving from an administrative service into an intelligent, interoperable and data-driven platform that actively manages users' pathways to employment and makes decisions based on real outcomes. Digital transformation is not the final goal, but a strategic instrument for building a modern public employment service prepared for European standards, future technologies and measurable impact on the labour market.



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**THANK YOU
FOR YOUR ATTENTION!**

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DEPUTY DIRECTOR
luka.djurickovic@zzzcg.me

CLOSING REMARKS AND OFFICIAL END OF CONFERENCE



**IVAN
BARBALIĆ**

DIRECTOR GENERAL,
LABOUR AND EMPLOYMENT
AGENCY OF BOSNIA AND
HERZEGOVINA



**GRETA METKA
BARBO ŠKERBINC**

PRESIDENT OF WAPES AND
DIRECTOR GENERAL OF
EMPLOYMENT SERVICE OF SLOVENIA



**AMANDINE
MOIGNARD**

EXECUTIVE SECRETARY
AT WAPES

