



Online Webinar - February 2026

# Envisioning the Future of PES Practice — Future Skills for Counsellors

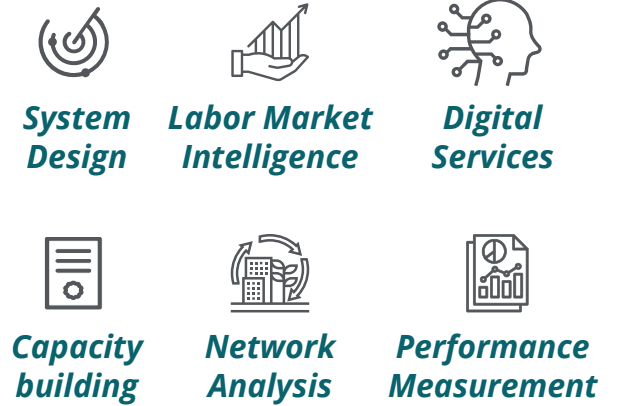
# Deloitte's Labour Market Activation

Deloitte's **world-leading Employment Services practice** helps governments and their partners improve services to and outcomes for employers, jobseekers, and those facing multiple and complex barriers to employment.

## Who we Support

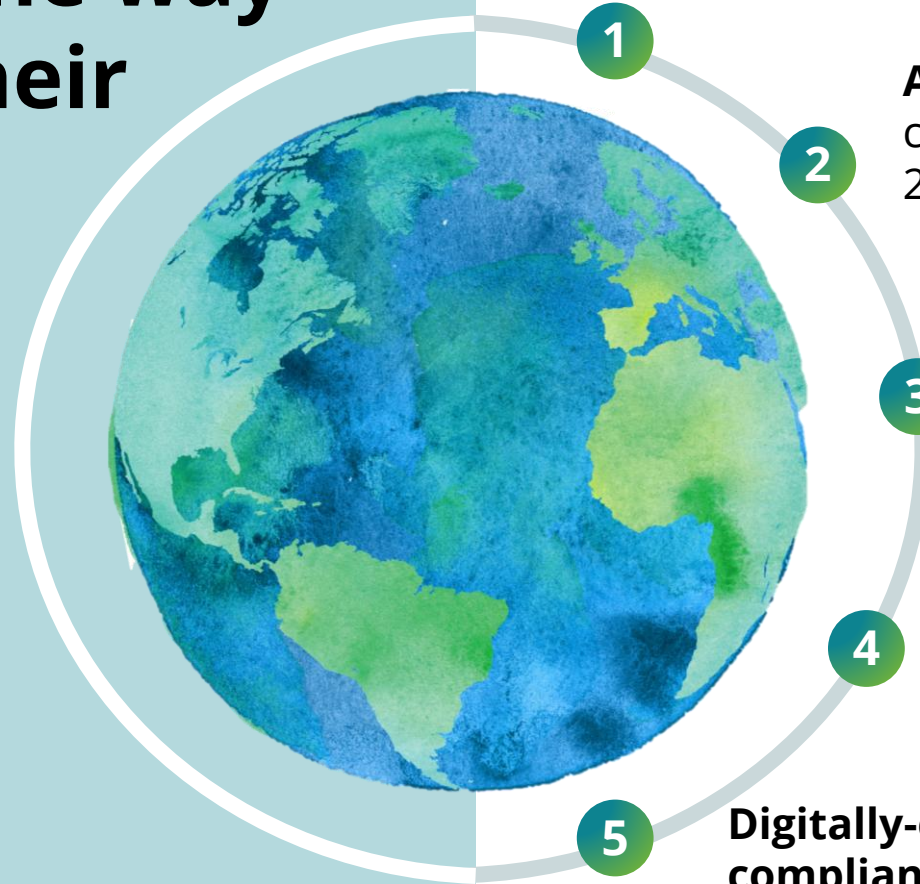


## Our Core Capabilities



# Public Employment Services are reconfiguring the way they support their clients...

*To improve the efficiency of their services and activities, Public Employment Services (PES) increasingly turn to digital tools and AI to support jobseekers, employers, and their teams.*



**Streamlining of job-ready individuals** to online platforms, face-to-face support for those who need it most.

1

**AI-enabled digital pathways**, with custom career advice chatbots and 24/7 access to coaching.

2

**Labour market information** directly in the hands of jobseekers and employers.

3

**Enhanced services for employers**, such as improved matching and candidate shortlisting.

4

**Digitally-enabled and variable compliance**, supported by data interoperability and detection tools.

5

# ...unlocking new trends and capabilities in case management & client support



Holistic & Collaborative Case Management



Data- and AI-Enabled Case Recommendations



Needs-Based Case Management Intensity



Counselor-Client Online Coach-Assist



Real-Time Client Activity Monitoring



Automated Routine & Administrative Case Activities


# The skills needs of frontline public employment service practitioners

**SKILLS**

Tristram Hooley, Aman Mankoo & Alexander Nunn

# The Role of Public Employment Services

- 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

# 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

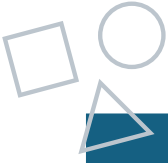
## The Future of Work

- 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

# ILO's future skills frameworks




Basic

- Sustainability awareness
- Digital literacy.
- Green computing.



Core

- Systems Thinking
- Problem solving
- Communication
- Social and emotional skills
- Cognitive and meta-cognitive skills



Technical

- Occupational specific skills related to changing occupational demand (e.g. solar engineers rather than petrol engine mechanics).

# 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.



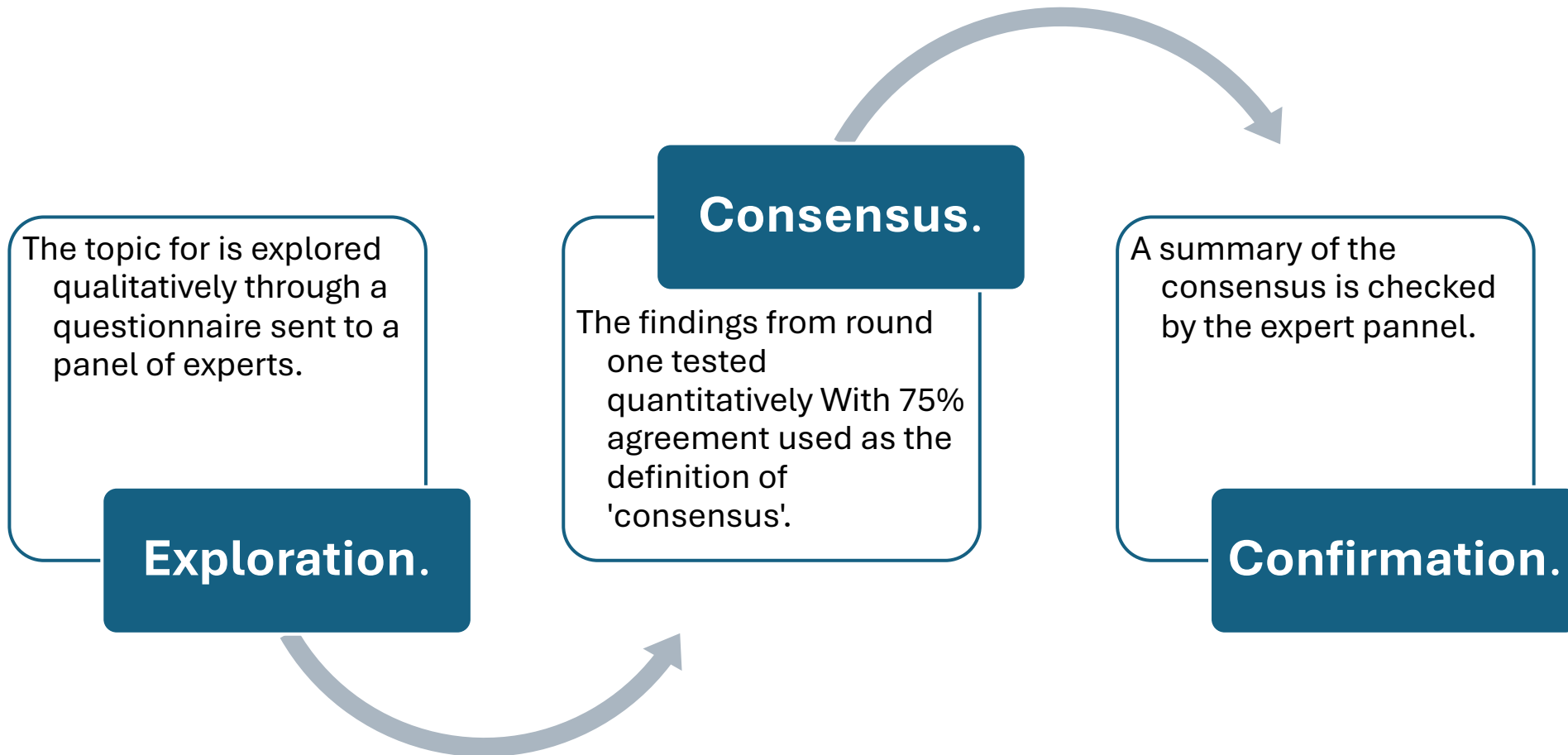
## Internalising change

AI adoption  
Green processes  
Culture change?

# About the study



# Delphi process



# 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

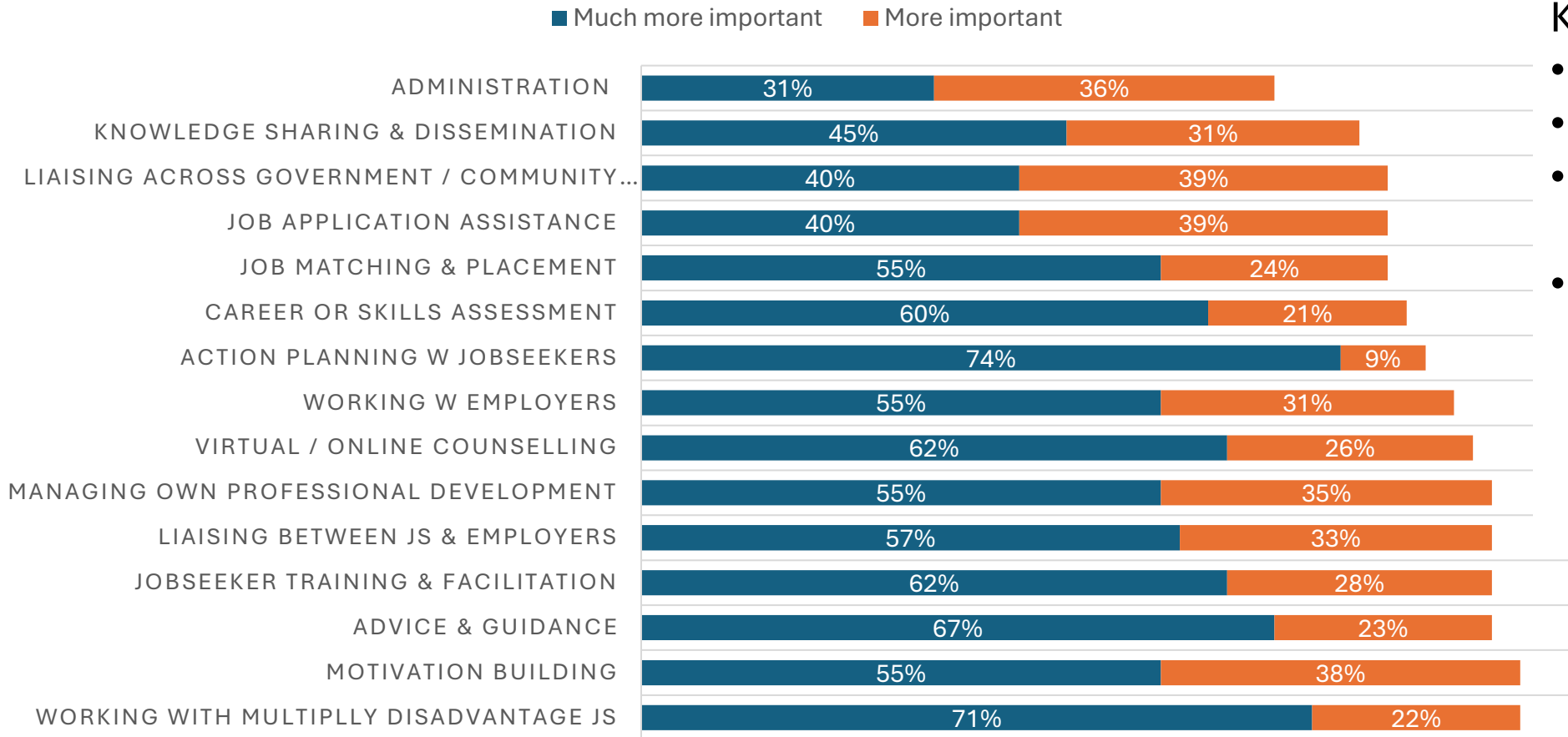
## Skills

- **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

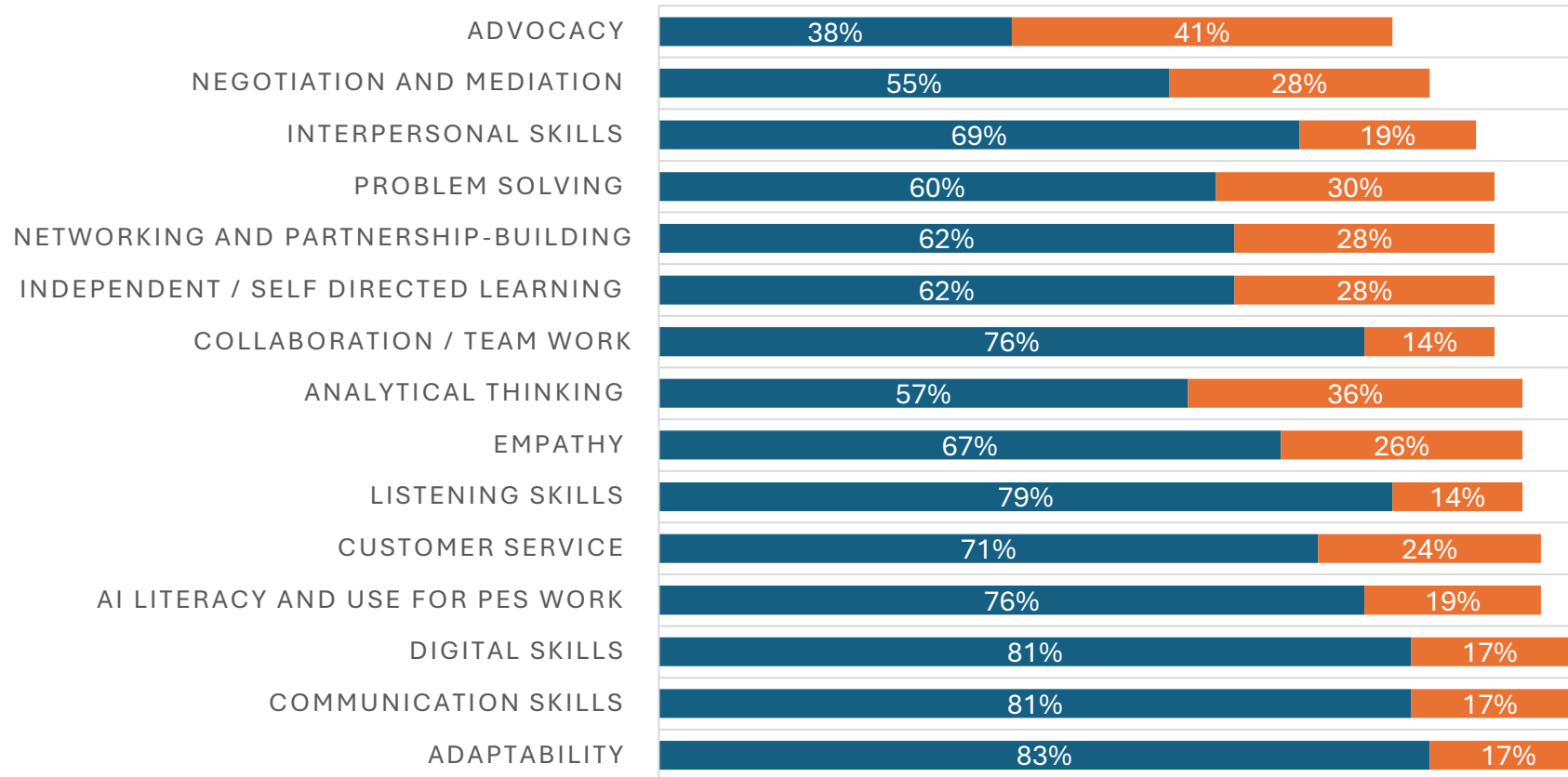


## Key issues

- 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

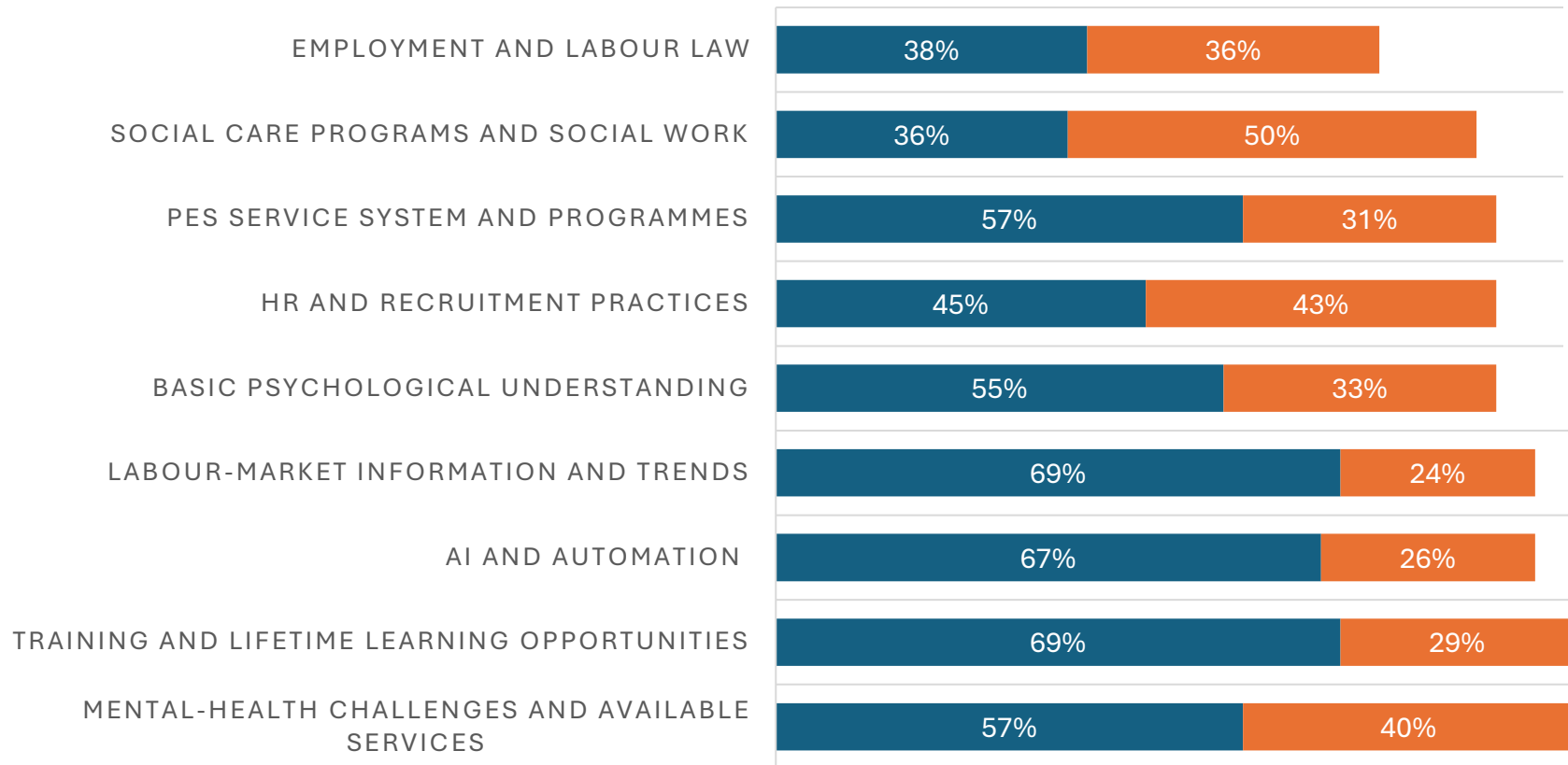


## Key issues:

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

# Future knowledge demand

■ Much more important   ■ More important



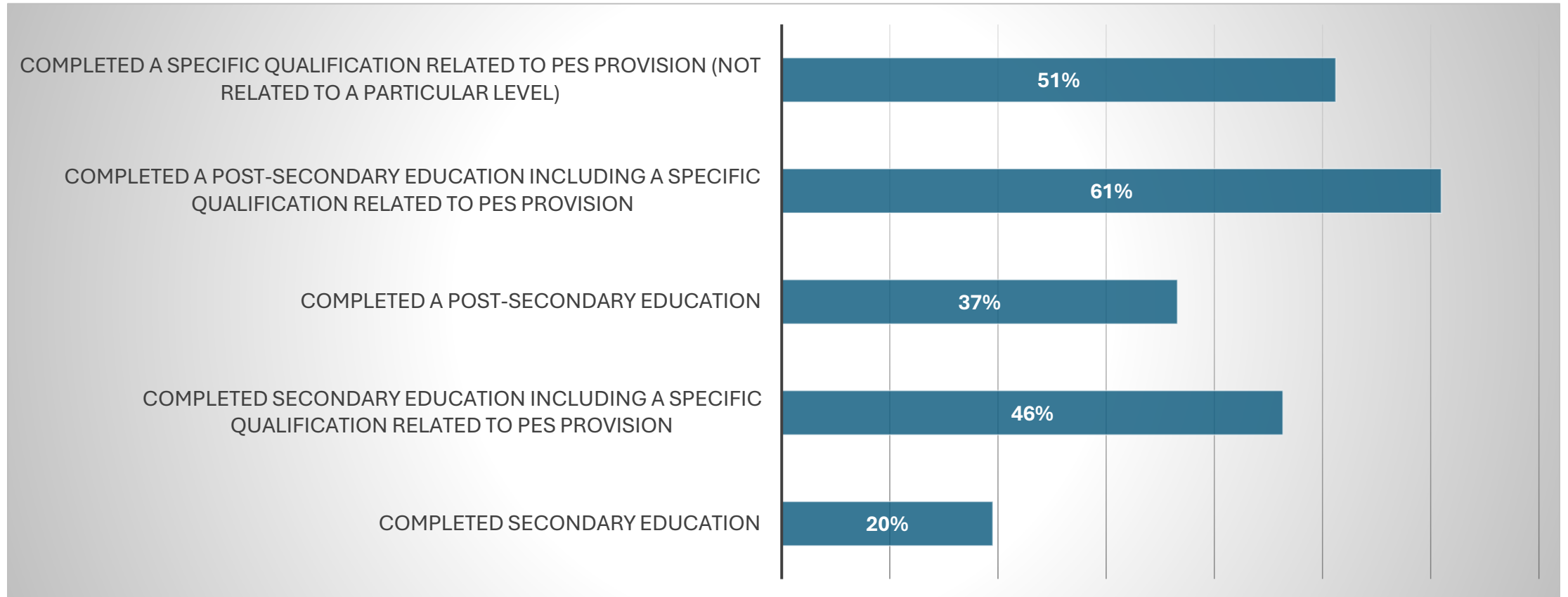
## Key issues:

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

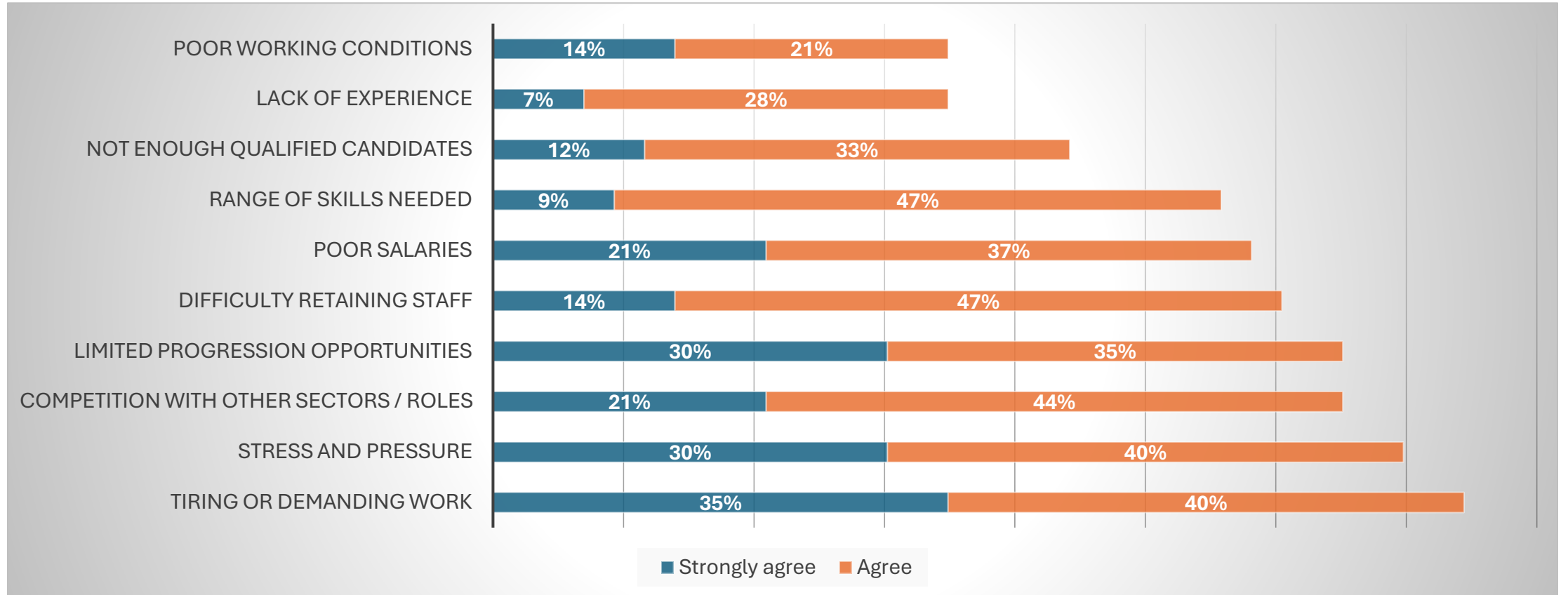
# Changes in the future

- 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.

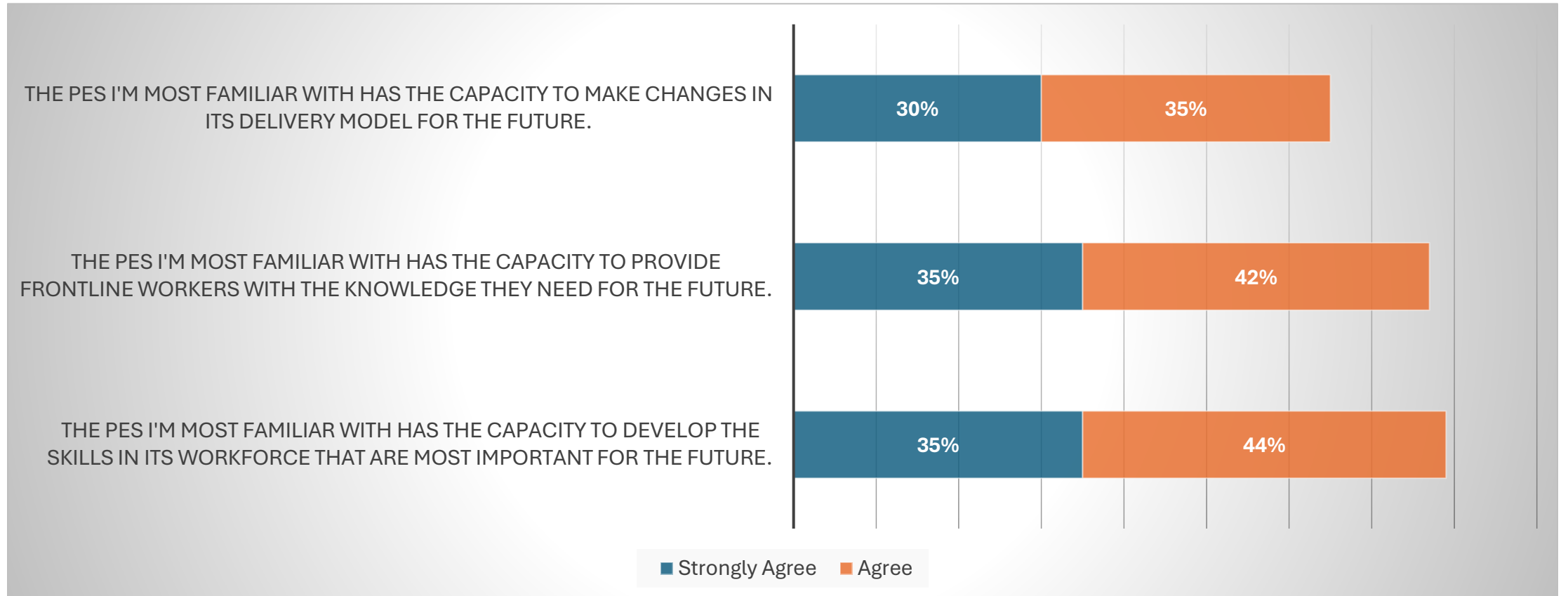
# Future qualification requirements



# 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.

# THANK YOU

# Future Skills for PES Counsellors in Germany

Key findings from a research project at the University of Applied Labour Studies (HdBA)

Prof. Dr. Andreas Frey

Dr. Silke Seyffer

Nathanael Opitz, M.A.

Jan von Ahsen, M.A.

University of Applied Labour Studies (HdBA)

[Hochschule.EStarA@arbeitsagentur.de](mailto:Hochschule.EStarA@arbeitsagentur.de)



# The transformation of public administration (in Germany)

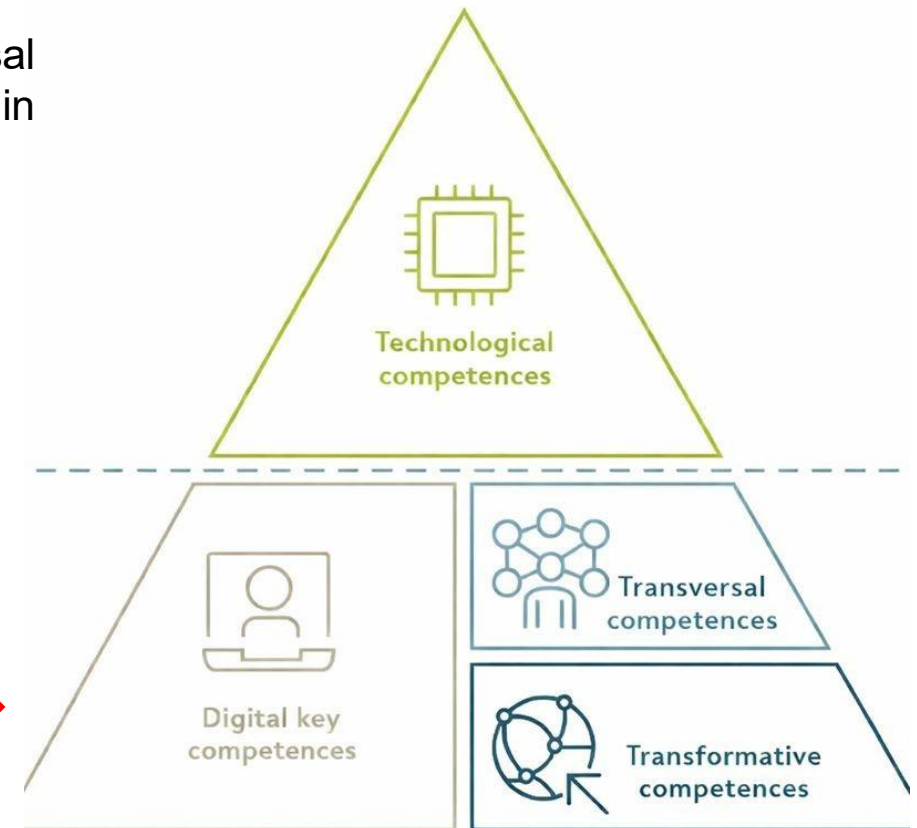
- **Strategic orientation of the German PES until 2030:**  
Moving towards a digitally enabled, service-oriented public employment service.
- **Digitalisation:**  
Interaction with citizens and employers increasingly takes place online.
- **Demographic change and globalisation:**  
Ageing workforce, labour shortages, increasing diversity.
- **Changing expectations:**  
Shift from administrative processing towards customer-oriented services.
- **Artificial intelligence:**  
Automation of routine tasks, increased focus on complex cases and plausibility checks.
- **Implication:**  
Staff need new and evolving skills that go beyond traditional competence profiles.

# What are Future Skills (in the context of PES)?

- Future Skills refer to the skills and competences that will become increasingly important in a rapidly changing world of work.
- In public employment services, Future Skills combine digital and transversal competences that enable counsellors to act independently and effectively in new and complex counselling situations (Freiling et al., 2021; Frey & Grill, 2012).

## Conceptual orientation:

- EU Digital Competence Framework for Citizens (DigComp) (Vuorikari et al., 2016)
- Future Skills Framework (Suessenbach et al., 2021)



# Research focus

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How can Future Skills be effectively developed in higher education, continuing training and daily work practice?

# Overview of key skill dimensions



Digital literacy



IT resilience



Digital learning



Use of digital systems



Digital interaction



Digital collaboration

# Study design (overview)



Representative quota-based sample

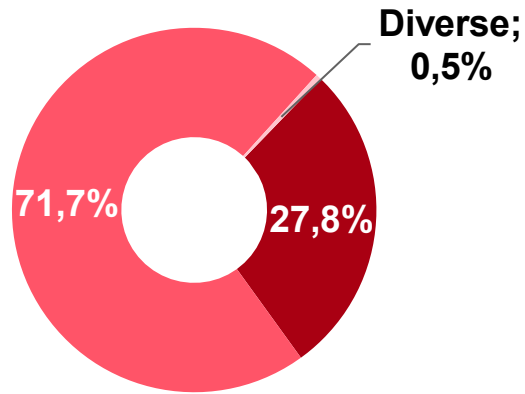
- N = 2.606
- German PES counsellors



Data collection

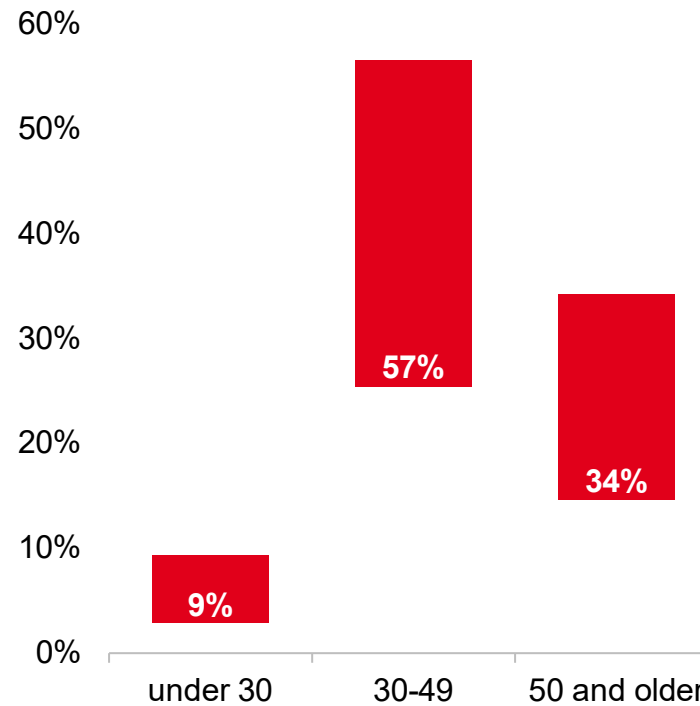
- autumn 2022 to summer 2023

## Gender

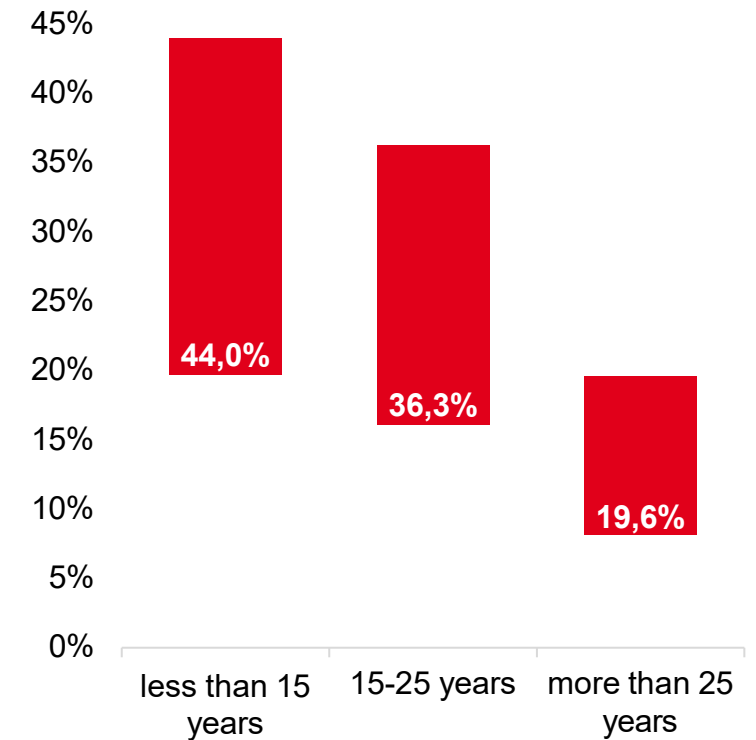


■ male ■ female ■ diverse

## Age

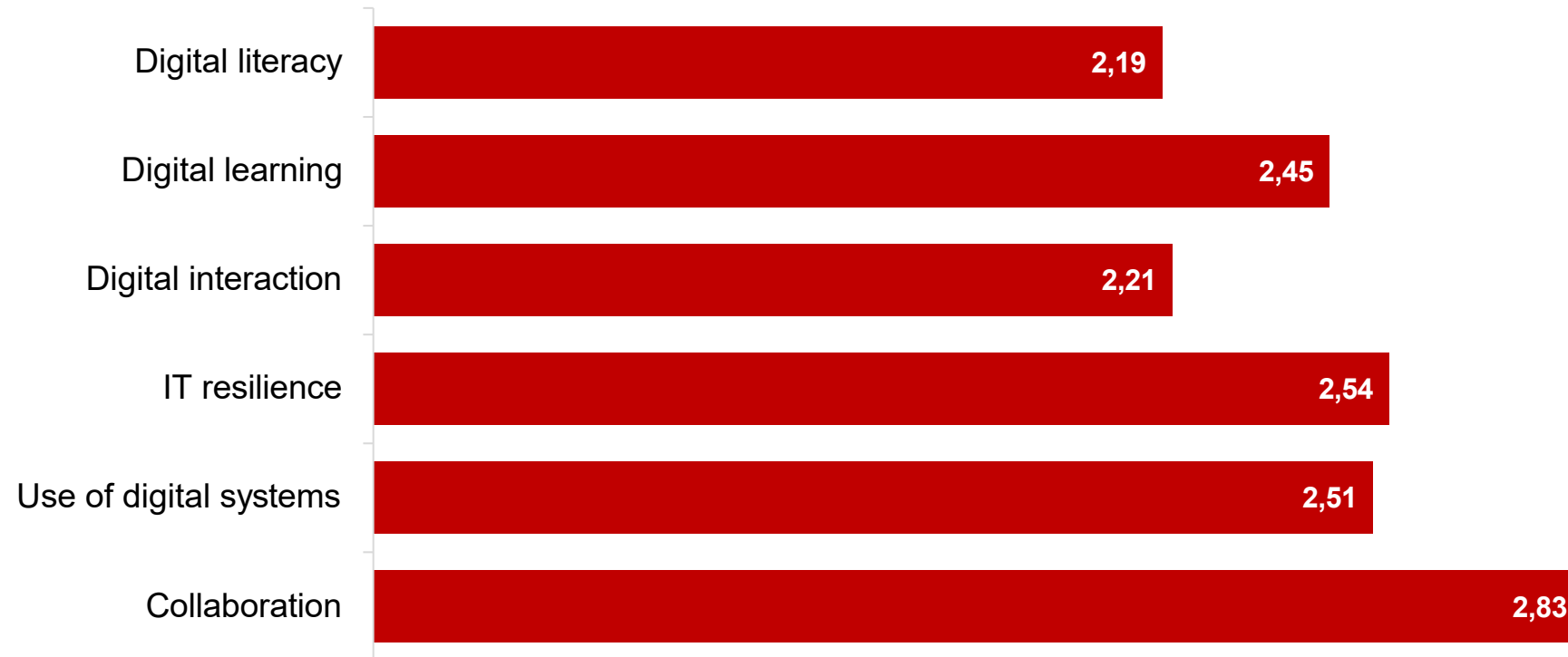


## Professional experience



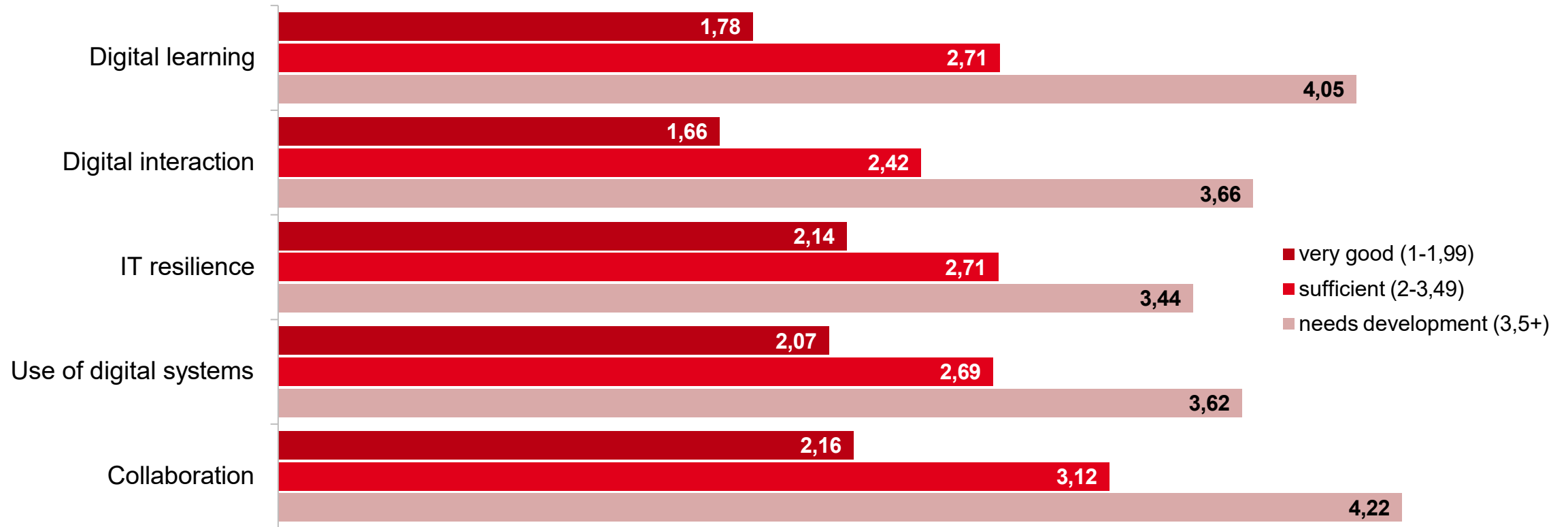
# Overall digital competences (self-assessment)

**Self-assessment of digital competences**  
Average self-assessment based on the German school grading scale  
(1 = very good, 6 = insufficient; lower values indicate higher competence)

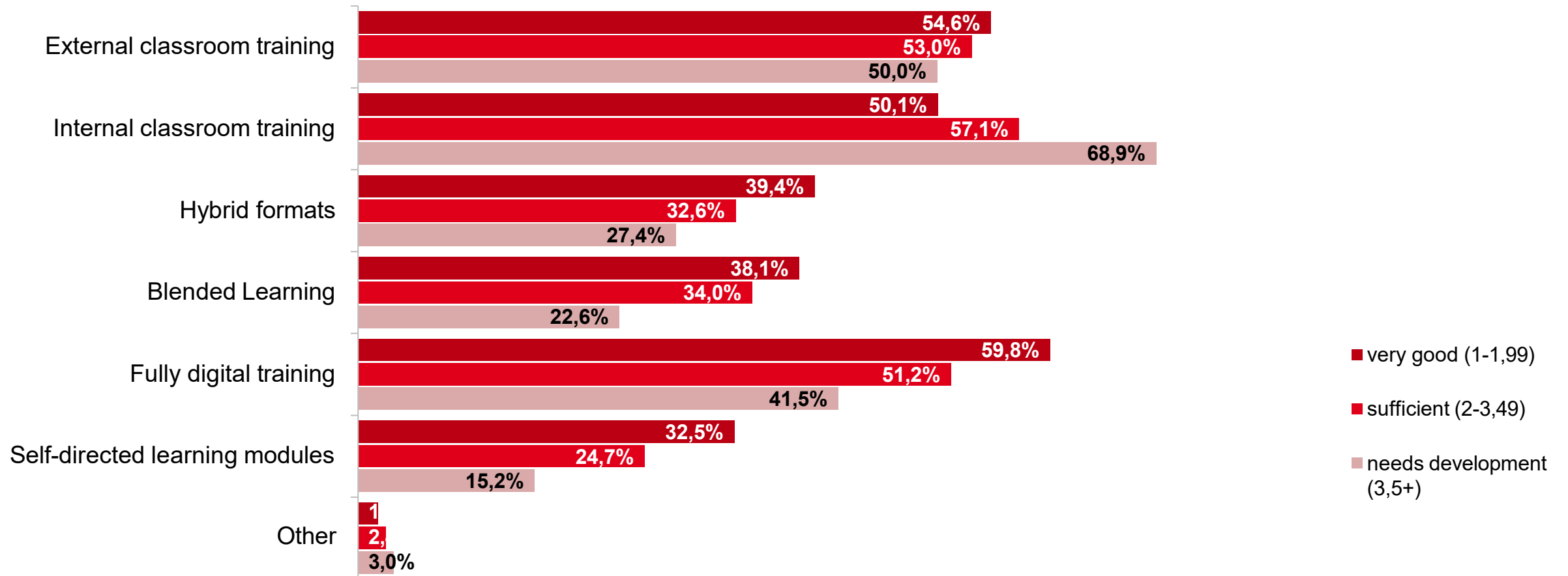


# Digital literacy matters

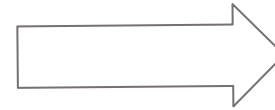
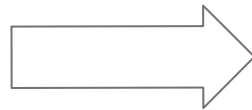
Future Skills by level of Digital literacy



# Digital training requires solid Digital literacy



# Conclusion: No one-size-fits-all for digital skills in PES.



## Self-assessment and reflection

Overall, digital competences are perceived as highly relevant for both current and future work tasks.

## Impact of digital literacy

Lower levels of digital literacy = lower competence levels across all other skill dimensions

Reduced willingness to use digital training formats such as self-directed learning modules

## Target-group-oriented training offers

Training should be practice-oriented and tailored to different levels of prior knowledge.

Employees need clear guidance on which competences are actually required for their daily work

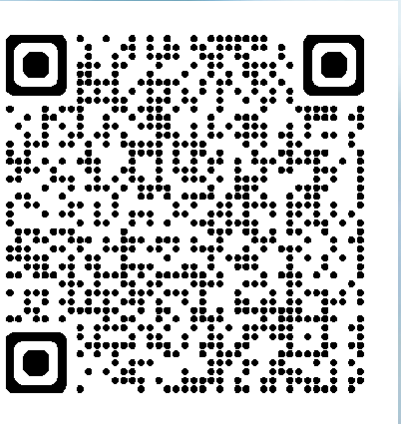
# Outlook

- **Multi-group survey** until summer 2026, including:
  - Students
  - Apprentices
  - HR professionals
- Additional assessment of transversal soft skills, such as:
  - Reflexivity
  - Autonomy
  - Self-efficacy
  - Adaptability
  - Resilience



## Contact and further information

Feel free to reach out if you would like to discuss the topic further!



Prof. Dr. Andreas Frey (Project lead)

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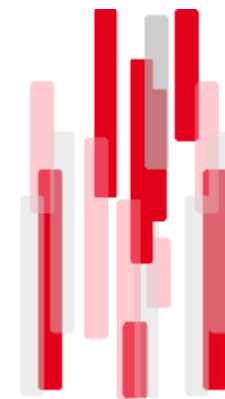
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Frey, A. & Grill, J. (2012). Der Arbeitsunternehmer. Bad Homburg: Verlag für Akademische Schriften.

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## **RECRUITING, RETAINING AND UPSKILLING PES COUNSELLORS IN DIGITAL TRANSFORMATION**

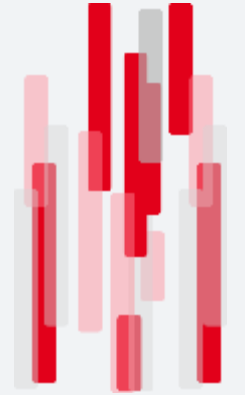
Andrea Hemp-Geppert,  
Expert Human Resources Development and Competency Management



**Bundesagentur  
für Arbeit**

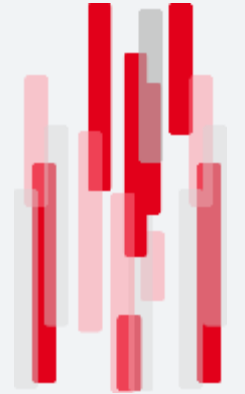
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- 1 Recruiting & retaining within German PES**
- 2 The L&D bigger picture – Island of professional development**
- 3 Competencies & skills within German PES**
- 4 Upskilling: Learning culture, training & qualification**
- 5 Approaches to digital & AI-related skills within German PES**



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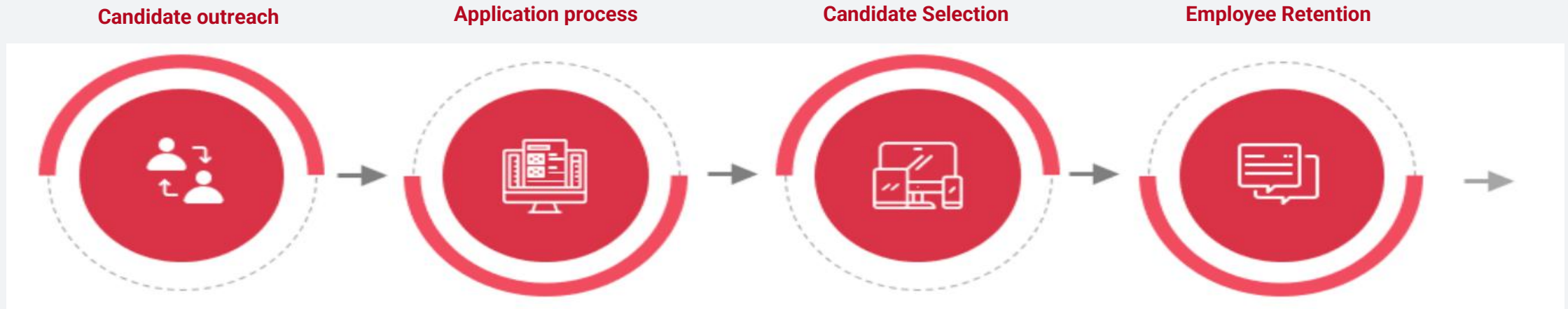


# RECRUITING AND RETAINING | “WE MAKE OPPORTUNITIES“

Through targeted **employer branding**, **service-focused recruitment**, and **sustainable pre- & onboarding**, we aim to attract the best talents and ensure their long-term integration. In doing so, we strengthen our **future readiness**.



# RECRUITING AND RETENTION | HOW WE MAKE OPPORTUNITIES



## **Diversify sourcing:**

- Career Portal & Social Media
- Career Fairs
- Employee Awareness & Engagement
- Integration of Internal Advisory & Job Placement Services
- Campaigns & innovative Employer Branding Initiatives

## **Keystones:**

- Good candidate experience
- Shortened process through early scheduling & consolidation
- Consistent nationwide process standards in the Recruitment Product Centre
- Enhanced IT Capabilities

## **Competency-based & respectful:**

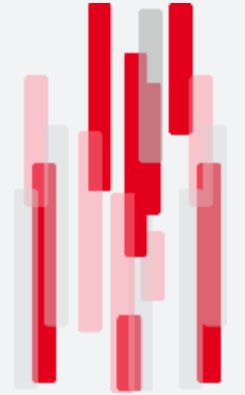
- Transparent & on an equal footing
- Professional conduct by qualified recruiters
- Positioning the Federal Employment Agency as an attractive employer
- Selection tools ensure consistent standards & high selection accuracy
- Culturally fair & gender-sensitive

## **Purpose, growth, culture & flexibility:**

- Engaging Pre- & Onboarding
- Promoting purpose, diversity & recognition
- Offering comprehensive L&D opportunities
- Clear & transparent career paths
- Supporting work-life-balance
- Using employee surveys
- Conducting exit interviews

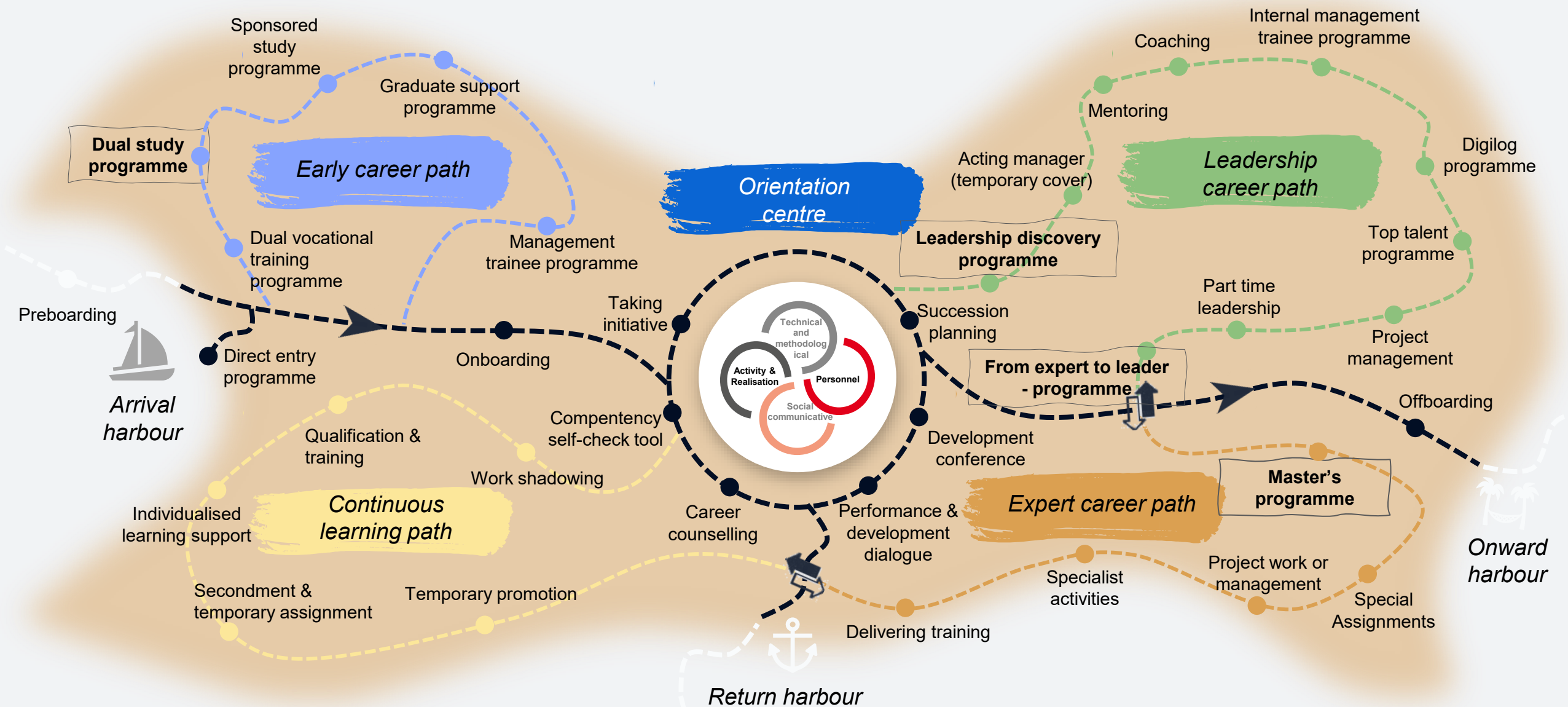
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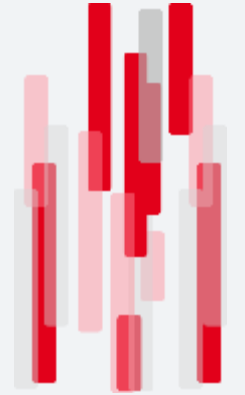
# THE L&D BIGGER PICTURE | ISLAND OF PROFESSIONAL DEVELOPMENT @BA

DISCOVER OPPORTUNITIES. SEIZE OPPORTUNITIES. SHOW INITIATIVE.

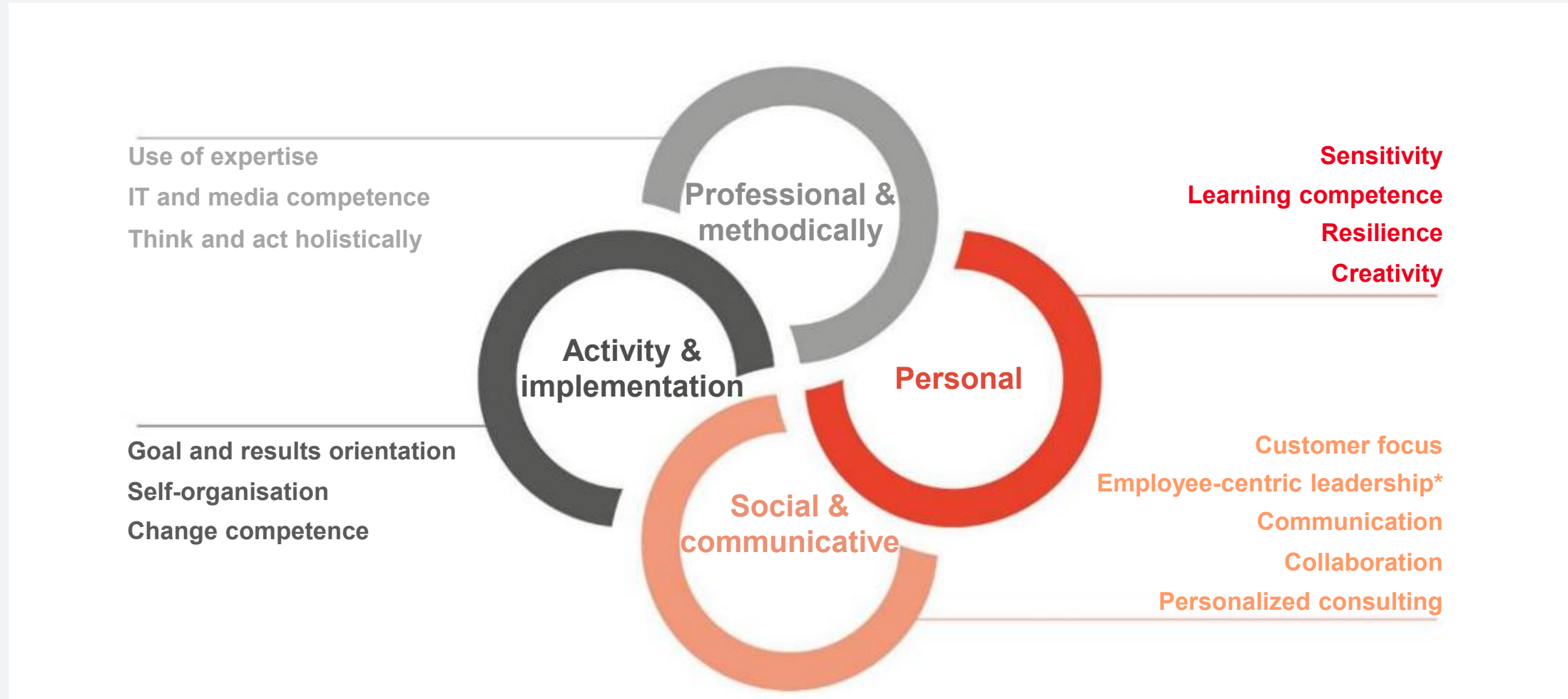


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# COMPETENCIES & SKILLS | COMPETENCY-BASED HR MANAGEMENT



Competencies are defined as a combination of knowledge, skills and attitudes

\*only for managers

# COMPETENCIES & SKILLS | TOWARDS SKILLS-DRIVEN HR-MANAGEMENT

## How do skills make the competency model concrete?

- **Skills: Task- or role-specific abilities** (e.g., AI usage) enhance competencies
- **Transversal competencies** (e.g. IT & media competence) comprise multiple skills, including digital skills



## How do we establish digital skill management?

1. **Defining the skill set** for the Federal Employment Agency
2. **Capturing individual skills**
3. **Self-Assessment & feedback** on employees' skills, as well as identifying skill gaps
4. **Develop skills**, e.g., through appropriate learning opportunities
5. **Deploy skills** purposefully for tasks or projects

## What benefits does it bring us?

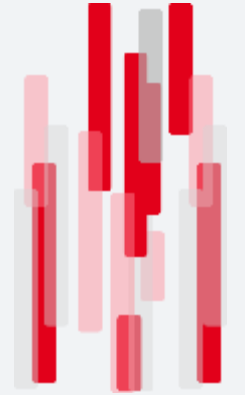
- **Consulting quality** & performance
- **Systematic** re- & upskilling
- **Targeted learning** & development offerings
- **Efficient** workforce deployment
- **Supporting leaders** as developers
- **Promote cross-functional** collaboration



**Making employee skills visible, developing them strategically, and leveraging them effectively**

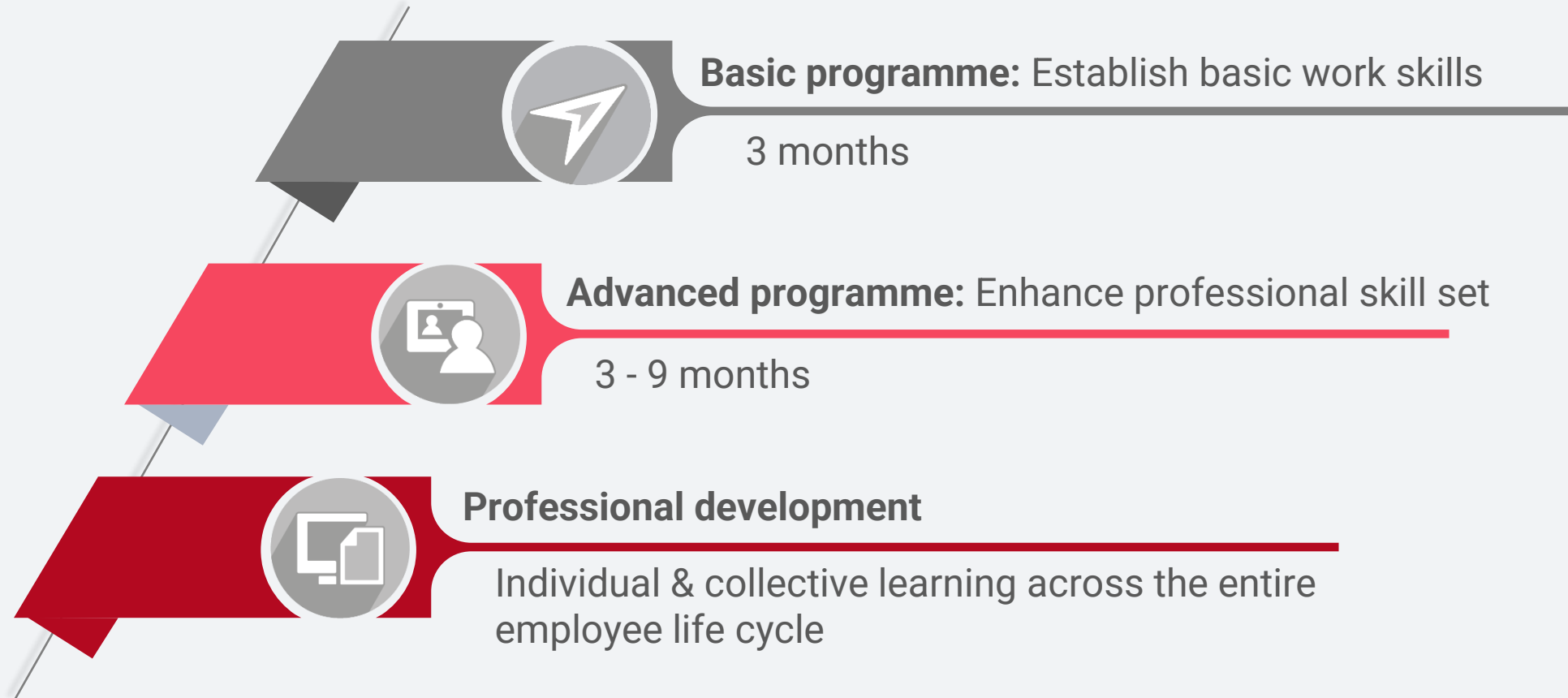
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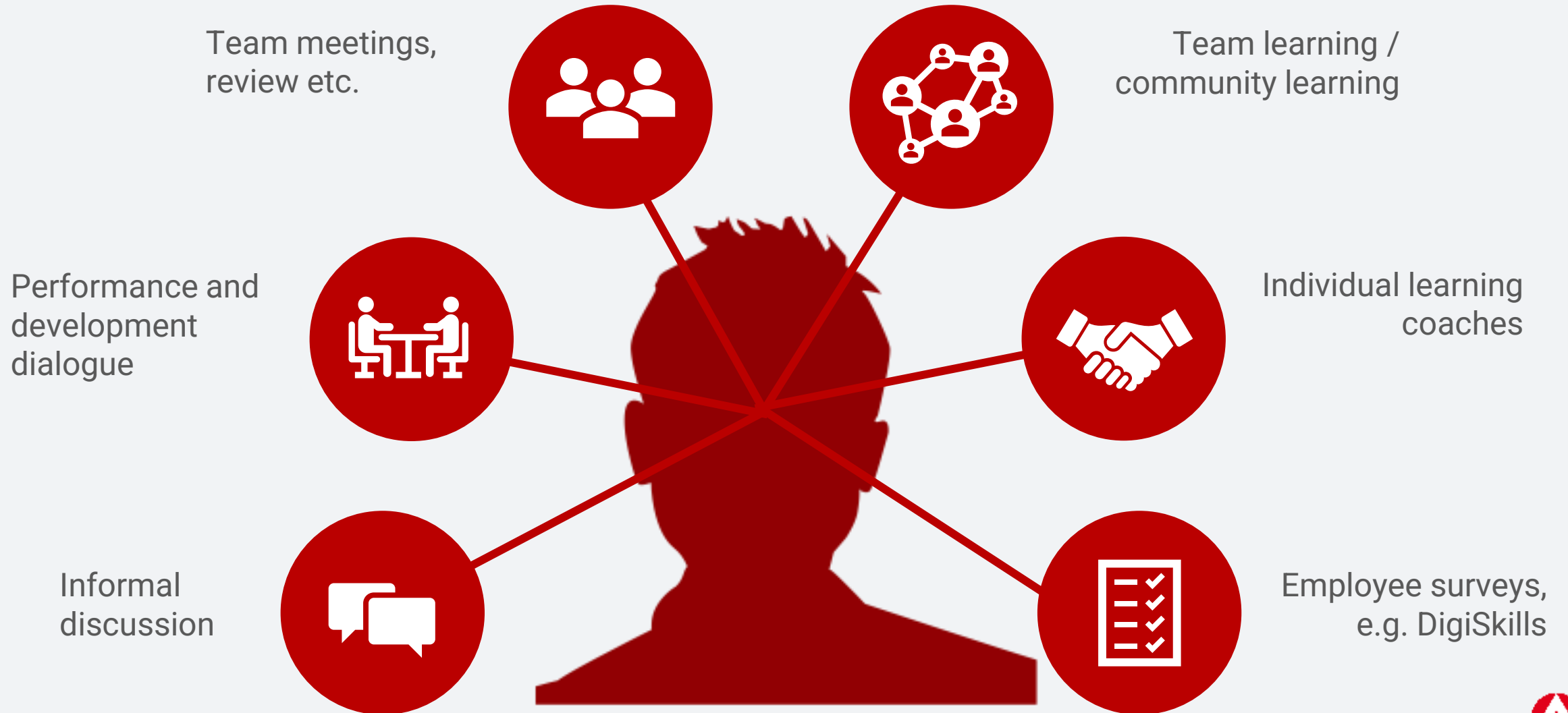


# UPSKILLING | SPECIFIC TRAINING PROGRAMMES TO ACQUIRE NEW SKILLS

We improve professional, social and cultural employee integration via **systematic onboarding processes**, incl. activity-based, standardized learning programmes.

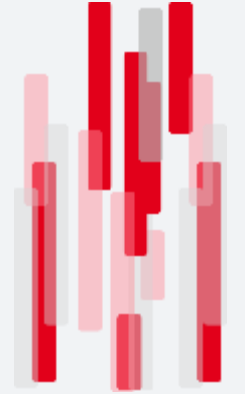


# UPSKILLING | HOW EMPLOYEES EXPRESS INDIVIDUAL TRAINING NEEDS



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# DIGITAL SKILLS | DRIVING DIGITAL PROGRESS IN THE BA

**Mission: „In a world of change, we offer guidance and security to people and businesses in Germany.“**

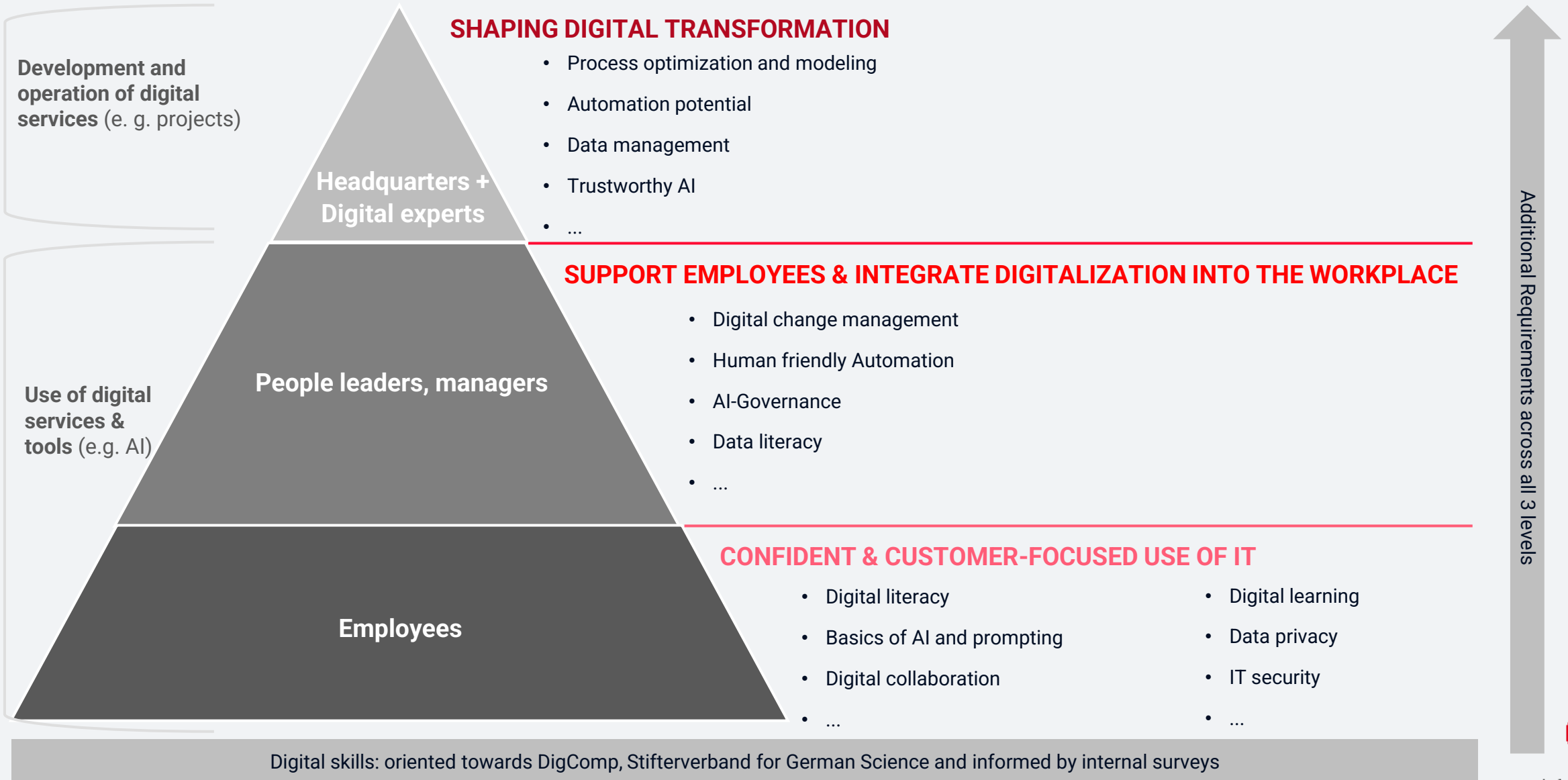
Our technological ambition:

- Digital channel takes the lead
- Ensure digital participation for all
- Align consulting and IT
- **Upskill and develop employees**

- „Digi compass“ for information and empowerment
- **Professional development:** Integration of digital topics (e.g. training, Master’s programme)
- **Online-modules** and Learner-focused **learning paths** within our LXP
- **Key learning impulses**
- **Clickable prototypes** and IT platform „Welcome to digitalization“
- **Research studies** about future skills at the own university of the Federal Employment Agency
- ...



# ENABLEMENT APPROACH | WE FOCUS ON 3 DIFFERENT LEVELS



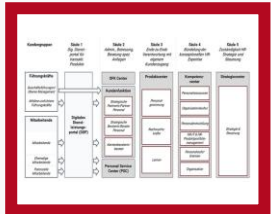
# SHAPING THE FUTURE | 4 PILLARS



**Effective: skill management**



**Digital: enabled by the Talent Management Suite**



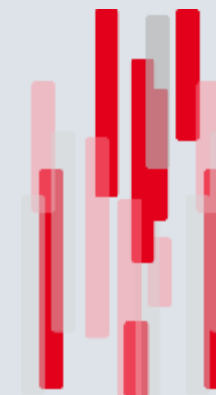
**Efficient: HR transformation and quality management**



**Innovative and forward-looking**

The development continues...





**Thank you for your  
attention!**



# Leading the AI Era: AI competency building for Employment Service Professionals in Korea

Dr. Sang Hyon Lee  
Research Fellow  
Korea Employment Information Services

# Current Status of Career Counselors in Korea

## MOEL Job centers

Approximately 5,000  
Government officers

Private 1 : contracting out  
program providers,  
university job centers,  
high schools, local  
government, and NPOs

Estimated at **15,000**  
practitioners nationwide.

Private 2 : job match  
makers

Estimated around **20,000**  
practitioners nationwide.

- ❑ AX: With **AI Transformation**, AI-augmented counseling services is possible.  
AI job matching and AI Counselling services JobCare were developed by KEIS  
People use AI resume, cover letters, and interview strategies and practices

## 3-Tiers Education System for Career Counsellors

Integrated governance for capacity building  
employment service professionals  
led by Korea University of Technical Education

Under KUTE

1. The Dept. of Employment Service Policy
2. The Korea Employment and Labor Education Institute
3. The HR Education Promotion Group.

KEIS provides advanced training in the area of  
group counselling courses and  
analysis of occupational psychological tests



# [Tier 1] Department of Employment Policy(KUTE)



## Focus

Training future policy leaders and AI-native employment administrators.



## Curriculum

Data-driven labor market analysis (using Python, Big Data), AI.



## Benefit

5% bonus points for civil service exams and Grade 1 Vocational Counselor certification.

36 students per class

# [Tier 2] The Korea Employment and Labor Education Institute (KUTE)

2025 RESULTS

## AI Employment Services Training Achievement Highlights

1,313

Total Participants

9

Course Offerings

Diverse programs from basic to advanced AI applications

### MOEL Government Staff Training

- Using occupational information and job matching(87 participants)
- JobCare counseling fundamentals(244 participants)
- AI-based employment market analysis(90 participants)
- Supervision of career counselling using JobCare(47 participants)

### Contracting out Private Sector Training

- AI's impact on career landscape (587 participants)
- Generative AI basics (128 participants)
- AI-powered job support case studies (69 participants)



## [Tier 3] HR Education Promotion Group (KUTE)

AI employment services capacity building for private sectors

1,115

Professionals Trained

Successfully trained through "Career Counseling A to Z" flagship course

4.76

Satisfaction Score

Out of 5.0 rating from participants

20+

Partner Institutions

Including Women's Resources Centers and the Veterans job centers

# Detailed Curriculum: AI-Augmented Counseling

Format: 7-hour intensive onsite training focusing on practical skills.

## Key Modules:

01

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### Prompt Engineering

12 optimization strategies for counselors.

02

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### Story Making

Generating "Story Banks" for customized resumes.

03

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### Psychological Analysis

AI-driven interpretation of vocational interest tests.

04

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### Smart Assistant

Building custom GPTs for workflow automation.

# The Urgency of AX



## Context

Rapid acceleration of AX in the employment service field is increasing the demand for AI literacy.



## The Goal

Moving beyond general AI education to address the specific needs of career counseling.



## Efficiency

Enhancing productivity throughout the entire counseling process using AI.

# 2026 Strategic Roadmap



## Scaling Up

New course development focusing on "Business Productivity through AI."



## Standardization

Establishing a step-by-step master plan from basic to advanced AI mastery.



## Expanding Reach

Nationwide onsite training customized for specific institutional needs.

# **‘Future Skills for PES Counsellors’**

**How do we go from this?**



**to this..?**



**How we recruit, retain and develop 21<sup>st</sup> century coaching talent for a world of work shaped by more complex tech-enabled career journeys**

**Marc Hanke, CEO Ingeus GmbH (Germany) and Ingeus AG (Switzerland)**

World Association of Public Employment Services (WAPES) Webinar 06/02/2026



# It is tough being a coach these days

- Now need to support **unemployed**, **'inactive'** and even **working people**
- As careers shift from a **series of short races** to a **lifelong marathon** people struggle to be continuously **'skills and career fit'**
- New **digital/AI tools** revolutionizing how employers and jobseekers connect and how coaches **tailor more coordinated services** through delivery partners
- It is hard to coach using **mixed channels** seamlessly (face-to-face, online and remote). Coaches risk stress, burnout and high turnover

# Building the right coaching talent for 21<sup>st</sup> century workforce development begins by getting the basics right

- We focus on **‘skills first’** rather than diplomas first (where possible and adequate)
- We prize **lived experience** and **diversity** that reflect customers’ needs and harness talent from **employee referrals** and a vibrant **internal jobs marketplace**
- The best predictor of success - the ‘holy trinity’ of **essential skills** (communication, collaboration, creative thinking), **strong growth mindsets** (embracing digital learning, resilient) and the **right values** (teamwork, integrity)



# Digitalization and AI add better value for coaches only as an integral part of wider organizational and cultural transformation

- **Empowering coaches to improve processes** from the bottom up with our Continuous Improvement Academy (provides industry-recognized learning in Lean and Six Sigma methodology)
- **Supporting mental health and resilience.** Access to a wide range of online and in-person Employee Assistance Programs to manage stress and boost resilience & well-being
- **Skills-based horizontal & vertical mobility** to upskill for new roles or gain practical experience on multi-disciplinary project teams - at home or abroad
- **Guided ethical exploration for all staff of digital/AI tools** including developing personal AI Agents



# We capacity build delivery partners from public, private and third sectors to promote holistic digitally-enhanced ecosystems

- **Australia, Canda, UK.** We train and upskill local NGO partners to break down silos and to use digital tools to deliver seamless customer journeys (e.g., using shared databases to track client progress, monitor performance metrics)
- **Latin America, ASPAC, Ukraine.** Ingeus Spain designing, developing and rolling-out new ILO online and in-person training format for coaches for resource-poor PES
- **Germany.** Ingeus Europe offices host HdBA university students each year to strengthen mutual understanding, best practice and collaboration
- **WAPES-Japan PES Modernisation Project.** Designed and delivered free workshops on Performance Management Frameworks and Continuous Improvement for Cambodian PES



# The future: coaches leveraging digital tools across skills, employment, health & social services to support key life transitions from early years to active ageing

## Australia



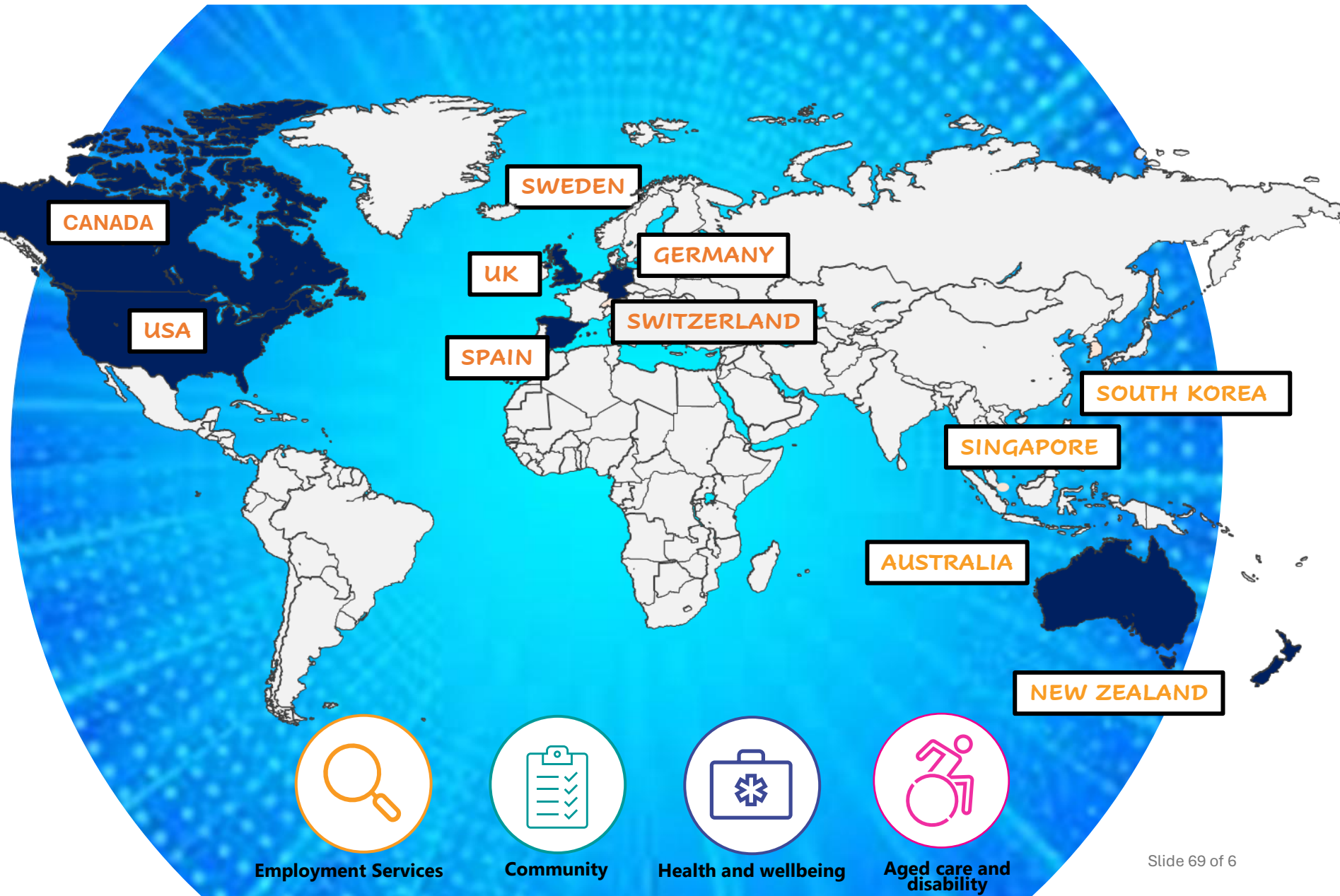
## Europe and the UK



## North America



## Asia and NZ



Employment Services



Community



Health and wellbeing



Aged care and disability