



AMSEP WAPES AMSPE

World Association of Public Employment Services
Association Mondiale des Services d'Emploi Publics
Asociación Mundial de los Servicios Públicos de Empleo

Digital-first strategies and guidance: Implications for job and competence profiles of Public Employment Services' counsellors

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European Commission > EURES > Home

EURES

European Job Mobility Portal

Employers Living & Working



A click away from employment ... (and career development)

What about the role of guidance?

Structure

1. Concept: Career guidance in PES
2. Setting: Digital transformation and digital first
3. Job profiles: the evolving role of employment counsellors
4. Competences: The European Competence Profile for PES counsellors
5. HR Management: Benchlearning concept and PES Network practice
6. Conclusions



1. Concept: Career guidance in Public Employment Services (PES) Acquisition of career management skills as objective

PES Network vision 2020 and beyond

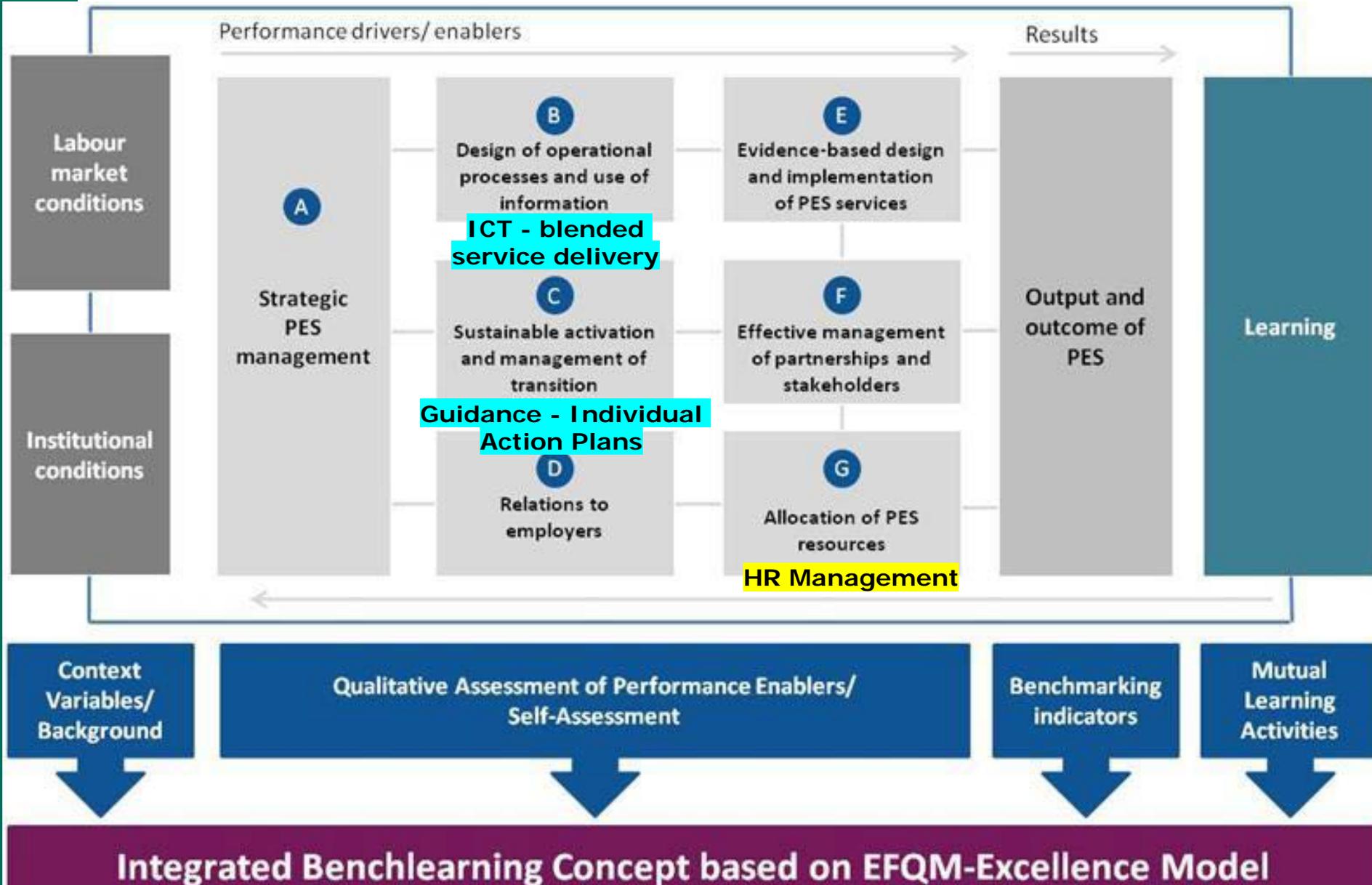
*“Bridging career transitions is first of all a matter of **empowerment**. Jobseekers and job changers need to be enabled to **build bridges** themselves, to take control of their own careers. However, they - especially vulnerable groups - need to be supported ...”*

*“A shift from the traditional role of job matching to a **relationship with a customer that consists of facilitating, coaching, [...] and co-producing of new PES services drawing upon customer insight.**”*

**Going beyond the usual paradigm of activation
Clear focus on active support, empowering,
and user involvement**



1. Concept: Career guidance in PES – standards set by the framework for quality management (quantitative + qualitative performance assessment)



1. Concept: Standards include career guidance for employment

The basis for a guidance-oriented job and competence profile ... coherent with current policy paradigm

Employment counselling

- **Ressource-oriented** assessment of employment potential, but no focus on career management skills
- **Collaborative preparation** of an individual action plan (placement into a job, more intensive support – **ALMP measures**)
- Follow-up, further support (but also, **in line with activation paradigm** – mutual obligation, monitoring – sanctions)

Segmentation

Underlying management concept

- Grouping by intensity of support needed – e.g. job ready, need for training, more comprehensive support
- Profiling methods: 1 employment counsellor, 2 in-depth assessment by external service, 3 statistical profiling

Tailoring support – ALMP measures

- In- house or external career guidance / case management
- More intensive job search assistance
- Testing – in-house, external service
- Work experience
- Short occupational training for a vacancy
- Quafflication - e.g. VET
- Combined training measures – training social skills, social assitance
- Wage subsidies
- Health and social services, NGOs etc.
- Post-placement support

3. Offering career management portals and using YouTube – PES France

Accueil Pôle emploi | Pôle empl x Les services web et mobiles de x +

https://www.emploi-store.fr/portail/accueil;JSESSIONID_ESU=im34EgGyxDJe6o-CfjVV9Z0a-tJkb_r

Erste Schritte VDI - Portal Introduction to Artifici...

MENU

Emploi store vos services de l'emploi

MON COMPTE ON VOUS GUIDE ! Rechercher un service

Trouvez tous les sites et applications dédiés à l'emploi

Parcourez les thèmes qui vous intéressent :

Qu'est-ce que l'Emploi Store ?



Choisir un métier

Les bonnes pratiques pour construire son projet professionnel



Se former

L'essentiel pour concrétiser son projet de formation



Préparer sa candidature

Les outils pour une candidature efficace



Trouver un emploi

Les clés pour postuler et réussir ses entretiens



Créer une entreprise

Les supports pour créer ou reprendre une entreprise



International

L' incontournable pour une recherche d'emploi à l'étranger



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L'ÉMISSION
PAR PÔLE EMPLOI N°2
SPÉCIALE
CRÉATION D'ENTREPRISE

DÉCRYPTONS ENSEMBLE L'ACTUALITÉ DU MONDE DU TRAVAIL

SUR LA CHAÎNE YouTube DE PÔLE EMPLOI

LA POUR VOUS!

pôle emploi

3. Increasingly web-based including chats - PES - Sweden

> Fler nyheter



Experternas bästa tips – så hittar du ditt nästa jobb



Sök jobb via sociala medier – kom igång redan i dag



Har du en videointervju på gång? Förbered dig så här

[Mer på vår play-tjänst](#)

På arbetsformidlingen.se använder vi kakor (cookies) för att webbplatsen ska fungera på bästa sätt. Genom att surfa vidare godkänner du att vi använder dem. [Vad är kakor?](#)

Jag förstår



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2. Changing setting: Trends in digital transformation and digital first



An increasing offer of online, self-help tools and interactive communication pushed by COVID19



- ✓ **Digital first:** National and European **multi-functional platforms** (including Europass Platform for career management) **as first access point**
- ✓ **Self-help tools:** Job search, creating CV, how to apply, skills profiling, automated matching, jobs with similar skills profiles / transferable skills, identification of skills gaps -> training needs (big data analysis),, mobile **apps**
- ✓ **Interactive tools** including chats, bots, videocounselling
- ✓ **Targeted digital-first strategies:** Profiling tools (using AI) to identify job-ready jobseekers capable to use digital tools (learning lessons: – example NL - online tools only do not work for all)
- ✓ **From blended services to omni-channelling as future integrated service concept:** customer choice – seamless switch

3. Virtual events, interactive LMI and video-guidance - PES Estonia



Online Job and Career Fair

29. September - 2. October
toomess.ee



3. Using social media for outreach – Belgium VDAB



VDAB

3210 Abonnenten

ÜBERSICHT

VIDEOS

PLAYLISTS

COMMUNITY

KANÄLE

KANALINFO



En alles beweegt

285.708 Aufrufe • vor 1 Jahr

Solliciteren, werken, bijscholen. Zet elke stap met VDAB. En alles beweegt.



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3. Job profile: The evolving role of employment counsellors

- **Former core tasks will be increasingly automated, e.g.**
 - Placement into a job
 - Identification of skills gaps (incl. digital skills)
 - Identification of training measures needed
 - Routine administration
- **Employment counselling will become more demanding**
 - Support for more complex job search (e.g. other job with partially overlapping profile, job below former job level)
 - **Stronger focus on vulnerable groups with more complex needs**
 - Mitigating the **digital divide** among clients
 - **Working with more channels, tools and platforms**
- **... in a context of an increasing mandate for PES**
 - Early intervention (e.g, contacting youth in education)
 - Prevention of unemployment (e.g. workers threatened by unemployment)



4. Competences: The European Competence Profile for PES and EURES counsellors (2014) includes both, guidance and digital (PES survey, working group, other frameworks, expert input)

- **Set of competences: career guidance for labour market integration**
- **In line with the PES Network vision and other guidance competence frameworks** (foundational, counselling, supporting competences)
- **... including competences for blended service delivery**

Digital transformation – Rethinking the competence profile?

Need for updating, specifying + mainstreaming digital competences
+ adding AI knowledge (general understanding of underlying process; risks including private career management pplatforms)



4. Competences: The European Competence Profile for PES and EURES counsellors (2014) in detail

(PES survey, working group, other frameworks, expert input)

Foundational competences

e.g. Professional conduct and ethical aspects, client orientation, dealing with pressure, change)

Client interaction competences – dealing with jobseekers and employers

Core part, most competences e.g. Counselling, individual action planning – promoting career management skills, motivation, resource-oriented assessment, problem-solving skills, justified referrals, facilitating placement

Supporting competences

System competences, e.g. knowledge of labour market, vulnerable groups, networking and partnerships

Technical competences = ICT skills and ability to work in a context of blended service delivery, Information management skills



4. Competences: The European Competence Profile for PES and EURES counsellors (2014) in detail

Supporting competences – Technical competences

- **ICT skills and ability to work in a context of blended service delivery**

e.g. competences to use basic and service-specific ICT equipment and software, work with internet and online resources, to provide blended service delivery, to use of recruitment tools, telephone or online information and assistance

- **Information management**

e.g. assist clients to access and use information on job opportunities and training

Rethinking the competence profile? Rather Update+

- Specific or transversal approach to integrate ICT? Both

- Need for update of the specific competence areas

e.g. big-data and AI incl. potential issues (e.g. profiling, suggestions)

- Need for transversal integration (e.g. counselling skills section)



5. HR Management: Benchlearning concept and PES Network practice

- **Benchlearning HRM concept includes**
 - Competence profiles
 - Initial training
 - Continuous professional development
 - Career development
- + Strategic HRM
- **PES Network practice so far**

Focus on strategic HRM (e.g. attracting and retaining talent, staff motivation and leadership)

... partial implementation, room for further development



5. HR Management: **Benchlearning concept and PES Network practice** **Benchlearning HRM concept in detail**

▪ **Benchlearning concept**

Shift in the role of PES towards services focused on facilitation of transitions: **strengthening of counselling and guidance elements in the job of employment counsellors**

▪ **Standards for HR strategy**

- **Definition and description of qualifications and competences profiles** for all functions at all organisational levels
- Profiles should be made accessible to all employees
- **Initial training plan** for new employees upon entry (taking account of different competences due to different entry qualifications), use of mentoring and coaching programs
- **A further training and career development plan** (competency based, life-cycle approach)
- **Training for implementation of blended services** should be part of HRM strategy (From section G – Design of operational processes)



6. Conclusions

- **Filling the gap** – research and mutual exchange on staff competences and competence profiles
- **Pooling resources** - Identifying common training needs for the digital context and develop open-source online training modules and concepts
- **Continuous professional development and resilience** - approaches for peer learning and online communities of practice including problem-solving (using the knowledge from the project EmployID)
- **Evidence-based use of channels for information and guidance** - Research involving users and counsellors to gain more knowledge which interactive channel serves best for which purpose and client including face-to-face guidance



“PES biggest asset is its staff”

(Pôle Emploi; in Sienkiewicz 2018: 17)

One of the advanced PES including (digital) innovation

Or, to put it into a broader context:

Competent staff to support the supply side compensating for social disadvantage is the main added value of **public** employment services.



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