

The Importance of Partnerships in the Future of Work

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The future of work has arrived !

- OECD latest estimate that 14% of all current jobs at risk due to automation but ...
- Increasing skill shortages in predicted growth sectors
- COVID has led to significant labour market disruption
 - significant increase in teleworking
 - 5 million jobs lost in EU by 2nd quarter 2020 (ETUI)
- LTU remains high
- Demographic trends affecting society and world of work

Why are Partnerships needed?

- Policy Gaps – especially in support for vulnerable groups and responding to the scale of digital transformation
- Enhanced co-operation between stakeholders is necessary to support vulnerable jobseekers on the labour market
- Delivery on European Pillar of Social Rights and UN Sustainable Development Goals contingent on collaboration between actors
- Co-operation can better align support for beneficiaries
- Partnerships provide more opportunities to develop innovative evidence based policies

The changing context of work – the Labour Market as an Eco-System

- Development of transitional labour markets
- Support services must be adapted to support new ,more complex and frequent transitions
- Partnerships can support desirable growth in decent work in the context of increasing precarity
- Dynamic service provision needed to combat inequalities
- Comprehensive data is needed to ensure
 - positive complementarities - policies that encourage households and firms to invest in skills
 - Beneficial constraints – policies which prevent involuntary non-standard work
- Need to integrate support services, eg PES, VET, Social Assistance ,to focus on promoting sustained employability for citizens

Building successful partnerships

- Different partnership models can suit particular situations
 - Agile partnerships produce quick solutions
 - Sub-contracted partnerships can source expertise , resources , and skills which are not available in-house , and transfer risk
 - Co-constructed partnerships can enable partners to share power, responsibility, and expertise
 - Supportive partnerships are catalysts for networking and the generation of innovative ideas
- (See Davern 2020, Nunn 2015, Scoppetta 2013)

Partnerships and Technology

- Technology can facilitate more effective partnership working
- Partnerships are required around growth sectors , many of which will be IT/Digital related
- Support services can encourage citizens to adapt to using technology
- Big data offers the opportunity for real time mapping of changing balances between skills demand, supply, and training provision
- Service providers must use technology to help jobseekers improve their skills through digital training opportunities
- Partnerships can help facilitate the exchange of information between new and existing firms and training providers
- Technology can help providers co-construct support systems with service users
- Technology offers the opportunity to engage a wider range of stakeholders in inclusive governance

Conclusions

- Pre-existing trends have been exacerbated by COVID
- Increasing challenges for job seekers and employers
- Partnership working is intrinsically beneficial to promote mutual learning
- More effective integration of services is needed
- The structure of partnerships will vary on a case by case basis
- Partnerships can offer one of the most promising vehicles for improving labour market integration for jobseekers