

G20 ARGENTINA 2018

Future of Work

**Skills governance:
Whole government approach
Policy coordination**

International Labour Organization

1st Joint Meeting of the G20 Education and Employment Working Groups

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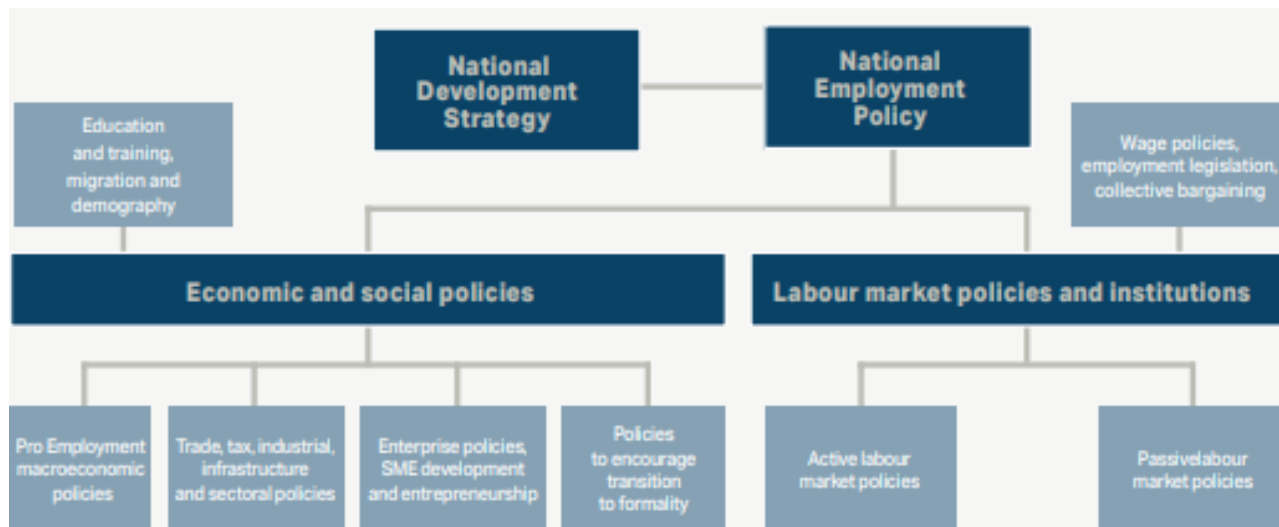
I. Changing world of work and skills

- Many factors influence skills demand:
 - Technological change
 - Globalization and trade integration
 - Work organization
 - Climate change and environmental sustainability
 - Labour mobility
 - Demographic change
- Solutions require a *comprehensive policy approach*



II. Comprehensive pro-employment policies and skills development

- What is the **comprehensive policy approach**?
- Macro-economic and sectoral policies
- Collective bargaining, labour legislation, wage & labour market policies
- **Skills development** is the means of implementing these policies and thus should be an integral part of policy and strategy planning
- Budgetary allocations / incentives and institutional arrangements



III. Linkages between LLL, social protection and labour market policies and institutions

- The pace and disruptive nature of changes in future will require workers to face multiple transitions, reskilling and upskilling
- Social protection floors will help to sustain income for the time of training and between-jobs transfers
- Career guidance and public employment service (PES) are crucial for the job matching function and advice on training
- Active labour market policies (ALMPs) including PES help to address the training and other support needs of disadvantaged groups (low-skilled, youth, women, people with disabilities, migrant workers)



IV. Whole government approach: inter-ministerial coordination

Governance of Skills Development Systems

- **Type 1:** led by the ministry of education (MoE) or equivalent body, as in Russia and Turkey.
- **Type 2:** led by the ministry of labour (MoL) or equivalent body, as in Tunisia.
- **Type 3:** led by a dedicated TVET/SD ministry, as in India.
- **Type 4:** led by a TVET focused government agency or non-departmental public body, as in Jamaica, the Philippines (and soon France).
- **Type 5:** overseen by a coordinating council or similar body placed higher than the relevant departments, as in Chile.
- **Type 6:** disaggregated across line ministries without a permanent centralized coordination mechanism, as in the Republic of Korea and Canada.

Key Success Factors

1. Responsibility underpinned by authority
2. Clarity of role and purpose
3. Strong consultative mechanisms and shared commitment to coordination
4. A culture of governance
5. Influence over funding
6. An integrated approach to human resource development



United Nations
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V. Coordination and social dialogue

- Inclusive and accountable policy making should be based on social dialogue
- Role of collective bargaining – introduction of training clauses
- National level tripartite councils
- Working at sectoral level
- Apprenticeship training: ILO survey on national initiatives to promote quality apprenticeships in the G20 member states (2018)
 - further strengthening the involvement of workers' and employers' organizations
 - multiple stakeholders, the horizontal coordination of the actors (e.g. training providers, enterprises, regulators) and the vertical coordination of different layers of governments (e.g. central and local) are essential

