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Ensure effectiveness of employment-related policies/strategies to prepare the labour market for the future of work

The technological impacts on the labour markets vary across geographies, sectors, occupations, and populations. Moreover, impacts concern different aspects – job displacement, job creation and job transformation, some of which are beneficial to the labour markets and others are harmful. In view of diverse impacts related to the economy, industrial development, labour market, occupational health and safety, welfare, social stability and many other aspects, a comprehensive, coherent set of employment-related policies/strategies are needed. Such strategies should stimulate innovative and inclusive job creation, mitigate negative impacts of job displacement and support employers and workers during job transformation. If successfully designed and implemented, such strategies can increase competitiveness of the economy, raise employment and working conditions at work, reduce labour market mismatches, and provide new job opportunities to the unemployed. Currently, many governments have a fragmented approach to dealing with impacts of automation technologies on the labour markets.

Develop an evidence-based approach to the policy/strategy design

To develop a comprehensive, coherent set of policies/strategies it is important to be aware of the impacts of automation technologies on the labour markets, of factors that stimulate innovative and inclusive job creation, and to effectively integrate findings/data on the topic into the policymaking process. This requires a systematic analysis of labour market developments, projections in the short, medium, and long-term, effective engagement with the stakeholders to discuss situation on the labour market, assessment of needs and challenges faced by the stakeholders, and to co-create policy options. To stimulate innovative and inclusive job creation, particular attention should be paid to the assessment of industrial specialization and of conditions that stimulate science, technology, and innovation.

Ensure coherence across policy areas and alignment with existing policy priorities

Development of a comprehensive, coherent set of employment-related policies/strategies implies alignment across various policy areas (e.g., education, industry, entrepreneurship, labour market, innovation, technology, social protection). To achieve the above, it is essential to build a grand, common vision of the future of work, characterized by innovativeness, high levels of employability and inclusivity. All relevant stakeholders from an industry/market side and from a labour/human resource side should be involved in policy discussions to ensure political will and commitment of resources for implementation of policies/strategies. In addition, it is essential to build synergies with other policy priorities and instruments that target relevant policy areas. This will support the building of synergies and capitalisation on

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the opportunities present. Thus, a careful analysis of existing policy instruments at the EU, national, or regional levels is needed.

Launch policy instruments that effectively support implementation of policies/strategies

For the successful implementation of employment-related policies/strategy, policymakers should design and launch appropriate policy instruments that target 1) populations that have been or soon will be displaced by automation technologies, 2) stakeholders (industries/organisations, employers and employees) that adopt automation technologies and experience job transformation, and 3) industries/organisations and entrepreneurs that can create jobs following adoption of automation technologies. The combination of these policy instruments should effectively address challenges faced by the stakeholders and capitalize on the potential of automation technologies. The policy instruments can include "hard" legally binding rules and regulations; "soft" regulations that include recommendations, technical standards or bottom-up initiatives; education and information instruments that inform and incentivize behavioural change; and economic instruments, such as taxes, fees, fines or subsidies.[1] It is advisable that the selection and design of policy instruments is based on consultation with the stakeholders, analysis of good practices and evaluations of previously launched instruments.

Ensure sufficient allocation of resources for implementation of policies/strategies

The strategy implementation requires mobilisation and timely allocation of resources (e.g., financial, and human resources) of public and private stakeholders. Thus, policymakers should assess how much resources are needed, what stakeholders are best positioned to invest/allocate them and ensure that these stakeholders will do so based on an agreed timeline. The latter implies that the stakeholders should be persuaded and willing to commit the resources. Hence, policymakers should be effective in conveying the urgency of the issues to be addressed, demonstrate benefits of the policies/strategies, set a concrete action plan with a timeline, identify barriers for strategy implementation and provide needed support for its implementation.[2]

Set up monitoring and evaluation frameworks on the implementation of policies/strategies

Understanding the successfulness of the policies/strategies and of their policy instruments is needed to improve/correct their impacts and to update the policies/strategies. For this

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[1] European Commission. (2021). Better Regulation Toolbox. European Commission. Retrieved December 19, 2022, from https://commission.europa.eu/law/law-making-process/planning-and-proposing-law/better-regulation/better-regulation-guidelines-and-toolbox/better-regulation-toolbox_en

[2] Martínez B. Kukutschka, R. (2014, October 31). Building political will topic guide - transparency. Retrieved December 19, 2022, from https://www.transparency.org/files/content/corruptionqas/Topic_Guide-_Political_Will.pdf

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purpose, tailored monitoring and evaluation frameworks should be designed. It is advisable that the monitoring and evaluation frameworks follow the EU Better Regulation Guidelines, which specify principles and criteria for assessment. The criteria should help to assess relevance, coherence, effectiveness, efficiency, sustainability, impact of policy instruments and of the policies/strategies overall. In addition, the frameworks should outline the intervention logic and indicator frameworks which guide the assessment of inputs, outputs and outcomes.

Consider the following PILLARS and external resources to ensure effectiveness of employment-related policies/strategies to prepare the labour market for the future of work:

Title and weblink	Authors and year	Description
Employment, Social Affairs & Inclusion: Evidence based practices	European Commission	A section in the European Commission's website that features practices that have demonstrated their effectiveness through rigorous research. These practices have been reviewed by a team of experts according to set evidence review criteria and summarised in a way that is easy to understand.
Principles of Evidence-Based Policymaking	Evidence-Based Policymaking Collaborative, 2016	This brief delineates four evidence-based policymaking principles intended for use by policymakers, agency heads, and public leaders to elevate public sector outcomes. These principles reflect a shared consensus among researchers and practitioners from various backgrounds, striving to refine policy decision-making and program management. Within the democratic process, policies and programs set goals, and evidence-based policymaking serves as a pivotal tool in attaining these objectives.
National Action Plans on Business and Human Rights: Policy coherence	The Danish Institute for Human Rights	The article explains what policy coherence is and why it is relevant/important. It also gives a comprehensive list of National Action Plans on policy coherence and what action points have been identified in these national plans.
What Is the Future Of Automation? Using Semantic Analysis To Identify Emerging Technologies	Sugat Chaturvedi, Ekaterina Prytkova, Tommaso Ciarli and Önder Nomaler, 2023 (PILLARS REPORT)	This study delves into the impact of emerging digital automation technologies on work, labour demand, and business organisation by analysing extensive databases like Derwent, PATSTAT, and OpenAlex. Utilising a blend of machine learning and computational linguistics, it identifies these technologies by pinpointing groundbreaking patents and publications, clustering them based on similarity, and assessing their impact over the past decade. The resulting dataset provides key insights for professionals and policymakers, outlining forthcoming technologies and their implications for labour markets and society.
'Better regulation' toolbox – July 2023 edition	European Commission, 2023	This toolbox supplements the better regulation guidelines in SWD(2021) 305 final. It is organised into chapters featuring individual tools, it offers guidance, tips, and best

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		practices for users to selectively employ. Notably, this toolbox references internal information and intranet pages exclusive to Commission internal use.
How to do public policy: Chp 4: How to Choose and Design Policy Instruments	Anke Hassel and Kai Wegrich, 2022	This chapter highlights the critical role of policy design in effective policymaking, stressing the evaluation of costs, benefits, and contextual alignment. It emphasizes the need for policymakers to validate a policy instrument's theory within a specific context, providing guiding questions. Additionally, it outlines how policy decisions impact future processes and an organisation's standing, offering four mechanisms as considerations for policymakers during policy design.
Quo Vadis Labour Market? Exploiting AI to Study the Impact of Technology in Reshaping Jobs	Fabio Mercorio, Mario Mezzanzanica and Andrea Seveso, 2023 (PILLARS REPORT)	Identifying which occupations will grow and where, understanding the most sought-after skills in upcoming years, and predicting how technology will impact established professions are key issues in the current policy debate among economists and policymakers. To tackle these questions, a data-driven and real-time analysis of the labour market becomes essential to swiftly capture emerging skills and new job trends in response to market demand. Using AI-driven techniques, the paper categorizes Information and Communication Technology (ICT)-related online job ads. This process helps to identify demands for new tech-related positions (such as AI specialists, Cloud Computing, etc.) and classify job ads based on the European Committee of Standardisation (CEN) framework for technology-related jobs.
Design for Policy: PROMPT	PDR and Arts & Humanities Research Council	PROMPT, the Design for Policy toolkit, targets policymakers seeking to enhance user and citizen participation within the policy cycle through design approaches. It emphasizes transitioning from data-centric to people-powered policy, incorporating qualitative research and design methods. Created through collaborative workshops involving civil servants globally, this resource offers curated tools, accompanied by usage objectives and instructions.
Improving Governance with Policy Evaluation: Lessons from country experiences	OECD, 2020	Governments strive to comprehend why policies succeed and to optimize financial allocations. Yet, the comprehension of diverse practices assessing government actions and their potential complementarity remains restricted. This chapter delves into policy evaluation within OECD nations, emphasizing the necessity of a comprehensive approach. It highlights the significance of policy evaluation's unique role in the public sector, examining countries' varying definitions and introducing three core components: institutionalization, evaluation quality, and utility.