

THINK TANK

Deliberation process on the work of the future: Working Document No. 6

(23 December 2020)

This working document is a follow-up on the five previous ones, and includes the results of the deliberation at the session of 17 December 2020. Previous documents outlined a general framework that established that digitalisation and the green economy would be two of the major trends affecting the future of work, and that the need to connect the business competitiveness and workers' development would be one of the challenges facing Gipuzkoa if it is to maintain its manufacturing business. Based on the confluence of all these factors, there is a need to go from operating within a worker/company binomial to working within a worker/company/territory axis. Within this framework, the participants in the deliberation process also analysed a practical case study led by MCC from which they learned about the type of experimental project that could be considered within the framework of Etorkizuna Eraikiz to lay the foundations for future work.

At the sessions of 17 December, Charles Leadbeater raised four central ideas about the role of governments and their policies in relation to the work of the future. He set out these ideas in the form of dichotomies:

- a) policy implementation vs. the creation of new ways of working. So far, it has perhaps been enough simply to implement a number of policies, but from now on it will be necessary to have the capacity to create new policies. This requires experimentation and the ability to learn quickly.
- b) Jobs vs. good working lives. To date, policies have focused on employment, but this is not the best option at the moment. Work lies at the heart of a range of other important factors and has deep-seated connections to housing, access to credit and finance, consumption and leisure, taxation, welfare and savings. The smart thing would be for policies to focus not on employment, but on this whole package.
- c) Money vs. meaning. Policies so far have focused mainly on money. But what people seek through work is not just money. To date, policies have not succeeded in including identity, belonging, hope and security. However, in relation to the work of the future, policies must help develop meaning.
- d) More jobs vs. better transitions. Policies to date have been aimed at job creation. From now on this will not be enough. Employment should be a tool to help

people integrate into the transitions that we as a society need to make at this time.

Leadbeater's recommendation with regard to the initiatives of Etorkizuna Eraikiz and specifically the work of the future is to focus on creating new ways of working, to focus on generating good working lives, to prioritise meaning over money and to focus on transitions. Taking into account this recommendation with regard to the nature of policies to support the work of the future, the participants were asked what the role of the Provincial Government of Gipuzkoa should be in the new experimental project to be launched with a view to starting building the work of the future now. The participants' contributions were as follows:

The fundamental role of the provincial government in this project would be, according to these contributions:

TO LEAD BY PROPOSING MISSIONS AND INSTITUTIONS FOR TRANSITION

- a) To set the course or the desired destination for the person/company/territory trinomial
- b) To establish a high level of ambition and create missions (important challenges for society)
- c) The public administration has to lead this transition
- d) To create transitional institutions, investment programmes

TO AGGLUTINATE, COORDINATE, ALIGN, STRUCTURE AND REPRESENT THE WHOLE

- e) To generate an ecosystem that is conducive to multidisciplinary transformation in order to address the transition to the future of work
- f) To encourage and sensitise actors by steering all their actions in the same direction
- g) To monitor and impart justice in the whole, acting as an arbitrator recognized by all parties
- h) To act as an agglutinator when critical masses need to be increased
- i) To act as a spokesperson and representative in discussions with supra-territorial entities that need to be brought on board
- j) To identify and connect the different actors required to solve the problem/take advantage of the opportunity.
- k) To simplify the relationship of the agents with the Provincial Government by finding ways of aligning different policies and initiatives from different tiers of the administration (local, provincial, Basque, etc.).

- l) To drive and unify the process of defining the shared purpose(s) in relation to the work of the future by committing, in its definition, all the social agents representing the plurality of Gipuzkoa.
- m) The provincial government must play this complicated balancing act, correcting and isolating private interests (which will undoubtedly emerge -> companies, associations, etc.) to respond to this/these shared purpose(s).
- n) To generate a commitment
- o) To generate alignment
- p) To contribute to the achievement by political elements of agreement and for them to move from competition to collaboration (trade unions-employers)
- q) To structure the territory through development agencies

TO HEIGHTEN AWARENESS

- r) To raise awareness in society in order to achieve the defined purpose(s) (these purpose(s) will certainly have an impact on the need to ensure that we are a society that knows how to adapt and that has a greater capacity than other societies to leave its comfort zone. If this does not arise from a shared reflection and subsequent awareness-raising, this is something we will find difficult to achieve).
- s) To strengthen participation
- t) To set an example

TO MANAGE INNOVATIVE PROJECTS

- u) To bring continuity and scale to the project, to ensure that it is not a one-off project but instead comprises multiple projects for learning, assessing and re-acting in rapid cycles in a long-term, open programme framework.
- v) To promote specific actions and monitor the achievement of short-, medium- and long-term targets (this is an area in which we need, more than ever, persistence -> fundamentally thinking about long term objectives).
- w) Within its sphere of decision and action, the Provincial Government will have to legislate and generate a regulatory framework that will enable that shared purpose(s) to be achieved.

- x) To generate transformation projects and socialize them in order to set an example
- y) To propose meaningful projects that showcase the contribution
- z) Not to view government as a cash-point
- aa) To promote the inclusion of women in leadership positions

TO AVOID INEQUALITY

- bb) To enable equitable income distribution and ensure there is no income gap.
Minimum possible wage gap
- cc) To address inequalities

This involves transforming ways of doing politics:

- a) To use creativity to overcome uncertainty and generate collective learning
- b) To focus not only on money, but also on experience and purpose
- c) To go from being a "cash point" to being an agent that drives and supports inspiring, trend-setting projects that support transformation
- d) To work interdepartmentally and with different agents. We are all going to have to make sacrifices and compromises
- e) To strengthen participation. Without participation, it is not possible. Participating means accepting responsibility. There is a need for more participative leadership and people who want to take responsibility

Groups which the Provincial Government of Gipuzkoa could draw on to help develop this experimental project might include:

- a) Companies
- b) The education system
- c) Citizens, specifically including groups and people who expect to lose their jobs / working people / women / young people / new generations.

The Provincial Government of Gipuzkoa could include the following items among the contents of the project:

- a) Identification of the skills that enable transitions to happen (creative skills and conflict resolution skills)
- b) Work as a source of well-being (transforming the value system)

- c) Transitions can have a relevant technological component with regard to digitization and the green economy. To generate new opportunities it is necessary to:
- a. Support the transition through training: measure the risk level of the different jobs and generate a self-diagnostic tool that uses red, orange and green traffic lights to reflect this risk
 - b. Based on this risk, organise "preventive training"
 - c. This would allow for a customized transition in each job
 - d. Forecast where there might be new jobs, based on needs and gaps in the labour world and link those opportunities to people
 - e. The Provincial Government of Gipuzkoa can help make these systems and methodologies more accessible, especially to small companies with fewer resources (focusing on the automotive industry, to make the transitions)
 - f. In new jobs, there are opportunities to identify cross-cutting skills (digital, etc.) and the Provincial Government of Gipuzkoa can promote them and help them to develop
 - g. Helping to develop other skills such as resilience, creativity, uncertainty management