

# THINK TANK

Deliberation process on the work of the future: Working Document No. 9

Contributions of the experimental project on the future of work to a learning Gipuzkoa

(29 March 2021)

This working document complements earlier ones by compiling the contributions of the deliberation group in relation to the last two topics of the jointly designed agenda: the learning company and the learning territory. In the initial reflection on the process, it was felt that whatever the focus of the process, learning should be part of the proposed solution.

The group's deliberation took Pablo Costamagna's presentation as its starting point. Pablo said that the territory is a 'meso' level, somewhere between the micro level of the company and the macro level where phenomena linked to globalization take place. However, reflections on the competitiveness of companies do not always take this dimension into account. The competitive advantages that are developed at a territorial level are related, among other dimensions, to existing infrastructures, the people who live and work in the territory and their capacities, the educational system, the science & technology system and the credibility and commitment of public institutions and their policies.

In this context, a learning territory is one in which there are spaces for dialogue among the actors who can influence these dimensions of competitiveness. That is to say, spaces for dialogue between representatives from politics, business, education and science & technology systems. One of the important elements in these dialogues is the role of the state.

We could summarise this by saying that an experimental project that contributes to a learning Gipuzkoa has to be a project that generates spaces for dialogue between the people who represent this diversity of organisations.

In order to be able to link the pilot project to the territorial learning process, the focus group came up with a number of starting points, listing which organisations in the territory should be involved and the working mechanisms with which they might work.

## **Initial reflections on the experimental project on a learning Gipuzkoa**

In order to achieve the goals of the experimental project, it is essential to view Gipuzkoa (rather than some generic concept of the 'territory') as the object and, at the same time, the subject of its own development. This development requires mobilizing its human capital, its social capital, and its potential (capacity) for social innovation.

In this context, the experimental project to be developed must include: (1) the broadest social/political consensus; (2) technical feasibility for management and (3) sufficient financial support. It should also include diversity to cover the different contexts in the territory and to involve different actors.

The regional dimension should permeate the whole project, and diversity between regions should also be taken into account.

## **Actors who should be included in the pilot project**

The participation of people and organisations acting in the territory should be channelled through a driving group, mobilising different participants depending on the specific goal that is being prioritised at any given time.

- Companies
- Education / training system
  - Primary education
  - Secondary education
  - Vocational education
  - University
- Political system and public administration
  - Municipal authorities
  - Provincial Government of Gipuzkoa
  - Basque Government
  - Political Parties
- Bodies that bring capillarity to the territory (defined as being the capacity to reach companies and, through them, people):
  - Business and sectoral associations
  - Adegí
  - Gipuzkoa Chamber of Commerce.
  - Lanbide
  - Local (*comarca*) development agencies
  - Trade Unions
- Agents with international experience who are addressing this issue
- Representatives from other territories to build partnerships and share experiences and vision for the future

In view of the contributions of the deliberation group, the provincial government's proposal is to consider both the experimental project and the deliberation space of the think tank as spaces for dialogue that allow ecosystems to be developed based on the spaces of governance that already exist in the sphere of the provincial government's public policies. To this end, it is planned to work in collaboration with the Territorial Development Laboratory and the Elkarrekin Lanean programme.

Where possible, the experimental project will take the form of processes based on field experimentation methodologies, and deliberation in the think tank will maintain its approach to action research, which has important connections to the elements raised in terms of dialogue, search for agreements, link between general visions and concrete transformations, collaboration, integral and integrative vision, co-creation, science for policies, learning-by-doing and action orientation.

## **Working mechanisms of the experimental project**

- The experimental project should create spaces for dialogue that:
  - Work in two directions to generate dialogue, to share knowledge and to learn

- Help in the search for "large-scale agreements as a territory"
  - May be formally established forums or spaces within the university
  - May help generate ecosystems
  - Should contribute to the development of favourable workplace contexts (workplace innovation).
- These spaces for dialogue, both formal and informal:
    - Will operate according to the following general principles and frameworks:
      - An overview (narrative) and several specific challenges for which networks and alliances will be created.
      - Reinforcement of the values that have been a reference point in the territory and work on developing those that it is considered will become reference points in the future.
      - Vision of sustainability.
      - Understand lifelong and lifewide learning.
      - Include all regions, beyond the greater Donostia/San Sebastian area.
      - Include the vision of young people, the protagonists of the work of the future.
      - Public-private partnership.
      - Collaborative work, with a particular emphasis on collaboration between business-generating companies and young people.
      - Generate support programs so that companies, especially small and medium-sized ones, can experiment.
      - Integral and integrating vision.
      - Commitment to quality employment and employment of the future.
      - Triple sustainability for socio-economic development.
      - Avoid overqualification and underemployment.
      - Commitment to evaluation and continuous improvement.
    - They will apply the following methodologies:
      - Co-creation.
      - Benchmarking.
      - Science for policy.
      - Evidence-based management.
      - Learning-by-doing.
      - Methodology of continuous improvement.
      - Prototypes.
      - Action-oriented approach.
      - Preliminary identification of the conditions for learning in order to define what is to be learned.
      - Processes of visibility and social recognition of the benefits.

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