

## THINK TANK

Deliberation process on the work of the  
future: Working Document No. 5

This working document is a follow-up on the three previous ones and includes the results of the deliberation at the session of 19 November 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.

Starting from this premise, on November 19, participants worked on concrete proposals for an experimental project that would allow them to move from reflection to action in this area. This work was inspired by a presentation, setting out a concrete example of how MCC has addressed the future of work within a territorial/regional development project (Debagoiena 2030).

In order to generate a viable experimental project, this document combines the contributions of the participants in the deliberation group on the one hand and the considerations of the Department of Economic Development, Tourism and the Rural Environment within the framework of Etorkizuna Eraikiz on the other.

The characteristics the department proposes are essential for the viability of the project are as follows:

- a) The project must form part of the general framework of Etorkizuna Eraikiz. More specifically, it must be included in emerging dynamics in the field of transitions of the productive system towards a green and digital economy. Bearing in mind that there are transition strategies that are currently being defined, the Department's pilot project will be viewed as an open process and plans will be made for a first year of activity. If necessary, it will be reconfigured synergically with other Etorkizuna Eraikiz projects in the future.
- b) In line with the characteristics of Etorkizuna Eraikiz's experimental projects, the project will be oriented towards experimentation, i.e. learning by doing. To this end, at least one research team from one of the universities based in Gipuzkoa will be included in the process and a consortium will be created in order to develop the project in collaboration between the Provincial Government and other agents in the territory. The process should also have an international dimension, allowing it to learn from other experiences and share the lessons learned in other areas.

With these general characteristics, the following is a synthesis of the contributions of the deliberation group, as set out in Appendix 1.

- a) The project will specifically address the construction of a link between the political agenda and citizen engagement around the **major transitions** we are facing. To this end, the project's mission will be defined within the framework of a **systemic territorial approach**, which could generate a brand identifying **Gipuzkoa as an employer**. However, once this framework is established, the project will address **concrete transitions** in which the administration's role will be to orchestrate all the different threads.
- b) The project will include a process that will define the **professional and skill profiles** required in the future. It would be helpful to have a tool for measuring the threat of obsolescence facing any job.
- c) The project will structure the public-private collaboration between the provincial government, training centres and companies in order to come up with a shared diagnosis on how Gipuzkoa can best respond to the needs of the jobs defined. These relationships will be framed within a process of clarification of governance in Gipuzkoa and will combine business profitability with a commitment to the province.
- d) The **central focus** of the project will be **people**, explicitly taking into account low-skilled and high-skilled jobs. Workers will be viewed within the framework of the **person/company/territory axis**, which means viewing work as the central axis of our **life and community development**. It would be interesting to experiment with the idea of a "**personalized learning account**". This should help us understand how to develop processes for **reskilling and repositioning** people in society and the workplace. These processes should also include work-compatible processes and should not be oriented solely towards those who are exclusively dedicated to study.