

# The importance of digital transformation for public employment services globally

Regional Policy Dialogue, Lima 2022 | Willem Pieterse

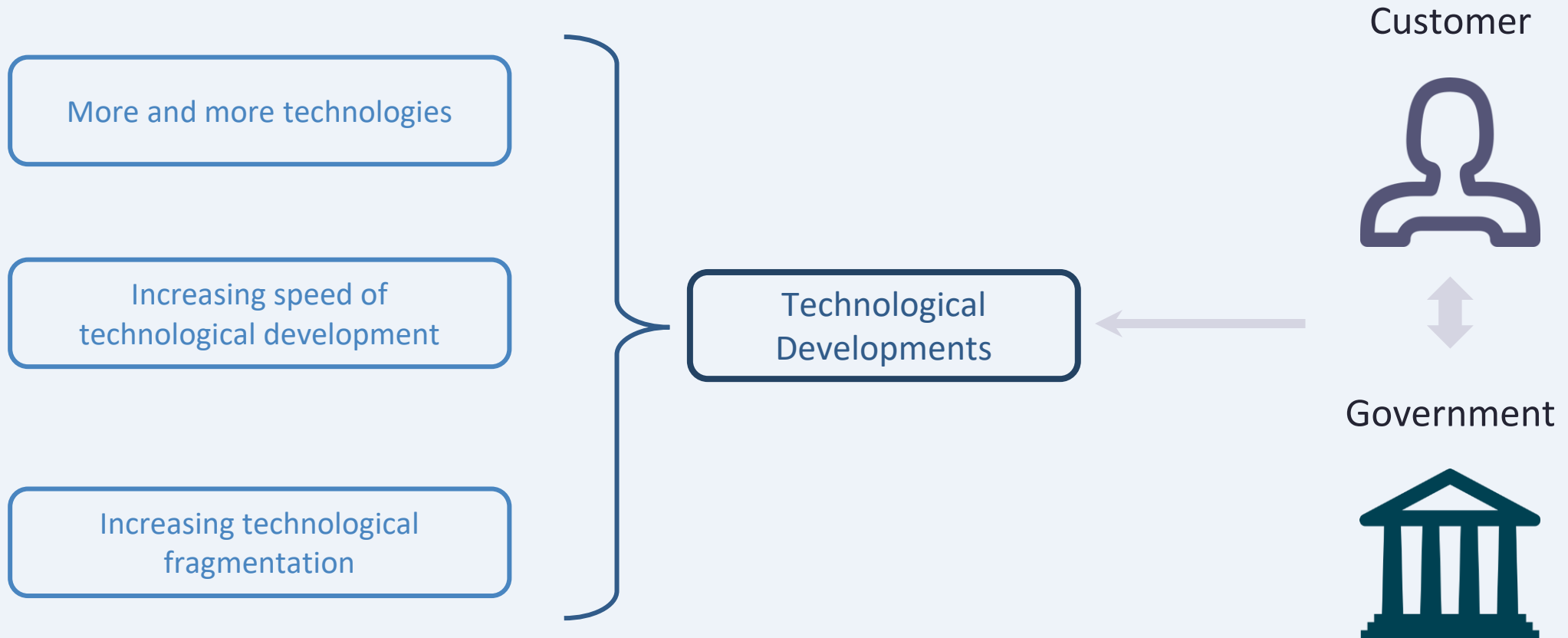
# A short intro



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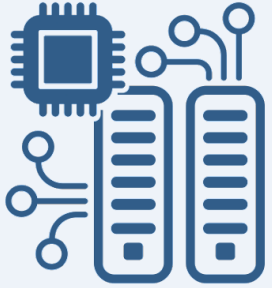
# The digital environment

## Framework

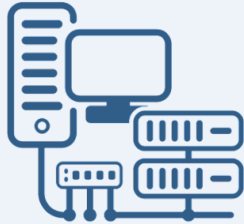


# The digital environment

## Generations of technologies



1960s-1970s  
Computer Chips  
Mainframes



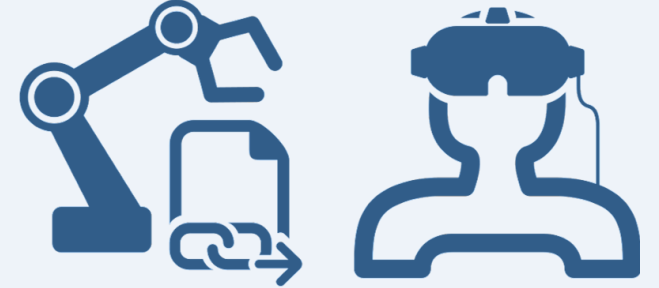
1980s-1990s  
PCs  
Networks  
Internet



2000s  
Wireless  
Mobile



2010s  
Data Revolution  
Cloud Computing  
IoT



>2010s  
Artificial Intelligence  
Automation/Robotization  
Blockchain  
AR/VR

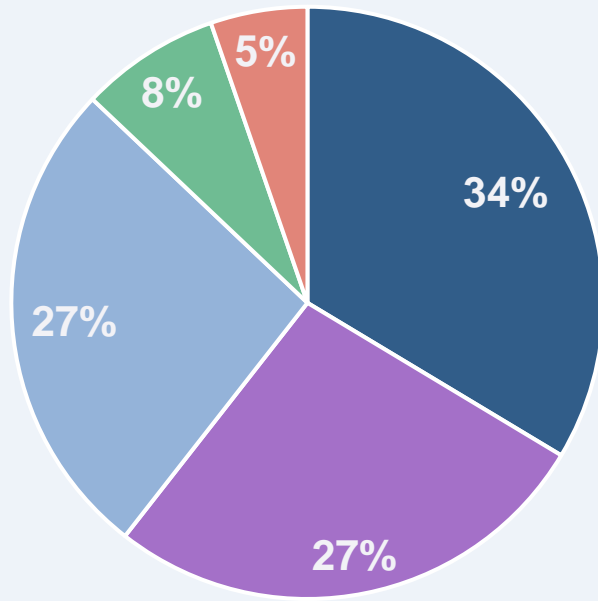
# The digital environment

Example: channel landscape

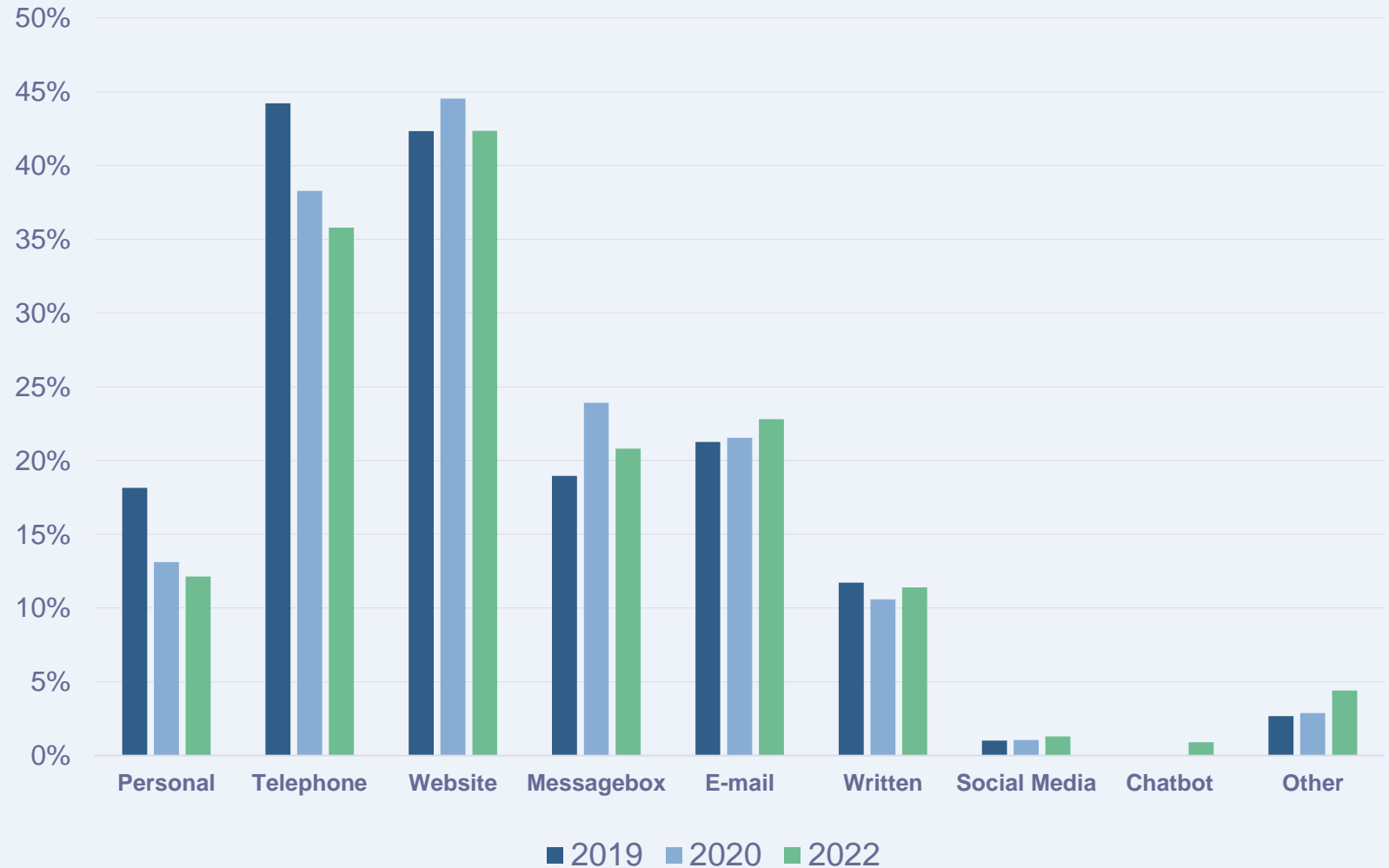


# The digital environment

## Channel behaviors (NL)



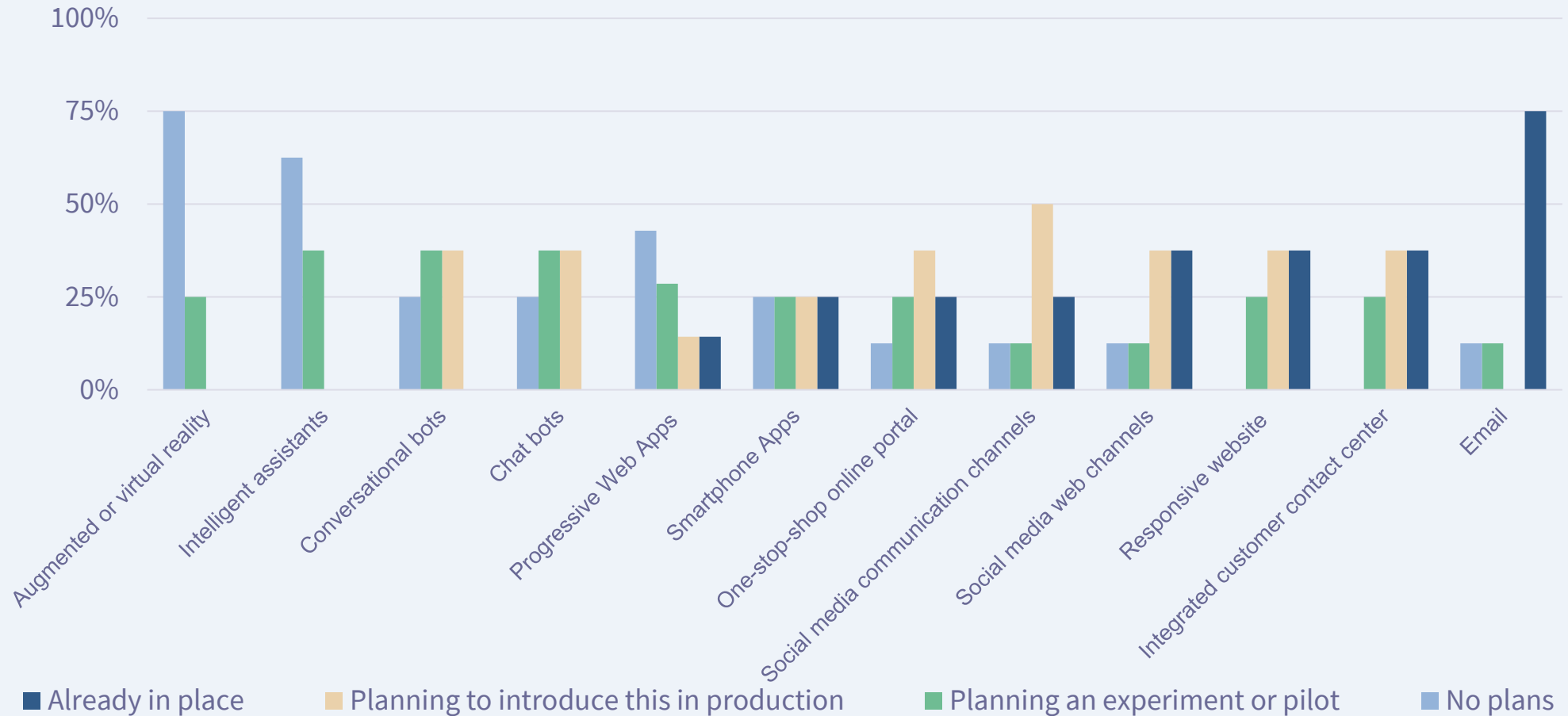
■ 1 time  
■ 3-5 times  
■ >10 times  
■ 2 times  
■ 5-10 times





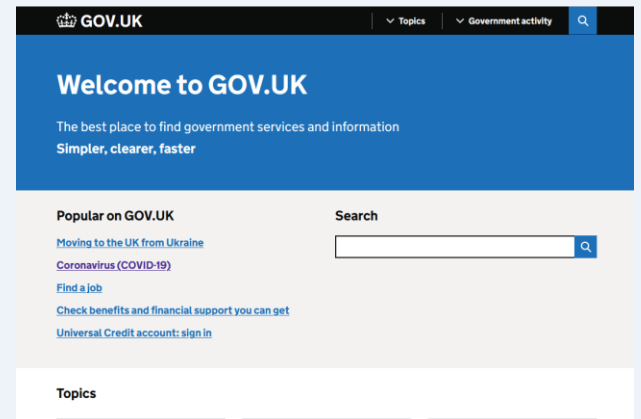
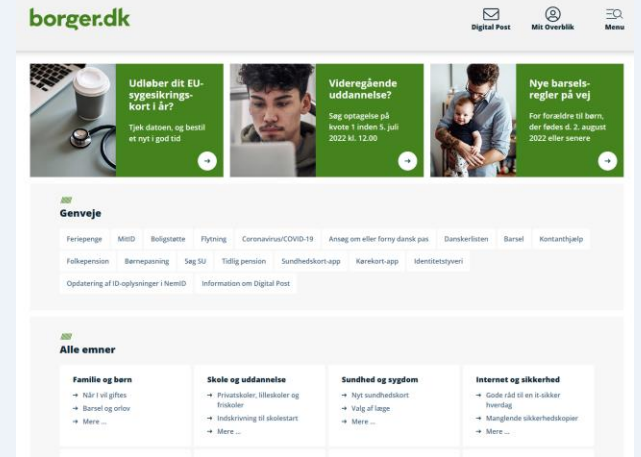
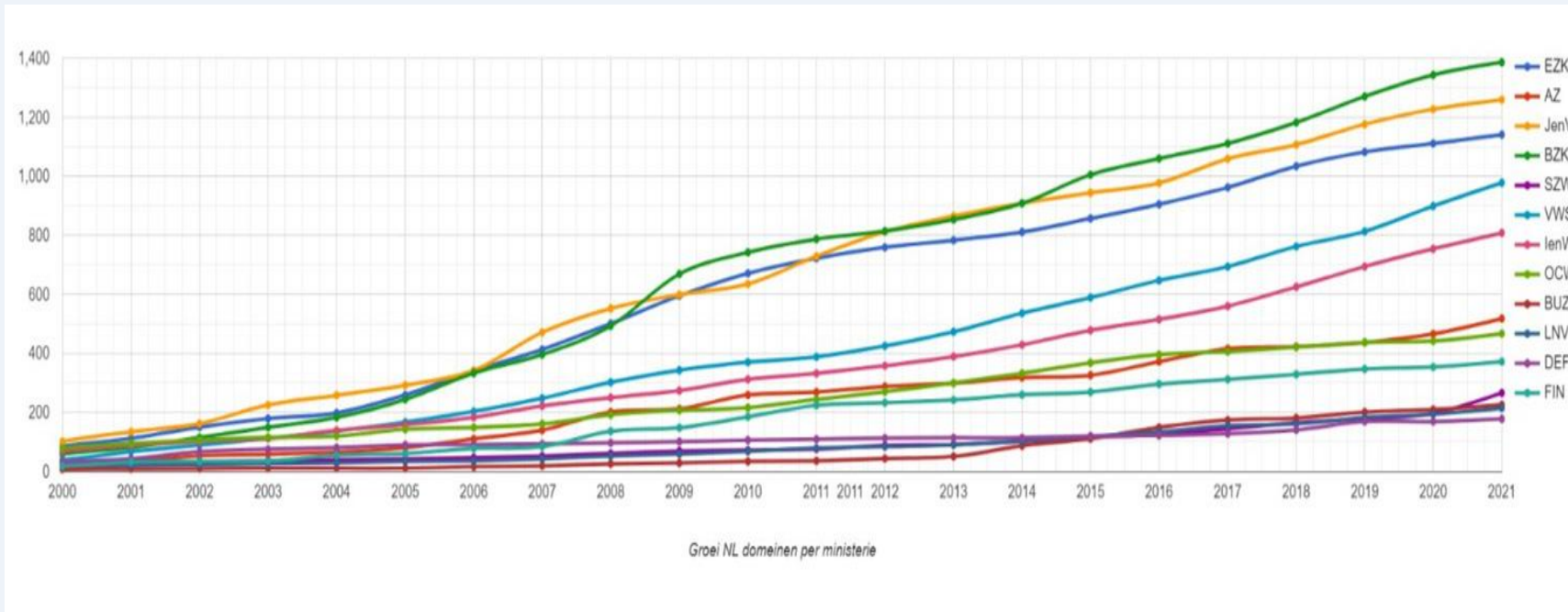
# The digital environment

## Channel Initiatives in LAC PES



# The digital environment

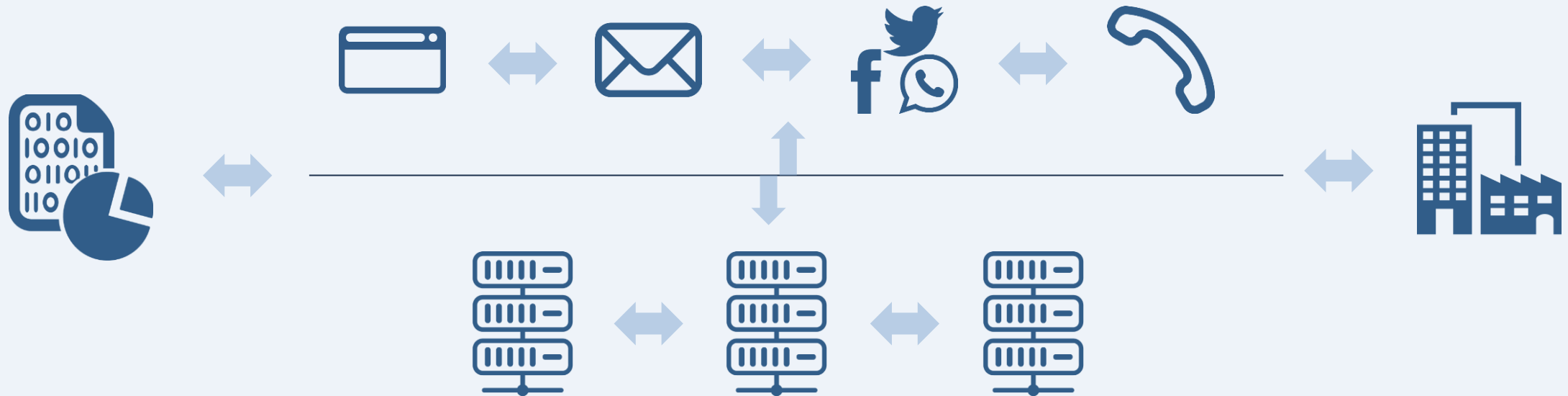
## Within channel fragmentation





# Channel strategies

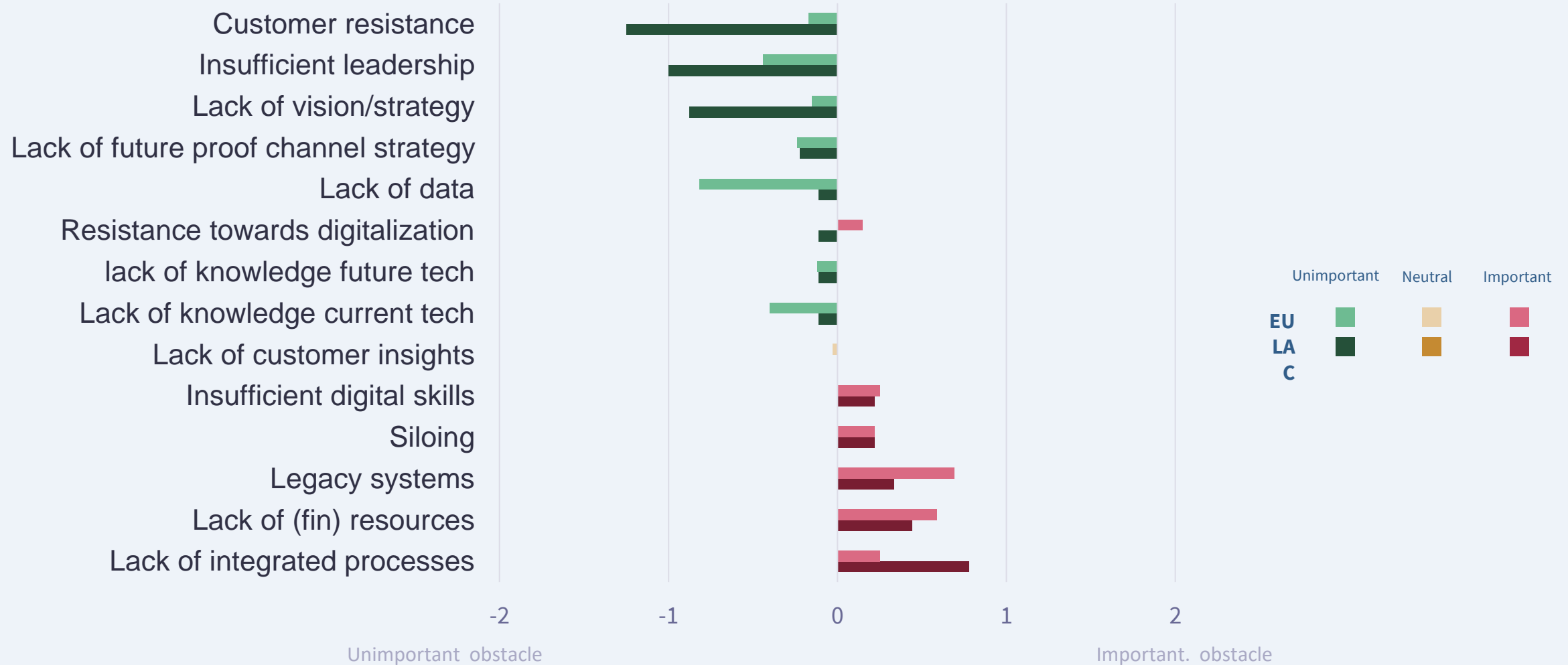
## The complexities of channel management



**More technologies could lead to more fragmentation:**  
**a)** front-offices, **b)** back-offices, **c)** organization and **d)** data

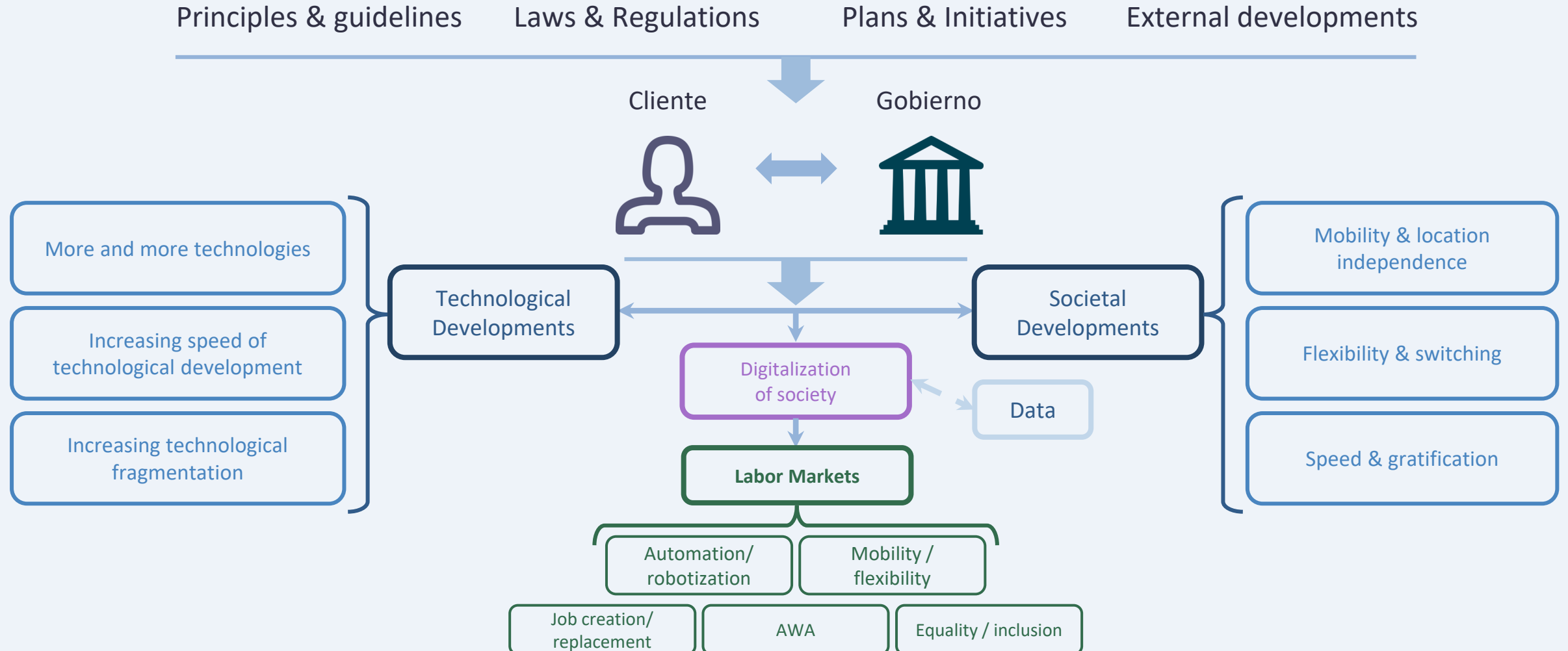
# Channel strategies

## Obstacles



# The digital environment

## Framework



# Towards digital transformation

## Types of 'digital'



# Towards digital transformation

## The essence

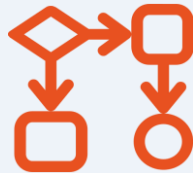
Digital transformation is less about 'digital' but much more about an entire shift in the organization, its mission, vision and strategies. This includes many 'soft' elements, such as leadership, culture, engagement, communication, etc.



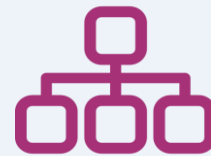
Front office



Strategy



Back-office



Organization



Data



Customer

# The future

## Key challenges



### **More technologies, increasingly fast**

(e.g. new types of AI, quantum computing, IoT, blockchain apps, edge computing, hyper automation)



How can PES get *ahead*, rather than play catch up (and manage legacy)?



### **Changes in the labor market**

(e.g. automation, AWA, job hopping, life long learning)



Rethinking the role of PES in increasingly volatile labor markets.



### **Towards digital transformation**

(i.e. creating a digital first/centric organization)



Rethinking the fundamental type of organization PES are.



### **Increasing pressure to adopt data driven approaches**

(e.g. for performance management & innovation, however: privacy & security)



How can PES adopt (smart) data in their DNA?



### **Balancing technology & humanity**

(e.g. digital skills, human augmentation, resistance, culture & communication, democratization of tech)



PES increasingly need to find a balance between the 'technology' and 'human' aspects of their organizations.



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