



# LEVERAGING POTENTIAL

*Career guidance for a changing world of work*

28.07.2022

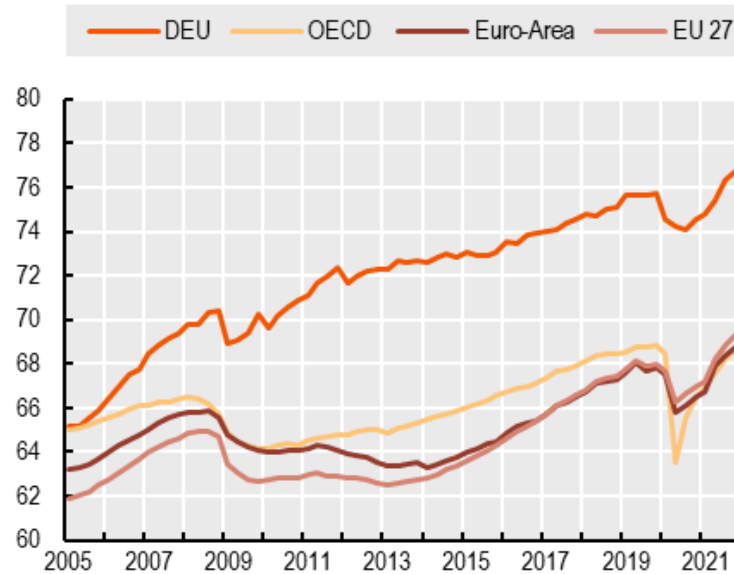
**Katharine Mullock, Labour Market Economist**  
Directorate for Employment, Labour and Social Affairs



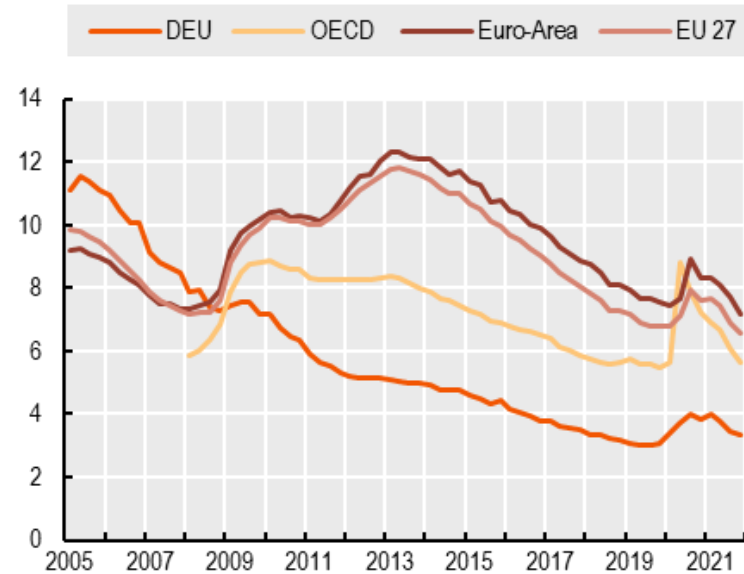
# Labour markets have generally made a strong recovery from COVID-19

Quarterly employment and harmonised unemployment rates, in percent, OECD Statistics

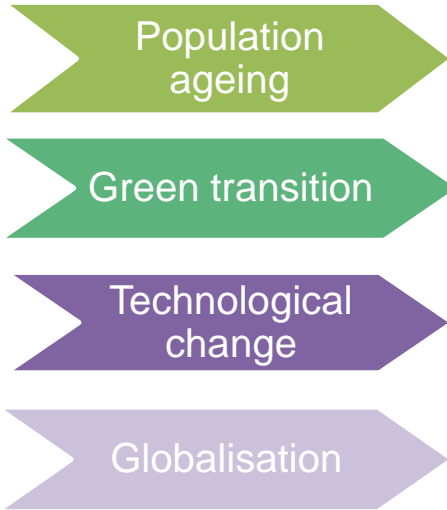
**A: Employment rate**



**B: Unemployment rate**

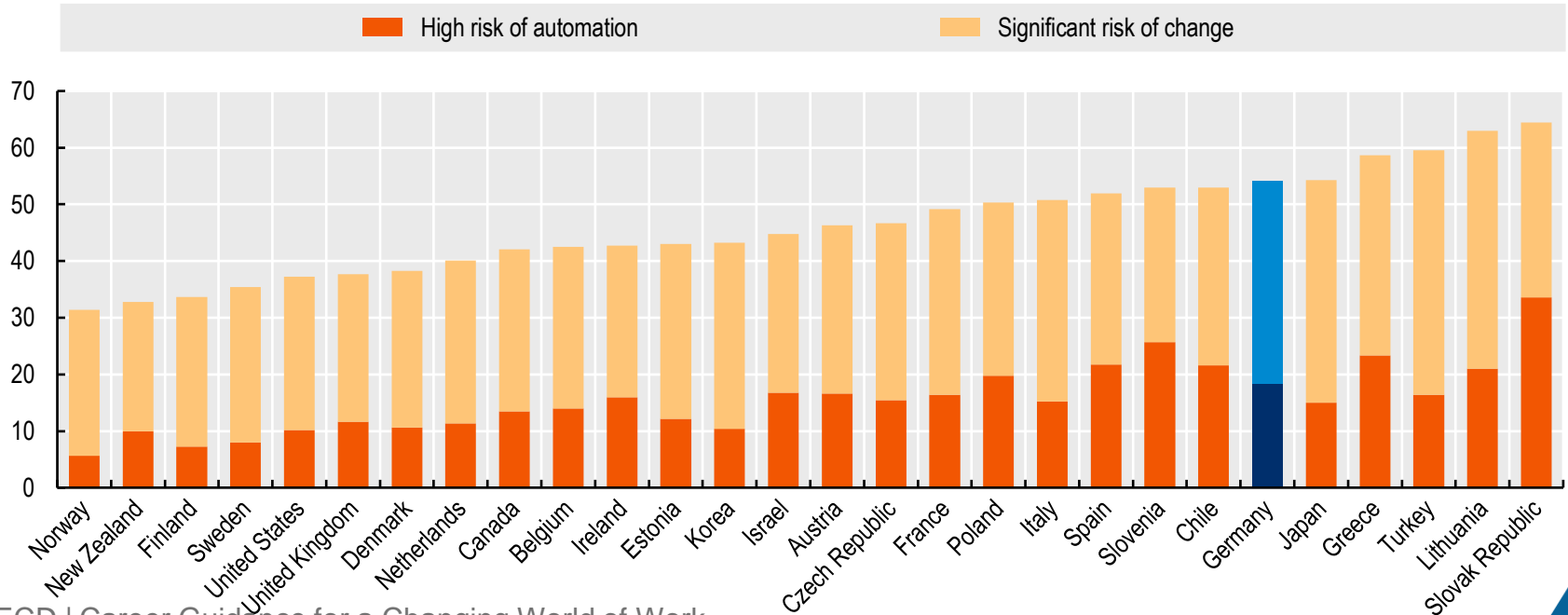


# Demand for labour and skills was undergoing major change even prior to the pandemic



# Automation has the potential to displace jobs and significantly change them

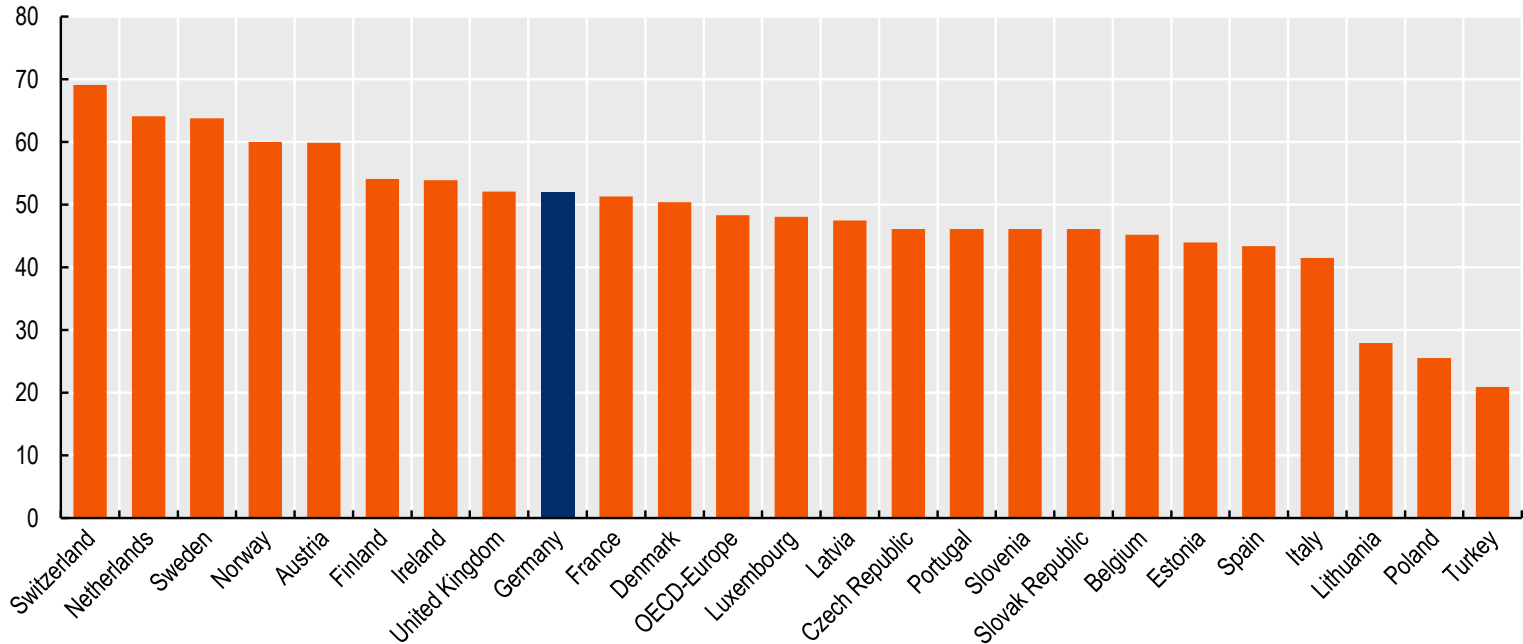
Share of jobs at high risk of automation or significant change, in percent, 2012, PIAAC





# About half of adults participate in training

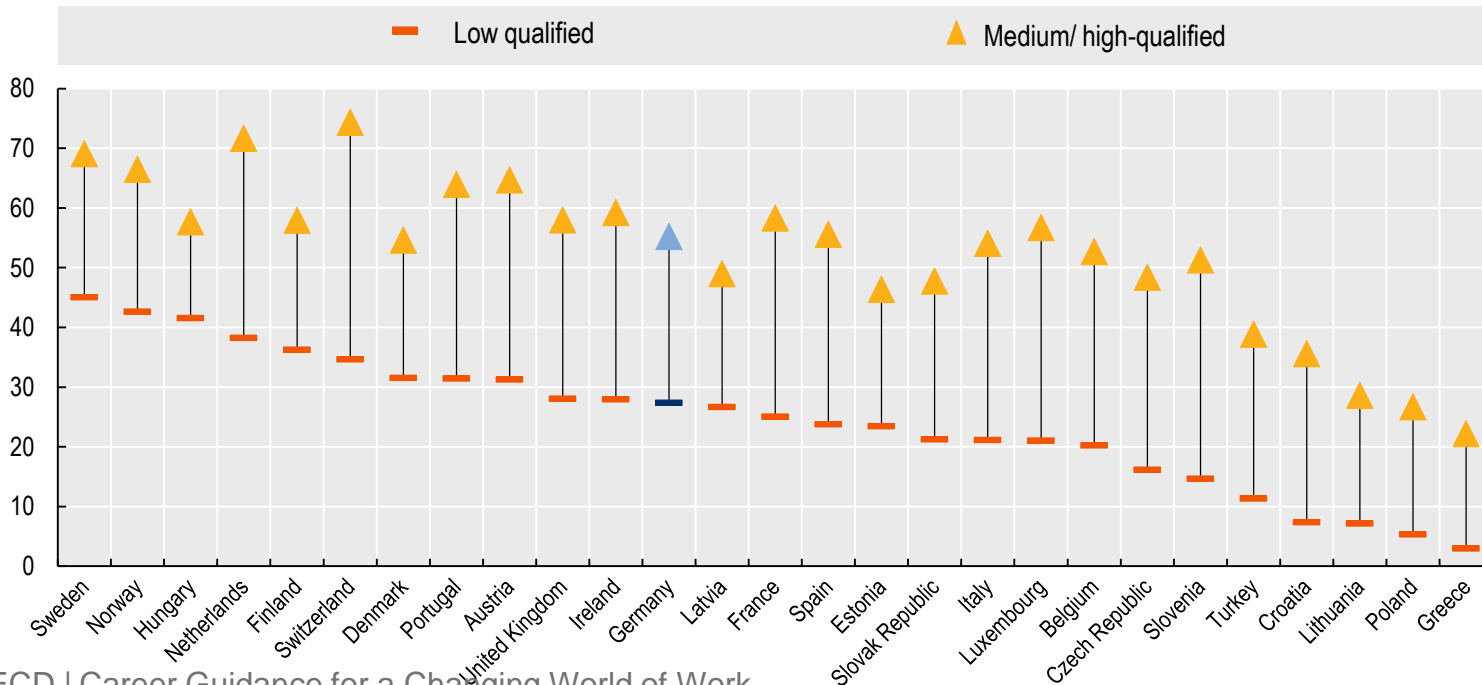
Participation in formal or non-formal learning in the last 12 months, age 25-64, in percent, 2016, AES





# Lower-educated adults train less

Participation in formal or non-formal learning in the last 12 months by education level, in percent, 2016 AES





# Why is career guidance for adults important?

- Helps adults make informed decisions in a changing world of work
- Raises awareness about existing programmes (training programmes; financial incentives)
- Limits the impact of socio-economic background on choices



**Supports training participation and inclusiveness**



# OECD work on career guidance for adults

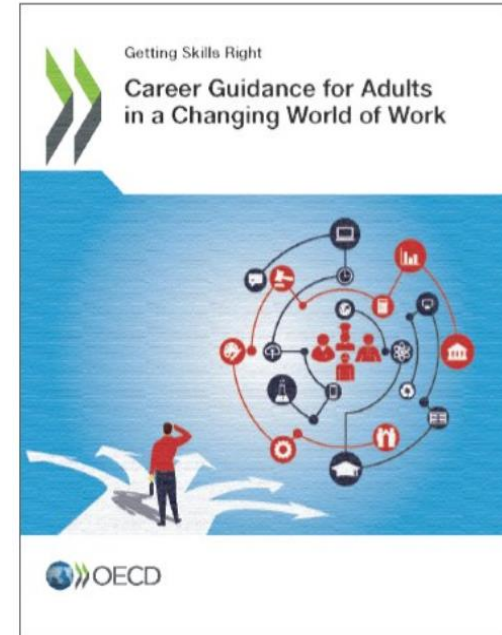
## Thematic review

- **Online Survey of Career Guidance for Adults (SCGA)**
  - 11 countries
- **Policy questionnaire “Career Guidance for Adults”**
  - 37 replies from Ministries of Education and Ministries of Labour in OECD countries

## Country-specific work

- Australia, Canada, Germany, and Latin America

## Skills profiling tool

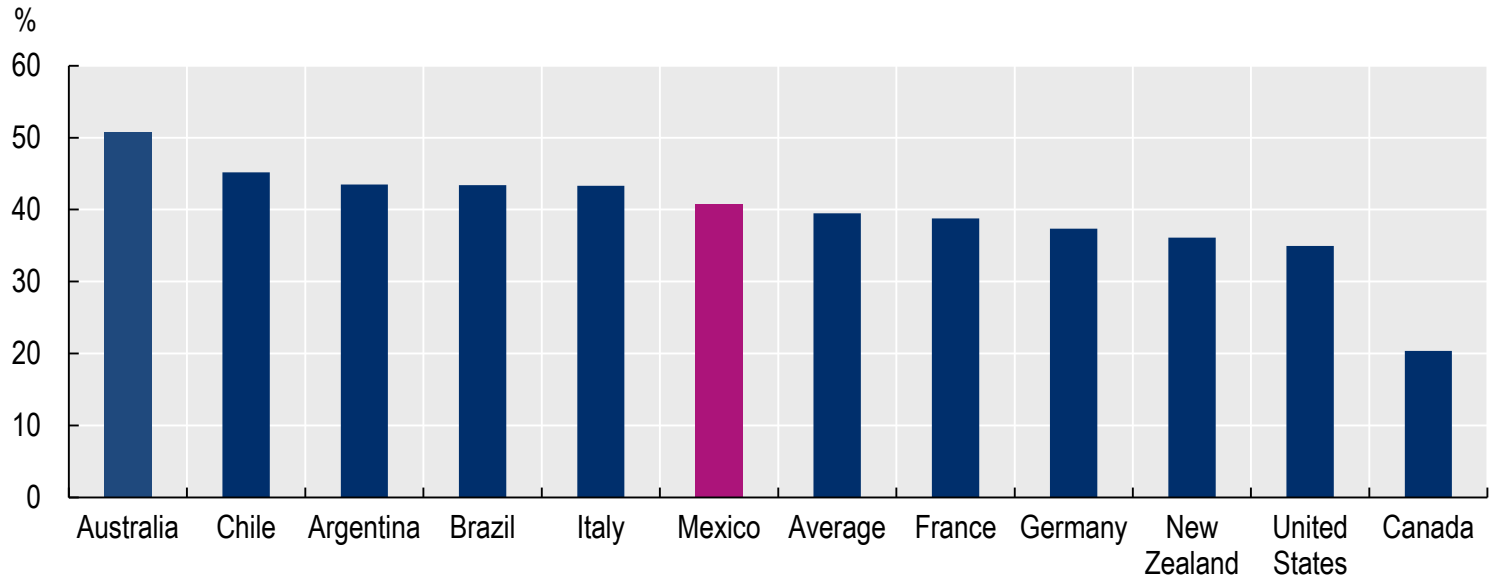






# 4 out of 10 adults spoke to a career guidance advisor over a 5 year period

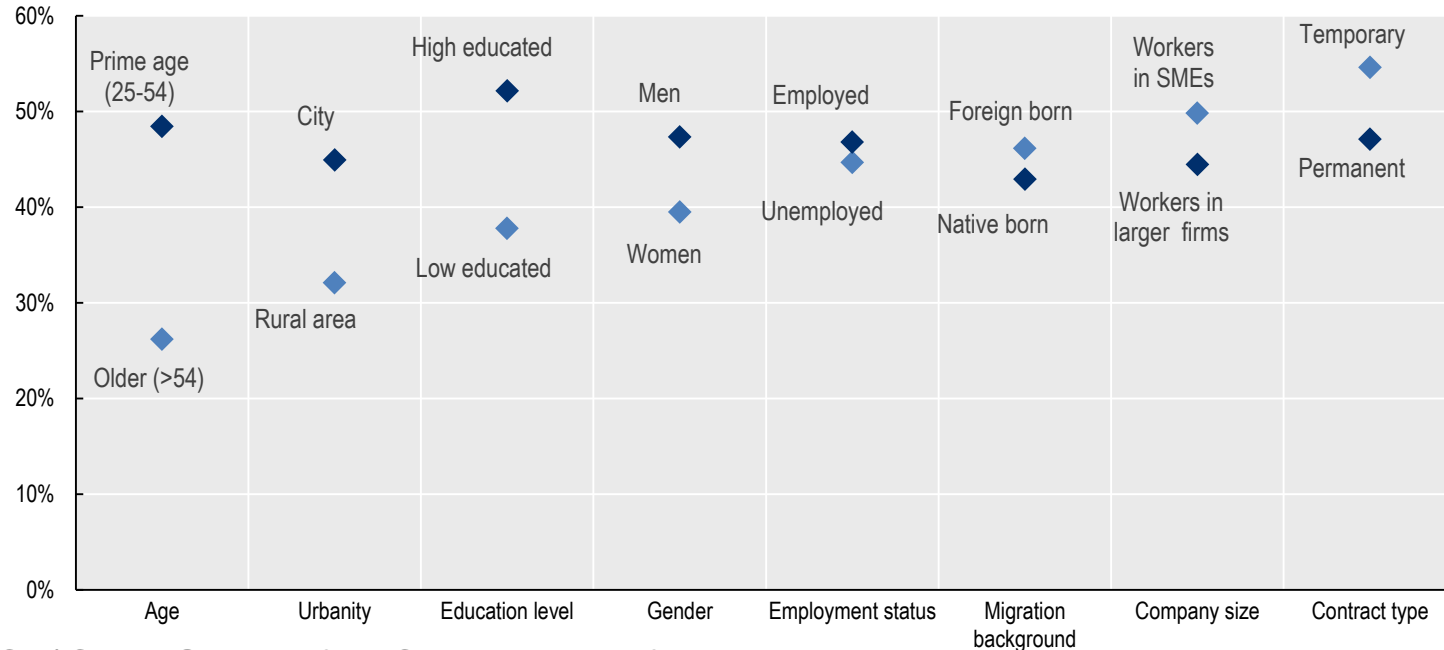
Share of adults who spoke to a career guidance advisor over the past five years, 2020-2021 OECD Survey of Career Guidance for Adults





# Adults who most need career guidance use it least

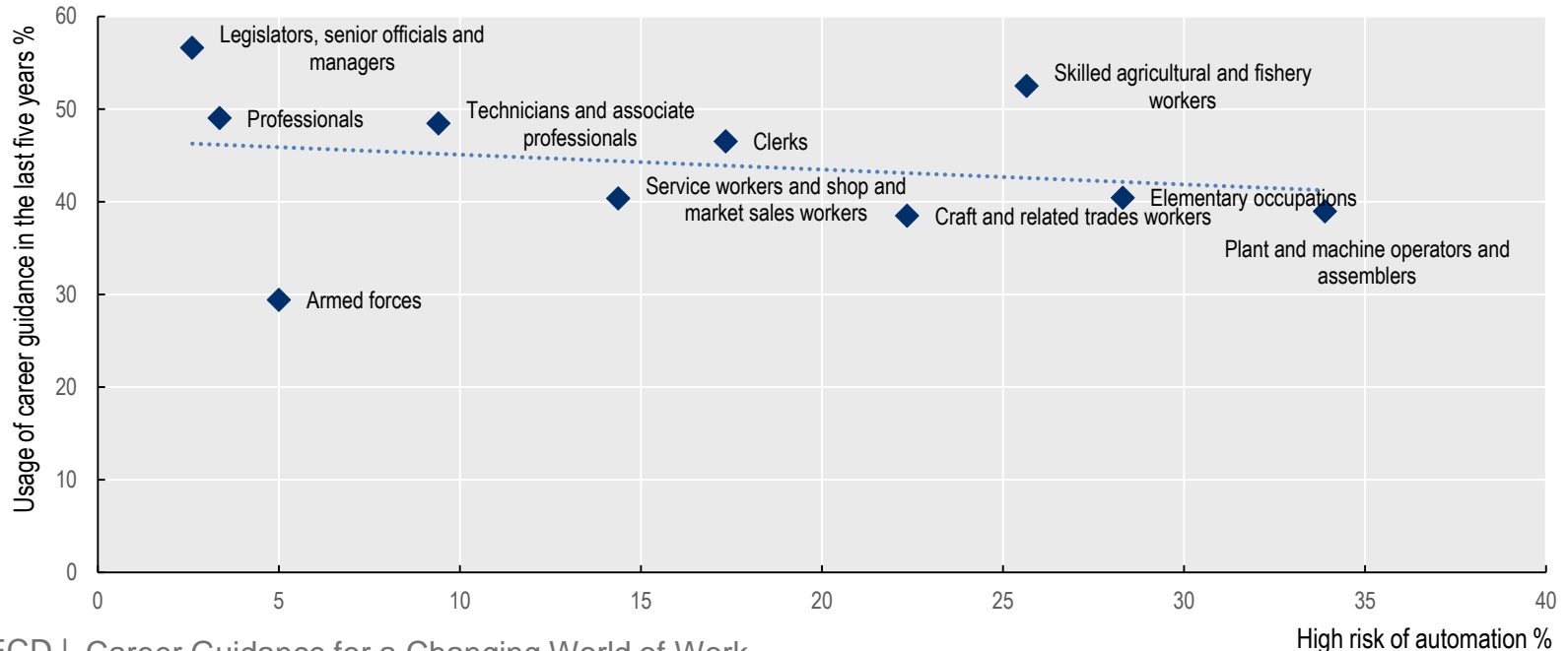
Share of adults who spoken with a career guidance advisor over the past 5 years, by socio-economic characteristics, OECD 2020 Survey of Career Guidance for Adults





# Occupations most at risk of automation less likely to receive career guidance

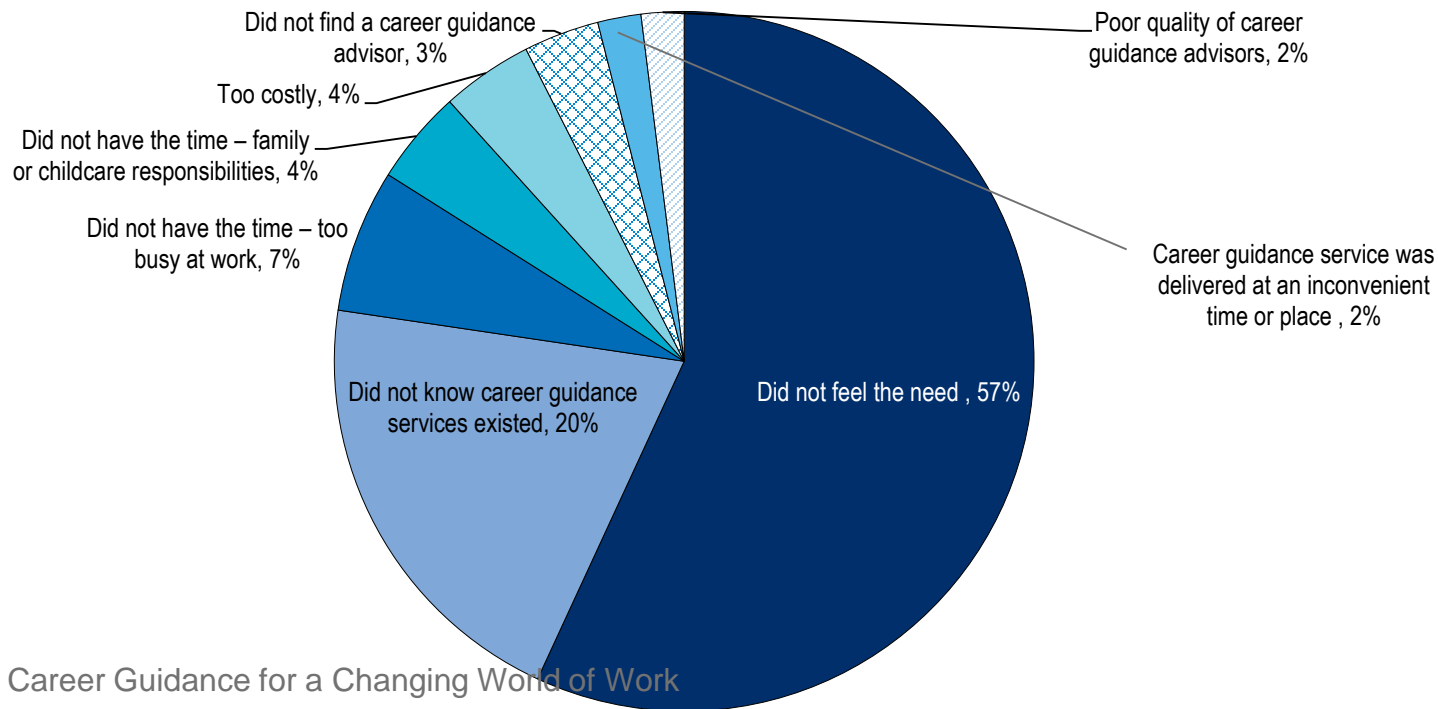
Share of adults who spoke with a career guidance advisor over the past 5 years, by occupation, 2020 OECD Survey of Career Guidance for Adults





# Why do most adults not use career guidance?

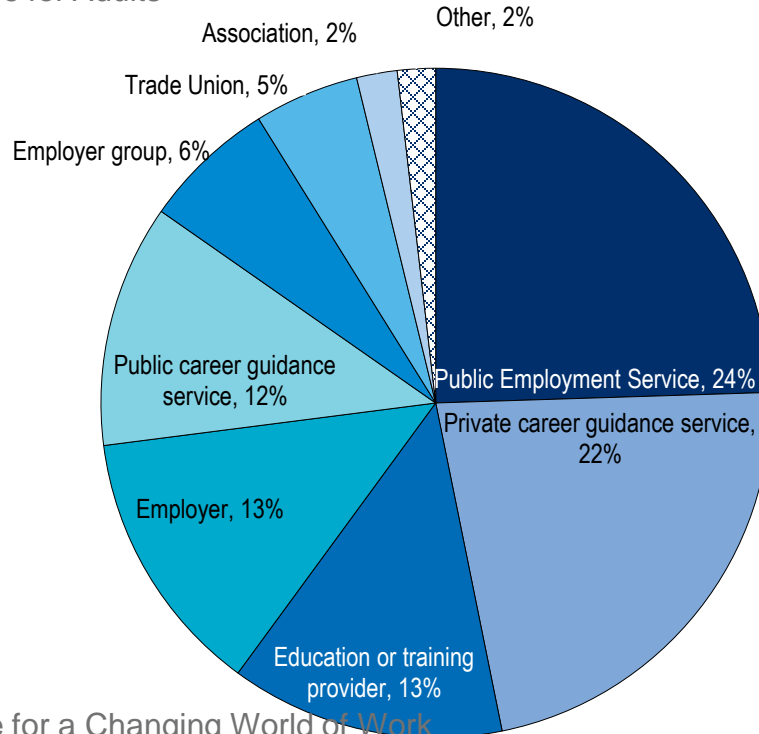
Share of adults who did not speak with a career guidance advisor over the past 5 years, by reason, OECD 2020 Survey of Career Guidance for Adults





# Only 13% of adults who use career guidance receive it through their employer

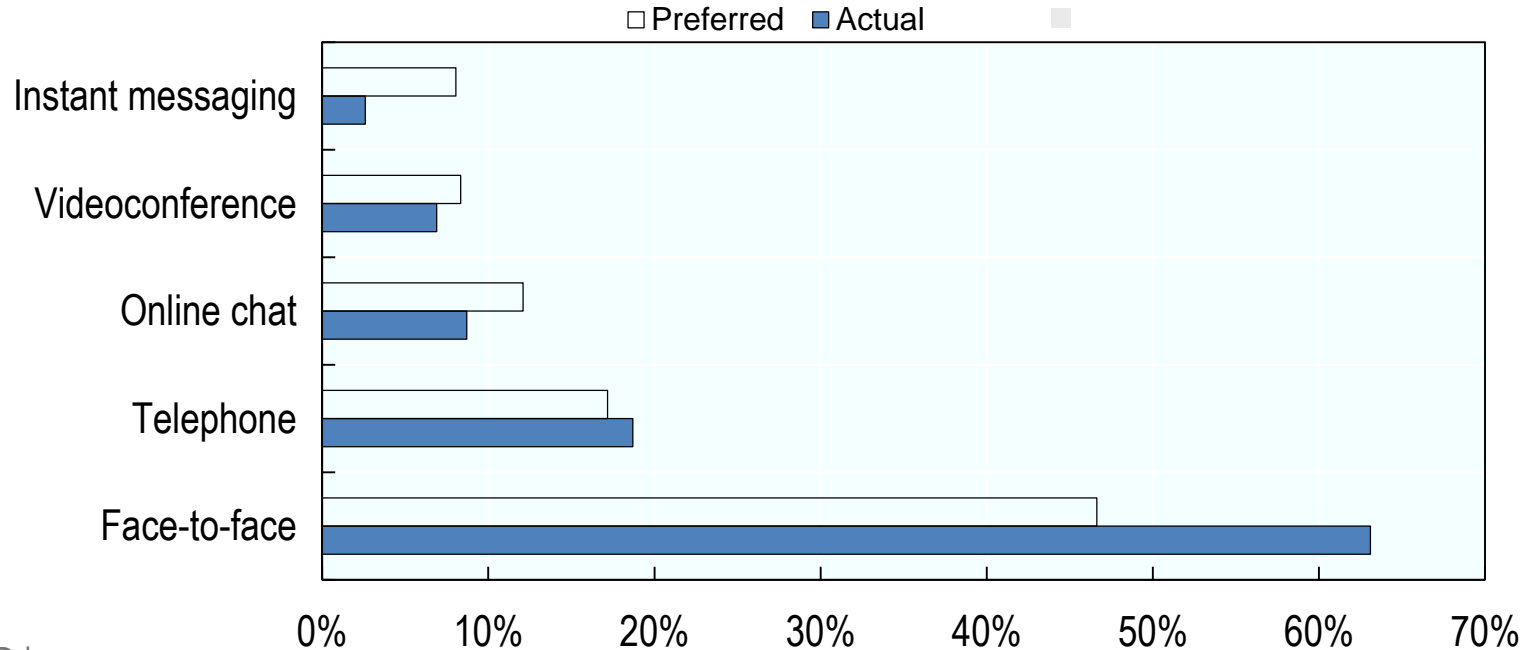
Share of all adults who spoke to a career guidance advisor over the past 5 years, by provider, OECD 2020 Survey of Career Guidance for Adults





# Face-to-face is still the most common delivery method

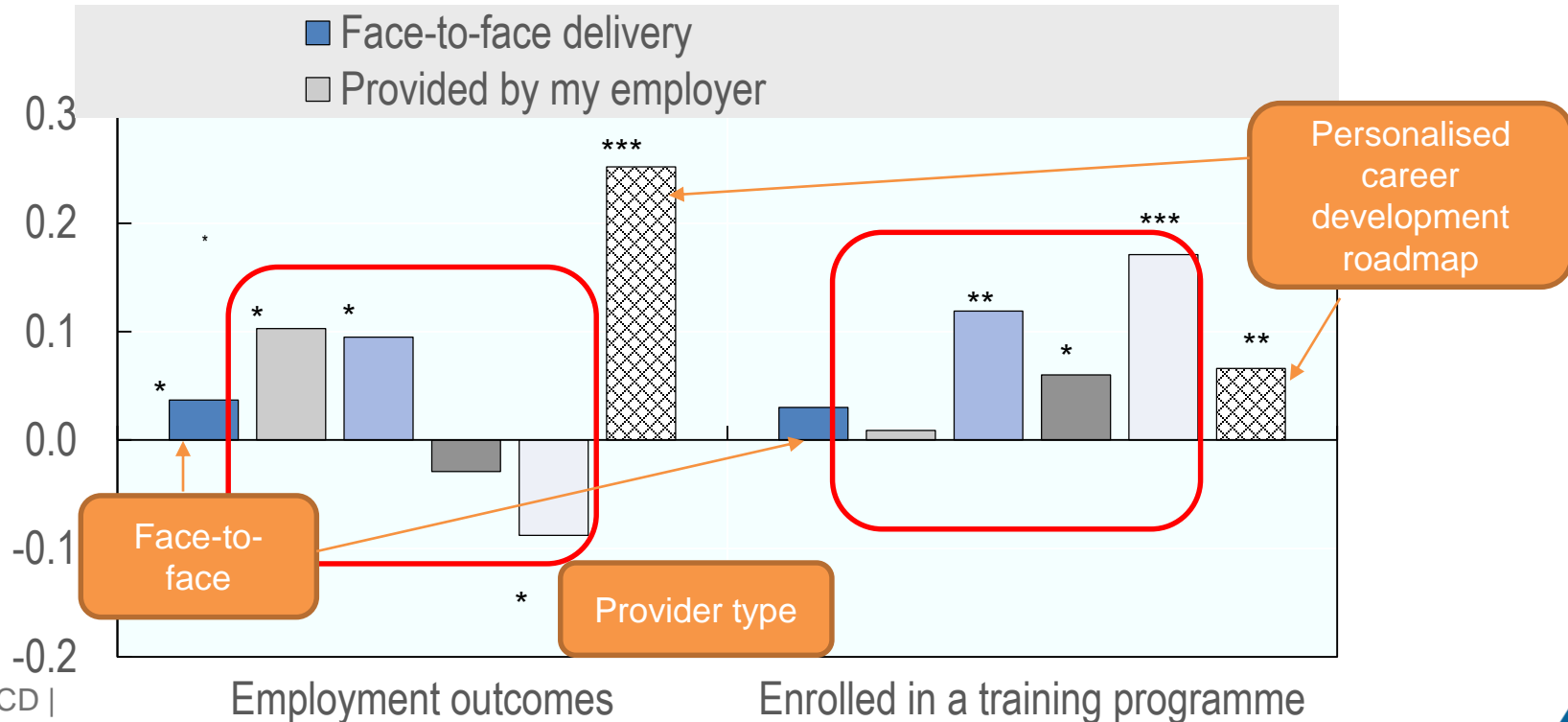
% of adults who spoke to a career guidance advisor over the past 5 years, by method, OECD 2020 Survey of Career Guidance for Adults





# How career guidance is delivered matters

Probit regression results (marginal effects)





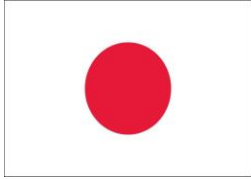
## Career guidance within companies

- Services tend to target “talent” groups
- Larger firms are more likely to fund career development than small firms
- Employers are well-placed to support career development within the firm (but less so outside of the firm)





# Policies to promote career guidance within companies



**Japan's** Self-Career Dock system supports firms financially and technically in setting up counselling opportunities for workers at regular points over their careers



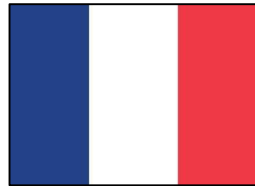
**Germany's** Qualification Networks (*Qualifizierungsberatung für Unternehmen*) focus on SMEs



**Austria's** impulse qualification associations are employer networks to jointly plan and implement training measures for their employees



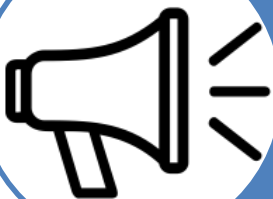
In **Korea and Belgium** employers have a legal obligation to provide career guidance as part of outplacement services



In **France** every worker must receive a professional interview every 2 years, during which the employer must inform them about their right to use the *Conseil en Evolution Professionnelle* (CEP)



## Policy options: Coverage and Inclusiveness



Raise awareness about the availability and usefulness of career guidance services

Media campaign in **Flanders** (Belgium) - 'En alles beweegt' ('And everything is moving')

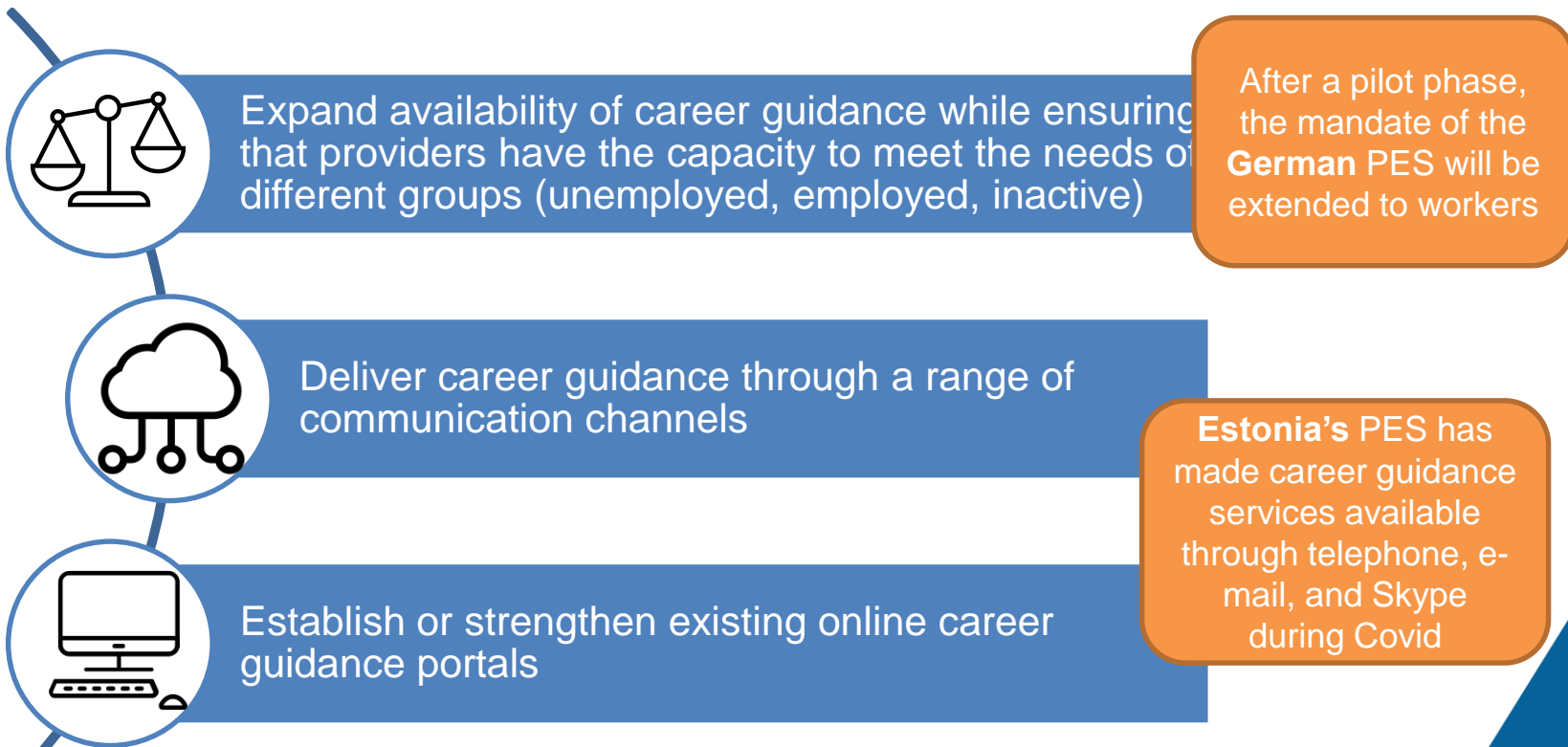


Reach out to disadvantaged groups

**UK's** Unionlearn reps reach out to at-risk workers at their workplace



## Policy options: Provision





## Policy guidelines: Quality and Impact





## Policy guidelines: Governance and Funding



Improve coordination with all actors using career guidance strategies and other mechanisms

**Netherlands** subsidizes career guidance for older workers (*Ontwikkeladvies*)



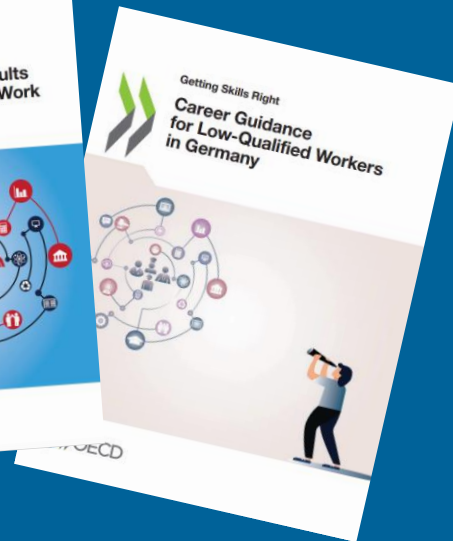
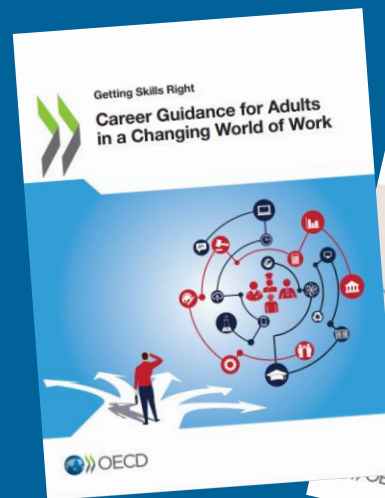
Ensure adequate public funding in line with public benefits

**Flanders'** training vouchers can be used for career guidance sessions and subsidize half the cost



Incentivise employers and adults to contribute in line with private benefits

**Japan** subsidized employers to help them set up career guidance programs with their firms



# GETTING SKILLS RIGHT

<https://www.oecd.org/employment/skills-and-work/>

**Katharine Mullock**, [katharine.mullock@oecd.org](mailto:katharine.mullock@oecd.org)  
**Magdalena Burtscher**, [magdalena.burtscher@oecd.org](mailto:magdalena.burtscher@oecd.org)

Directorate for Employment, Labour and Social Affairs