Wien
Seminar
From New Public Management
to New Public Governance

Willkommen
Bienvenue
Vitam te
Bine at venit
Dobrodošli
Welkom
Bienvenue
Benvénuts

50 Years
EUROFEDOP
Restructuring
Reform of Public Services in Europe

Mr. Simon Devereux, Former Deputy General Secretary PDFORRA

Historical Context

- Since the 1980s governments around the world have tried to address a basic issue about government service, in order to make that service more productive and more cost-effective.
- Governments were being forced to respond to what was termed "the fiscal crisis of the State.
- The question faced by governments was how to address these twin issues of high demand and high cost for government services.
- A push for more efficient service delivery, and calls for better overall performance.
<table>
<thead>
<tr>
<th>Public Service Reform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service Reform has played a key role in Ireland's recovery in recent years.</td>
</tr>
<tr>
<td>To continue to provide essential services and to protect vulnerable groups.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Negative Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Many negative effects for the public service public sector workers and citizens in many areas.</td>
</tr>
<tr>
<td>The closure of Military and Police Barracks stripping small local communities of 24/7 police protection, the downsizing of the health service has resulted in poor delivery of service which resulted in a lack of confidence in the health service.</td>
</tr>
<tr>
<td>The movement of workers and their families to centralised locations where these services are been provided</td>
</tr>
<tr>
<td>Political favouritism for one location over another.</td>
</tr>
</tbody>
</table>

| The objective of public service unions is to manage restructuring and centralisation by |
| The use of alternative models of service delivery and better engagement with customers; |
| Making maximum use of digitisation and open data to deliver services and information in innovative ways; |
| Utilisation of the ‘reform dividend’ to support service improvements; and |
| Greater openness, transparency and accountability. |

In Ireland the Public Service Agreement 2010 - 2014 sought to ensure that the Irish Public Service continued its contribution to the return of economic growth and economic prosperity to Ireland.

| Reduction in Public Service numbers |
| Reconfiguring the design and delivery of public services |
| Performance and Skills |
| Sectoral agreements |
| Public Service Pay Policy |
| Public Service pensions |
| Performance Verification |
| Mechanism to resolve disagreements |
| Stable Industrial Relations Climate |
Restructuring
Reform of Public Services in Europe

- Public Service Reform
  - Employers, trade unions and employees were committed to promoting industrial harmony and strikes or other forms of industrial action by trade unions, employees or employers were precluded.
  - The implementation of the Agreement and of the sectoral agreements between the Parties, including the transformation agenda across the Public Service were overseen by an Implementation body.
  - The Implementation Body had access to the management in every sector, direct contact with national and sectoral union representatives, access to timely and accurate information on staff numbers and payroll costs, and independent support to cost and verify savings derived from the implementation of the Agreement and of the sectoral agreements.
  - Guidelines which may help to promote an approach which may be acceptable to the interests of both workers and the management and leads to:

- Improving the transparency of the decision-making process
- Ensure that staffs are consulted
- Enables staff and their representatives to raise any concerns which staff may avoid problems by identifying and discussing matters of actual or potential concern
- Improve the overall level of understanding and cooperation between management and staff
Restructuring
Reform of Public Services in Europe

Partnership Approach

- The involvement of a union representative at an early stage should add value to the process
- Enhance and promote a good working relationship
- Develop a Partnership which will provide opportunities for increased worker involvement
- Achieve consensus on the implementation of changes

- Organise and brief all workers concerned
- Management should involve workers as early as possible in the planning process
- Joint-responsibility of management and staff to ensure that change is implemented smoothly and effectively
Restructuring Reform of Public Services in Europe

Conclusions

- Restructuring and Change is ever evolving.
- Public Service Reform will play a key role in the recovery of economies.
- There have been and will continue to be both negative and positive effects.
- The objective of public service unions is to manage restructuring and centralisation.
- Public Service Agreement

Possible Conclusions

- Improving the transparency of the decision-making process.
- Guidelines which may help to promote an approach which may be acceptable to the interests of both workers and the management.
- Develop a Partnership which will provide opportunities for increased worker involvement.
- Joint-responsibility of management and staff to ensure that change is implemented smoothly and effectively.
Questions and Answers
Introduction

• “Europe must offer hope for its citizens. The EU is faced with an investment gap. Investors all agree that Europe is an attractive place for them, but the figures tell a different story as investment has fallen far below the pre-crisis norms as investors lack confidence and trust in the EU. On top of this, public resources are stretched, meaning that public expenditure, which represents 50 percent of GDP, needs to be better used.”

• Summary of remarks made by Jean-Claude Juncker, European Commission President in delivering his Commission Jobs, Growth and Investment Package.
Changing the citizens experience
An Irish perspective

• Irish context
• The Customer Charter Initiative
• Launched in Ireland December 2002
• Role in society

International and National context

• Britain
• Aim
• Ireland
• Example
The European Social Charter

- Macro level
- Collective Complaints procedures
- Impact at Micro level

Risks Associated with the Privatisation of Public Services

- Services Deteriorate
- Operating costs go up
- You cannot hold private companies accountable
- Workers are undermined
- It is risky and difficult to reverse
Possible Advantages of Privatization

- Improved Efficiency.
- Lack of Political Interference.
- Short Term view.
- Shareholders
- Increased Competition.
- Government will raise revenue from the sale

Conclusions/Recommendations

- The greater utilisation of Charters with rights and obligations for citizens
- The full implementation by all States of The European Social Charter
- Creation of an Independent oversight body to liaise with the EIB to ensure value for money for citizens
Contd..

• Protection of Public and Private Sector Workers and Jobs
• Increased investment in IT by States and Co-Operation with Change and Reform by Public/Civil Servants
• New workplace practices
• Maintain and Improve the quality of service to the Citizen
• Be capable of competing with Private Sector providers of similar services.

Questions & Answers
Overview

From: ‘New Public Management’ to ‘New Public Governance’

Policy Document:
- Item 3: Change of Statute
- Item 4: New Public Governance
**Item 3**

Unions and management *must* work together

Reward should *not* be withdrawn

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**Why? (Item 4)**

Immigrant & Refugee Crisis

Proactive not Reactive
Why? (Item 4)

Relationships have changed:

- Driven by austerity
- Social Media
- Unions have equal bargaining power

Conclusion

Governments are Transient - Public Service Workers Remain
Integration in Europe

Mark Keane, Vice President PDFORRA

Integration within Europe:

- The European economy shall be social or not. (Article 1 of the Lisbon Treaty)
- A quality public service is essential to trade unions and is enshrined in Art 3 of the Treaty of the EU.
- Social dialogue is an invaluable tool for creating a good EU policy. Social dialogue works, when employers and workers reach understanding about their joint as well as separate interests.
- The trade union movement will have to enter into the debate about the future direction it has to take in creating a just and fair working environment for the members.
- Migrants need to take part in our society and one way to achieve this is by promoting their employment. Services have to be developed to enable the recognition of migrants’ qualifications from their country of origin.
A quality public service is for us trade unions our mission.

- Placing customer service and our members at the heart of everything we do.
- Maximising new and innovative service delivery channels.
- Innovative approaches to public consultation/involvement.
- Leading, organising and working in new ways.
- A strong focus on implementation and delivery.

Social dialogue is an invaluable tool for creating a good EU policy.

- Social Dialogue has been explicitly identified as one important area in which both parties can cooperate together.
- Today it is widely accepted that Social and economic progress can only be achieved through dialogue between Trade Unions, Social Partners and Employers.
- During the last decade or so there have been immense changes regarding Social Dialogue in Europe arising from the Maastricht Treaty which led to the Social Partners achieving greater and enhanced responsibilities.
- To date within the EU there has been 27 sectoral Social Dialogue agreements.
Social dialogue is an invaluable tool for creating a good EU policy.

- This has allowed the Trade Union movement to exercise its influence over EU Social and Labour policies allowing it to protect its members’ interests and to implement solutions facing our members throughout the EU in all sectors.

- Whilst Social Dialogue is not in the EU’s DNA it needs to be embraced by all parties. As Governments have only chosen at times to enter into Social Dialogue during times of crisis choosing to dispense with it once the crisis has abated.

- This matter needs to be urgently addressed if all Social Partners are to play a role in EU Social Dialogue.

- Whilst Social Dialogue does not have all the answers to the EU’s woes it is most definitely part of the answer thus the need exists to engage with this process from the bottom up!!!!!!

Creating a just and fair working environment for the members.

- Article 31 – Fair and just working conditions.

- Every worker has the right to working conditions which respect his or her health, safety and dignity.

- Appropriate measures must be taken to improve and further harmonization of our members conditions of employment.

- The pursuit of profit or greater reform should not and can not be allowed to dilute members working conditions.
Migrants need to take part in our society and one way to achieve this is by promoting their employment.

- Assimilation and Integration of Immigrants in Europe.
- Europe needs to fulfill its humanitarian duty, helping those fleeing for their lives this is not just a basic Human Right but indeed a right that Europe invented.
  - A. Integration through participation
  - B. More action at local level
  - C. Involvement of countries of origin
  - D. Participation in the Labour Market.

- An introduction programme should be organised to support newly arrived migrants to ease their transition into their new lives and society.

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Migrants need to take part in our society and one way to achieve this is by promoting their employment.

- Active Labour market policies to encourage participation of Migrants.

- Integration is a process that starts from the bottom up such supports as access to employment respecting rights and cultures. Migrants for their part must show a willingness to integrate and respect the rules values of the society they are now living in.

- Unemployed migrants or those placed in positions they are over qualified for is an underutilized resource and a waste of Human Capital and can be seen as downgrading. Efforts should be made to recognize the qualifications of these migrants from their country of Origin.
Integration in Europe

• QUESTIONS & ANSWERS
New working method -
client orientation

First Stage: Initial phase or contact with new technologies

The start in the use of new technologies in healthcare was held at the initiative of the professionals with the intention to perform and simplify the existing bureaucratic and administrative burden at the time.
Second stage: Phase development of specific applications for managing health care

The development of new technologies in healthcare focused on the generation of integrated solutions for direct health care of the population.

Third stage: Phase integration of health information

Interconnection and interoperability of information reflected in new health technologies becomes the focus of attention for improving and obtaining new benefits and services.
Thank you very much
EU eGovernment Action Plan 2016-2020

Accelerating the digital transformation of government

Jean-François Junger
Deputy Head of Unit
"eGovernment and Trust"
European Commission, DG CONNECT
Eurofedop
19 September 2016, Vienna


"Public services in Europe have embraced new technologies to varying degrees but more can be done to modernise public administration, achieve cross-border interoperability and facilitate easy interaction with citizens."

"The Commission will present a new e-Government Action Plan 2016-2020"
The Vision

- By 2020, public administrations and public institutions in the European Union should be **open, efficient and inclusive, providing borderless, personalised, user-friendly, end-to-end digital** public services to all citizens and businesses in the EU.

- **Innovative approaches are used to design and deliver better services** in line with the needs and demands of citizens and businesses.

- Public administrations use the opportunities offered by the new **digital environment to facilitate their interactions with stakeholders**.
Principles

Initiatives to be launched under the Action Plan should adhere to the principles of

- Digital by Default
- Once only principle
- Inclusiveness and accessibility
- Openness & transparency
- Cross-border by default
- Interoperability by default
- Trustworthiness & Security

Policy Framework
Policy priorities (Pillars)

eGovernment Action Plan 2016-2020

- Modernising public administration with ICT, using key digital enablers
- Enabling cross-border mobility with interoperable digital public services
- Facilitating digital interaction between administrations and citizens / businesses for high-quality public services

20 actions identified in this Action Plan
Further actions may be proposed either by the Commission or by stakeholders, including Member States.

’...more can be done to modernise public administration, achieve cross-border interoperability and facilitate easy interaction with citizens...’ (DSM Communication)
A new Action Plan to make:

- digital public services **reduce administrative burden** on businesses and citizens by making their interactions with public administrations **faster and efficient, more convenient and transparent, and less costly**

- seamless cross-border and digital public services contribute to **competitiveness** and **make the EU a more attractive place to invest and live in**

- **public administrations and public institutions** in the EU be **open, efficient and inclusive**, providing borderless, personalised, user-friendly, end-to-end digital public services to **all citizens and businesses in the EU**

What does it mean for the public administrations

- New ways of working
  - Between administration
  - With citizens and businesses

- New tasks
  - More back office automation
  - More personalised services
Thank you!

Public Services
http://ec.europa.eu/egovernment

Stakeholder engagement platform
https://ec.europa.eu/futurium/en/egovernment4eu
NECT-EGOVERNMENT4EU@ec.europa.eu

eGovernment Action Plan 2016-2020
eu-egovernment-action-plan-2016-2020-accelerating-digital-
transformation

Staff Working Document
document-executive-summary-implementation-and-evaluation-report-
eu-egovernment
Cnect-egovernment@ec.europa.eu

Follow us on @EU_eGov EU_Public Services
Jobverlust durch Automatisierung
Job loss by automation

Dr. Susanne Kirchner
IHS, Institut für Höhere Studien, Institute for Advanced Studies
19. September 2016

This initiative is supported financially by the European Union.

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Industrial Revolution

Navigating the next industrial revolution

<table>
<thead>
<tr>
<th>Revolution</th>
<th>Year</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1784</td>
<td>Steam, water, mechanical production equipment</td>
</tr>
<tr>
<td>2</td>
<td>1870</td>
<td>Division of labour, electricity, mass production</td>
</tr>
<tr>
<td>3</td>
<td>1969</td>
<td>Electronics, IT, automated production</td>
</tr>
<tr>
<td>4</td>
<td>?</td>
<td>Cyber-physical systems</td>
</tr>
</tbody>
</table>

This initiative is supported financially by the European Union.
Content

- Some key words concerning Digitalization
- Digitalization and Labour Market (selected studies)
- (New) Qualifications and Skills
- Challenges for Workers' Organizations

Some figures concerning Digitalization

- Big Data-Sector
  is growing around 40% yearly (7 times faster than the IT-Market)
- Sharing Economy
  Example Airbnb: 30 mio. guests visited 34,000 cities in 190 countries (2015)
  - Crowd sourcing/working: CROWD + Outsourcing
    already over 2,300 platforms worldwide
- Big Data:
  75% of the data analog (year 2000), 1% of the data analog (2015)


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DESI - EU28

The Digital Economy and Society Index (DESI, 2016)

- Rank: Improved from rank 13 (2015) to 12 (2016)
- Connectivity: High availability of affordable high-speed internet.
- Human Capital: 81% of Austrians aged between 16 and 74 use the Internet.
- Use of Internet: Over 60% of internet users bank and shop online
- Digital Public Services: 98% of the administrative steps related to major life events can be completed online

BUT

- Integration of Digital Technology: Only 14% of SMEs are selling online (EU DESI 16%)

Source: Digital Economy and Society Index 2016, Country Profile Austria

This initiative is supported financially by the European Union.
DESI – Austria – Digital Public Services

<table>
<thead>
<tr>
<th></th>
<th>Austria DESI 2016</th>
<th>Austria DESI 2015</th>
<th>EU DESI 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>% individuals returning filled forms out of Internet users in the last year (aged 16-74)</td>
<td>rank 13</td>
<td>rank 15</td>
<td>rank 40</td>
</tr>
<tr>
<td>Score (0 to 100)</td>
<td>rank 12</td>
<td>rank 13</td>
<td></td>
</tr>
<tr>
<td>Score (0 to 100)</td>
<td>rank 2</td>
<td>rank 6</td>
<td></td>
</tr>
<tr>
<td>Score (0 to 700)</td>
<td>rank 5</td>
<td>rank 5</td>
<td></td>
</tr>
</tbody>
</table>

Source: Digital Economy and Society Index 2016, Country Profile Austria

International Studies – Selection


Europe: Bowles, J. (2014): The computerisation of European jobs – who will win and who will lose from the impact of new technology onto old areas of employment?


This initiative is supported financially by the European Union.
Major results —
(„occupation-based approach“)

• **US**: According to Frey and Osborne (2013) about 47% of total US employment is at high risk (>70%) within the next 20 years

• **EU** (Bowles, 2014): On average 54% of jobs are at risk within the next 20 years

• **Germany** (ZEW, 2015): 42% (same method as Frey/Osborne 2013) of employment are at high risk within the same period

This initiative is supported financially by the European Union.

Risk-Categories of US employment (2013)

- Management, Business, and Financial
- Computer, Engineering, and Science
- Education, Legal, Community Service, Arts, and Media
- Healthcare Practitioners and Technical
- Service
- Sales and Related
- Office and Administrative Support
- Farming, Fishing, and Forestry
- Construction and Extraction
- Installation, Maintenance, and Repair
- Production
- Transportation and Material Moving

US Employment by Risk Category (Frey/Osborne 2013, p.37)

Frey/Osborne (2013): The Future of Employment. How susceptible are jobs to computerisation?

“According to our estimates around 47 percent of total US employment is in the high risk category. We refer to these as jobs at risk – i.e. jobs we expect could be automated relatively soon, perhaps over the next decade or two. Our model predicts that most workers in transportation and logistics occupations, together with the bulk of office and administrative support workers, and labour in production occupations, are at risk. These findings are consistent with recent technological developments documented in the literature.

More surprisingly, we find that a substantial share of employment in service occupations, where most US job growth has occurred over the past decades …, are highly susceptible to computerization.”

This initiative is supported financially by the European Union.

### EU-28 risk potential for jobs / Automatisierungsrisiko Bowles (1)

<table>
<thead>
<tr>
<th>EU-Country</th>
<th>EU jobs at risk of computerization, in %</th>
<th>EU-Country</th>
<th>EU jobs at risk of computerization, in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sweden</td>
<td>46.69</td>
<td>Czech Rep.</td>
<td>53.65</td>
</tr>
<tr>
<td>UK</td>
<td>47.17</td>
<td>Estonia</td>
<td>53.94</td>
</tr>
<tr>
<td>Ireland</td>
<td>48.51</td>
<td>Austria</td>
<td>54.10</td>
</tr>
<tr>
<td>Netherlands</td>
<td>49.50</td>
<td>Slovakia</td>
<td>54.70</td>
</tr>
<tr>
<td>Denmark</td>
<td>49.54</td>
<td>Spain</td>
<td>55.32</td>
</tr>
<tr>
<td>France</td>
<td>49.54</td>
<td>Hungary</td>
<td>55.34</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>49.60</td>
<td>Italy</td>
<td>56.18</td>
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<tr>
<td>Belgium</td>
<td>50.38</td>
<td>Poland</td>
<td>56.29</td>
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<tr>
<td>Latvia</td>
<td>51.08</td>
<td>Greece</td>
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<td>Germany</td>
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<td>Slovenia</td>
<td>53.19</td>
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</tbody>
</table>

Source: IHS, Bowles (2014); Bruegel Calculations based on Frey/Osborne, 2013; ILO, EU Labour Force Survey; Cyprus not shown

### EU-28 risk potential for jobs, Bowles / Gefährdungspotenzial durch Jobverlust (2)


This initiative is supported financially by the European Union.
Major results –
(„task-based approach“ – OECD, 2016)

• “Overall, we find the share of jobs at risk of automation to be, on average across OECD countries, 9%.”

• “This share is highest in Germany and Austria (12%), while it is lowest in Korea and Estonia (6%).”

Source: OECD Social, Employment and Migration Working Papers No 189, 2016, S. 8, 15

Share of Workers with High Automatibility by OECD-Countries

Source: OECD Social, Employment and Migration Working Papers No 189, 2016, S. 16
Reasons for country differences

- higher educational level of the population / höherer Bildungsgrad der Bevölkerung...

- Organisation of work – communication intensive workplace organization / kommunikationsintensive Arbeitsplatzorganisation …

- Technological status - higher investments in ICT / höhere Investitionen in IKT …

…. Downsize the risk of automation / verringern das Automatisierungsrisiko


Task - based approach

Examples:

„Bookkeeping, Accounting and Auditing Clerks face an automation potential of 98%. However only 24% of all employees in this occupation can perform their job with neither group work nor face-to-face interactions.“

A „Retail Salesperson face an automation potential of 92%. Despite this, only 4% of retail salespersons perform their jobs neither both group nor face-to-face interactions“.

(Source: OECD Social, Employment and Migration Working Papers No 189, 2016, S. 14)
This initiative is supported financially by the European Union.

**Share of Workers with high Automatibility by Education**

Source: OECD Social, Employment and Migration Working Papers No 189, 2016, S. 20

**Share of Workers with High Automatibility by Income**

Source: OECD Social, Employment and Migration Working Papers No 189, 2016, S. 20

This initiative is supported financially by the European Union.
"Across the countries covered by the Report, current trends could lead to a net employment impact of more than 5.1 million jobs lost to disruptive labour market changes over the period 2015-2020, with a total loss of 7.1 million jobs – two thirds of which are concentrated in routine white collar office functions, such as Office and Administrative roles – and a total gain of 2 million jobs, in Computer and Mathematical and Architecture and Engineering related fields. Manufacturing and Production roles are also expected to see a further bottoming out but are also anticipated to have relatively good potential for upskilling, redeployment and productivity enhancement through technology rather than pure substitution".


This initiative is supported financially by the European Union.
International reports - Conclusion

• Structural change due to digitalisation is not reliably predictable (different methods)

• Further jobs will be lost, but also new jobs will be created

• Technological progress will primarily change jobs

• Flexibility and adaptation through vocational qualification and education will be an asset - also in the future


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Qualification – Tertiary graduates, by field of education, 2013 (in %)

<table>
<thead>
<tr>
<th>Education</th>
<th>Humanities and arts</th>
<th>Social sciences, education and law</th>
<th>Business</th>
<th>Engineering, technology, construction</th>
<th>Agriculture</th>
<th>Health and welfare</th>
<th>Services</th>
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<td>OECD country</td>
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This initiative is supported financially by the European Union.

Qualification – Tertiary graduates, by field of education, 2013 (in %)

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Challenges for workers` organisations (∙)

- Border between working and leisure time disappears
- Nature of employment contract changes – (new work arrangements are based on atypical work)
- Growing „digital divide“ between different groups
- Legal issues (data protection, …)
- …


This initiative is supported financially by the European Union.
Challenges for workers’ organisations (2)

• Wo findet die WERTSCHÖPFUNG statt und wo fließt das Geld hin?

• Wie wird der GEWINN aus Arbeitseinsatz und Betriebsmitteleinsatz gerecht verteilt?

• Wie wird die FINANZIERUNG der sozialen Sicherungssysteme für die Zukunft gewährleistet?

Quelle: FCG-Position Digitalisierung; https://www.fcg.at/digitalisierung-eine-positionierung-der-fcg

This initiative is supported financially by the European Union.

Vielen Dank für Ihre Aufmerksamkeit! Thank you for your attention!

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