

Digitalisation, Restructuring and Social Dialogue: Skills matter...

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Digitalisation and Restructuring: Which social dialogue at company level?

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‘5 things I’m telling my kids to prepare them for the future’ (S. Perdriel)

- Robots (probably) aren’t taking over
- You’ll be in school the rest of your lives
- You can be your own boss
- Focus on social skills
- The future is up to you

<https://amp-fastcompany-com.cdn.ampproject.org/c/s/amp.fastcompany.com/90247298/5-things-im-telling-my-kids-to-prepare-them-for-the-future>

Exploring the role of social dialogue for the shaping of digitalization-driven restructuring in the four sectors

Theoretical framework

Digitalisation is not new as such, but what is new is its pace and scope

Pessimistic vs Optimistic scenarios

Evolution of restructuring regimes

Collective bargaining and social dialogue for anticipation and management of restructuring...

Interviews and country reports from Diresoc Project



Digitalisation and Restructuring:
which social Dialogue?

Work Package 1: Transnational analysis

Synthesis report

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The context:

- Several drivers of change :
 - Two main technological transformations: the digitisation of production through automation/robotics and the digitisation of work through the platform economy
 - Restructuring of GVC and space – e.g. occupations that might be offshored...
 - The demographic change: ageing population – need for care...
 - Culture and citizens/consumers attitude – what could be accepted and what no – e.g. waiters vs robots...
 - Climate change and greening

EU level and national level social dialogue

- Evolving agenda and **shared concerns** about the future of work and employment, but also **major differences** concerning the perception of opportunities (for employers) and threats (trade unions) and the need of social dialogue to address the digitalisation-related restructuring.

How to tackle the skills change?

- The digital transformation makes the existing skills obsolete, for many sectors and occupations.
- The processes of job creation – job destruction – job change and job shifts (Degryse 2016), that could take place simultaneously, require a differentiated approach from policy makers and stakeholders



Job creation

(New sectors, products, services):
Role of public authorities and providers of skills to support the “skilling” for the new jobs

Job destruction

(which one)
Restructuring management in the context of EU social model traditions

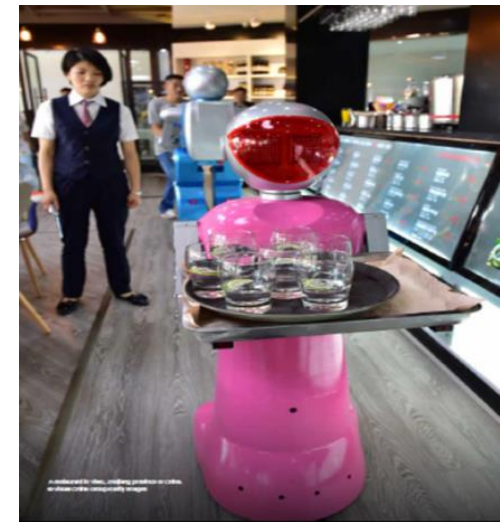
Job change

(digitalization, human/intelligent machine interface, new forms of management)

How existing jobs are changing and what needs in terms of skills...

Job shift

(How this process, e.g. in the framework of platformization, will impact the need of skills):
e.g. DIY – marketing, soft skills...- e.g. negotiation...
Shifting responsibilities...



Lessons learned

- Scope and narrative varies deeply, among countries and among social partners and there is a need for further research in sectors and companies....
- The legitimate role of social dialogue to manage the impact of digitalisation is still consensual in some regions, but at stake in some countries
- The “skilling” / “reskilling” imperative is certainly one of the topics of mutual interest by content and details have to be negotiated (at tripartite or bipartite arenas) and there is a leeway for social dialogue

Policy pointer n°1



**FOSTERING EFFECTIVE SKILLS DEVELOPMENT ABLE TO SECURE
WORKERS' CAREER PATHS**