



Association of  
Career **Firms**  
EUROPE

**ACF EUROPE** - Newsletter

ISSUE June 2018 | TOPIC ACF survey results, GDPR, trending topics Swedish outplacement market

## Dear fellow career professionals,

We have another interesting newsletter drilling further into details of the survey we conducted last year.

As Brexit continues to accelerate with under a year until the UK leaves the European Union membership we remain in an uncertain world for the migration of employment opportunities across Europe. As skill shortages continue to deepen this is a concern and an opportunity.

A recent report on STEM skill shortages highlighted that many businesses are turning to training and temporary staff to close the skills gaps. This brings an opportunity for people looking to move careers to take contracts rather than permanent jobs or to retrain. For outplacement and careers businesses this increases the imperative to provide digital services enabling the reskilling of people moving jobs and providing advice on joining the GIG economy where workers are paid for every 'gig' they do or staying mainstream employment paths.

New job titles are being created every month that never existed 10 years ago such as blogger/vlogger, chief listening officer, sustainability manager to name just three. Our work as careers experts is to educate and assist our clients to become agile in their learning and open to new possibilities to facilitate a long, interesting and productive career.

Enjoy the newsletter and always we welcome hearing from our members and receiving content for potential publication in future newsletters..

Warm regards

Bev White  
Chairman ACF Europe



AUTHOR  
**Bev White**  
Chief Executive Officer  
Gi Group UK

President ACF Europe  
President UK Chapter ACF



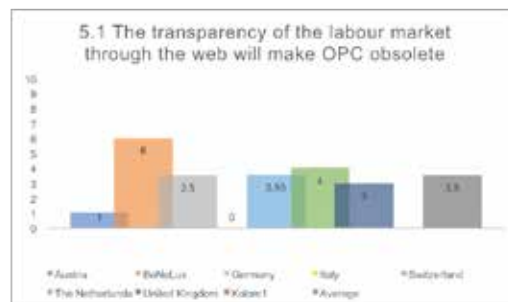
**Mark Richter**  
 CEO of OTP Organisation  
 & Training Partners in  
 Switzerland  
 Board Member ACF Europe

## ACF Survey responses, edition 2

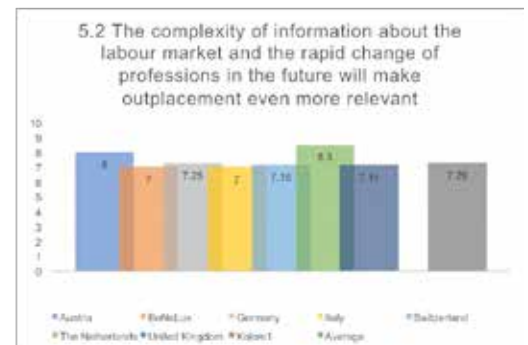
The response to the ACF survey on key trends in our industry presented a range of interesting responses which we will use to shape the immediate agenda for the ACF. We will publish in the weeks ahead further editions of our newsletter to look in depth at specific responses and explore key points of view and next steps.

In this edition of our newsletter we are setting out the initial findings of the survey with brief analysis regarding our question:

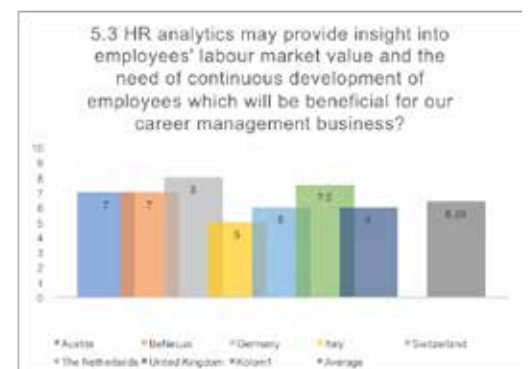
### Q 5 How do you think digitalization impact labour market in general and outplacement in particular?



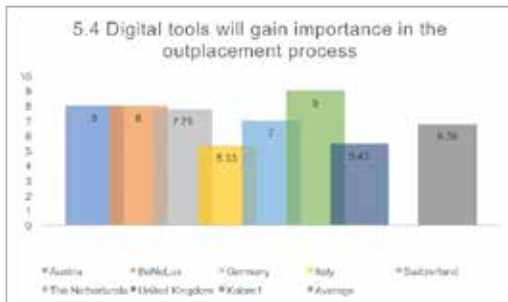
This statement is regarded with low importance with only one region, (Benelux) ranking this as a relevant of the element. If transparency of the labour market is the availability of job adverts in the internet with more detailed indications of the qualifications and experiences required by the employer, then this is not perceived as a threat to the need of OP services. The complexity of the labour market and the rise in the specific exigencies for a given job, combined with the great number of applicants to one ad makes getting a job interview a big challenge. The digitalization of the recruitment seems not to have a negative impact on the perceived need for professional outplacement support



This statement was seen as having more importance with all participants in average agreed on this. The more complex requirements of a job and the ongoing and rapid change of professions due to digitalization of industries are perceived as to have a positive impact on the need for OP services. Since professions become obsolete, the specific requirements for a given job are matched in detail with the offering in competencies and experiences of every candidate. Thereby self-marketing and self-presentation are becoming crucial. This type of counselling is not offered in digital form as it requires detailed knowledge of the labour market and personal coaching (from the professional OP consultant).



This question is seen as QUITE IMPORTANT with nearly all participants similarly agreed on this, Italy least strongly. All countries agree that HR analytics are an opportunity to establish a more concise picture of the employability of each individual employee and the personal need for development. This information is the foundation to establish the need for (regular) career management services and thereby also the basis for selling them.



Again this statement is seen as being quite important with Austria, BENELUX, Germany, Switzerland and the Netherlands all similarly agreed on this. Italy and the UK do not see it as strongly. The use of digital tools is a trend to come for the majority of the countries. This does not mean that face-to-face meetings for coaching and counselling will not remain. This means that these tools will simplify certain processes which are more technical (e.g. for generating a basic CV or cover letter) and can make the coaching process more efficient. UK and Italy see this trend less strong, perhaps for different reasons: either because the use is already commonplace or because there is not yet much use?

### Mark Richter (CEO of OTP Organisation & Training Partners in Switzerland) do you agree with these results?

5.1 The transparency created by the web is limited and the challenge of the jobsearch is not only where to find a job, but how to position oneself in regard to the many other applicants – choosing the right strategy to be visible and interesting.

5.2 The complexity is a big issue for most candidates – and I agree with this statement.

5.3 Employability is becoming an important issue – in view of the change dynamics. The proactive management of this issue is an opportunity to be taken for the industry and a challenge for many employers

5.4 Yes, digital tools can be a valuable support but they don't replace the personal face-to-face coaching. The coaching is decisive for reducing complexity, motivating, choosing the right strategy and as a sparring partner for the many ideas and questions all along the outplacement process.

### Pascal-Laurent Favre Managing Director, pdp performance development partners sa/ag, do you agree with these results?

5.1 Transparency... I can cope with the score. Outplacement is not a question of transparency but rather of self-confidence from the candidate.

5.2 Complexity of information... Here we are: complexity fast changing labour market is somehow destabilizing for the candidates. That is why the coaching skills in OP is a key success factor.

5.3 HR analytics... I see a growing demand from companies to gain better insights of employability of their staff.

5.4. Digital tools... Yes, it will gain importance but will not replace the activity or make it obsolete. Here I would have rated more than 6.76. As an example: the finest cabinet maker is an artist. However, nowadays he cannot work without a computer! The job has changed but not essence of his activity.

### Owen Morgan, Director INTOO UK & Ireland.

5.1 It's clear that the European labour market is being affected significantly by increased use of digital technology.

Digital platforms are an 'enabler' - allowing individuals to access a wider range of roles now than at any time previously and that, for an individual searching for a new role, is a highly attractive proposition. However there are downsides for both employers and employees, with the former experiencing significant turmoil in their workforce as individuals change roles so much more frequently than in the past. For individuals, the ability to 'job-hop' can be counter-productive, potentially delaying the start of a longer term career or pushing people to change direction at the first career obstacle they encounter when in the past they may have addressed the issue and learnt from the experience.

In both instances good quality personal career coaching, whether delivered as part of an outplacement programme or broader career development discussion can be of tremendous benefit. These discussions can provide the individual with a degree of context and objectivity, allowing a fuller, more rounded consideration of options to take place.



**Pascal-Laurent Favre**  
Managing Director  
pdp performance  
development partners sa/ag



**Owen Morgan**  
Director INTOO UK & Ireland  
Board Member ACF Europe



**Herbert Mühlenhoff**  
Managing Partner  
Mühlenhoff + Partner GmbH  
Board Member ACF Europe

As such whilst technology will continue to facilitate ease of access to job opportunity, I agree with the views of the ACF members in that outplacement services will become even more relevant as the pace of change continues.

### Herbert Mühlenhoff (CEO of Mühlenhoff Managementberatung in Germany) do you agree with these results?

There are three aspects of digitalisation

- a) The influence of the transparency on the job market might render outplacement obsolete for those who meet the requirements of the market and can offer the skills the companies are looking for
- b) The very same transparency makes outplacement even more important for those who have some professional flaws in the eyes of possible recruiters, such as:
  - Basic or irrelevant educational background
  - Too many or too few jobs
  - A very narrow or not stringent career path
  - Too young or too oldThe companies' job portals reject those applications, so professional help is needed even more than in the past
- c) The outplacement process and the industry itself will undergo a radical change. In the past quite often I heard the phrase "high tech and high-touch service". Indeed this will be the case in the future and every provider has to find his own positioning in this context. In the early days of outplacement it was very easy to put a sign at the door and offer outplacement counselling. Now you need a volume to finance the necessary digital tools to stay competitive. Therefore the entry barrier is much higher and we will see a market consolidation.

Referring also to the comments of Owen Morgan I would say that the new technology will create, together with the limited loyalty of the younger generation, a new product for our industry: Helping employees to take the right decision between an in-house career or a career with another employer. So counselling for retention and outplacement becomes two sides of one client relation.

## The General Data Protection Regulation (GDPR)

As of May 2018, with the entry into application of the General Data Protection Regulation, there is one set of data protection rules for all companies operating in the EU, wherever they are based.

Stronger rules on data protection mean people have more control over their personal data and businesses benefit from a level playing field.

ACF Europe is interested in your experiences. What did you come across when implementing the new rules and making your organisation GDPR proof.

As a service to our members, GDPR information is available on our ACF website, via the member page. Here you will find a GDPR presentation, infographic and article of our Swiss colleague Pascal-Laurent Favre, managing director, pdp performance development partners sa/ag.

Please, share your comments and experiences on this interesting topic and sent this to Angelique Werner [acf.europe.org@gmail.com](mailto:acf.europe.org@gmail.com)

# What are the trending topics in the Swedish outplacement market?

We asked our colleague in Sweden, **Stefan Hansson, CEO Aventus.**

## The outplacement market in Sweden

Swedish labor unions and employer organizations have a big influence on the labor market. Approximately 90% of the workers (all categories) are subject to collective agreements. The basic idea is that the parties on the labour market can find better solutions for both employers and employees than (rigid) legislation. All sectors have negotiated different collective agreements that suits the different branches.

Employer organizations and trade unions in all sectors have agreed to offer outplacement for people who has to leave their jobs due to redundancy. It is a part of all collective agreements. Sweden has appr 10 Employee Transition Funds (ETF) to finance and deliver outplacement for the different sectors.

The ETF:s are organized differently. Some have an own delivery organization, some use private outplacement companies like Aventus and some have a mix of both. In both cases they normally conduct a procurement which limits the ability of private companies to act in this market.

The outplacement market for other situations is therefore rather small.

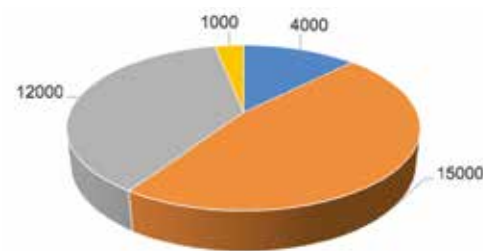
## The ETF outplacement market in figures

	ANNUAL OUTPLACEMENT (APPR)
<i>ETF:s Public sector</i>	
Blue and white collar workers	4 000 persons
<i>ETF:s Private sector</i>	
Blue collar workers	15 000 persons
White collar workers	12 000 persons
ETF total	31 000 persons
Value	NA

## Non ETF outplacement market

	ANNUAL OUTPLACEMENT (APPR)
Public and private sector	1 000 persons
Value	3 500 000€ (approx.)

## Market size in number of persons



- EFT:s public sector blue and white collar workers
- EFT:s private sector, blue collar workers
- EFT:s private sector, white collar workers
- Non EFT outplacement market



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CEO Aventus

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