



Life-long participation or life dominated by work? Three scenarios of human-centred work ability and employment support services in 2030

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RAMBOLL

To the reader

This scenario work concerns the future of multisectoral work ability and employment support services.

The scenario work was carried out by Demos Helsinki and is part of the WorkingMix research project led by the Finnish Institute of Occupational Health, the Finnish Institute for Health and Welfare, the University of Jyväskylä and Ramboll Finland Oy, which was funded by the Government's Analysis, Assessment and Research Activities. The project offers an overall picture of integrated work ability and employment support services. The aim of the scenario work was to create an overview of how the work ability and employment support services of working-age people can be implemented in an integrated manner across administrative and organisational boundaries from the customer's point of view.

This material presents three different future scenarios for 2030 and describes the integration of work ability and employment support services in them. The material also describes scenario paths, that is, the progression of the development leading to the different future scenarios.

All the future integration models illustrated present changes from the current situation. Scenario work enables us to study the effects of different emphases on the horizontal and vertical cooperation in service systems. The scenarios also guide us to think broadly about the mechanisms, appreciation and terms of remaining at work and of employment. They illustrate the areas that need rethinking and ways to create a work life that will endure the future in terms of work ability and employment support measures for an increasing number of us. We thank Berry Creative for the illustrations!

Helsinki, March 27, 2020

Demos Helsinki

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1. Starting points of scenario work



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BACKGROUND

- Why do organisations create future scenarios?
- How the WorkingMix scenarios were born
- Main variables and tensions of scenario work
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1.1. Starting points of scenario work

The name of the WorkingMix project contains the idea that in the future, work ability and employment support services must be a well-functioning combination, a *working mix*. The aim of the project is to strengthen the knowledge base on the current overall system of these services and how they can work together. This scenario work explores different ways of combining multisectoral work ability and employment support services.

The current work ability and employment services, as well as benefit systems, were created at different times and for different needs. They are by nature separate solutions aimed at different issues and individual challenges. Work life and income systems are currently changing, and radically so, due to digitalisation, climate change and demographic change. The reforms in health and social services and social security are examples of how we have to constantly tackle the problems of continuity and sustainability, at the same time as the desire to help people work and stay well is growing.

In terms of developing services to support work ability and employment, it is essential to consider how society will react to the transformation of work, the features of which are, for example, the fragmentation of working careers, the digitalisation of work, reduced work among the middle class and the diversity of forms of employment. The transformation of work, together with, for example, the ageing of the population and digitalisation, creates new starting points for future employment, social and economic policies. Together they will set the framework for the kind of reality in which people will enter work life and maintain their work ability. Attitudes also matter – can people only belong to society through work?

This scenario report describes three different types of centred service coordination in different operating environments in the future. Each scenario describes solutions to the following questions, which mould the service system:

- *What is work? How will the boundaries of work life be drawn in the future?*
- *What will happen to paid employment?*
- *How will people find employment? Will new forms of work be incorporated into employment services?*
- *Whose work ability and employment will be supported? How will multisectoral services be coordinated?*
- *How will people receive benefits? How will benefits and services be combined?*

LIFE-LONG PARTICIPANT

**MULTI-TALENTED WORK LIFE
EXPERT**

MODERN WORKER

1.2. Initial situation, 2020: The services work, but the overall system does not

According to research, the management of a good service package includes the following elements: management of an individual customer's multisectoral service package, utilising multiprofessional processes and promoting low-threshold, one-stop services (Valtakari et al., 2018).

Currently, a wide range of support is available, but finding and exploiting this support or coordinating the services is challenging for people. For example, interviews of people who carry out practical coordination work (Juvonen-Posti & Nevala, 2020) have shown that today, the management of the overall system is haphazard. **More information is needed on very basic issues.** Both customers and employees need information on the coordination of different service and income options. The visibility of employment and rehabilitation services should be steered more towards health and social services. At the workplace level, we need information on, for example, what income options are available in practice during rehabilitation.

Information alone is not enough for a person to feel that the systems that govern their affairs work together overall. At the moment, people are caught between systems, which is confusing and demotivating. **We need services that work seamlessly between people and work life.** To make this happen, operations and guidance, as well as in attitudes, need to change.

1.3. Human-centred thinking in the next generation's employment services

Access to employment and continuing at work are examples of issues in which services can help people. In today's changing work life, it is important that services are developed in a person-centred way so that they can continue to provide support and guidance. Person-centredness is a way of guiding service development and focusing on issues that can be influenced.

In the context of work ability and employment support, person-centred thinking is based on the following perspectives:

- 1. UNDERSTANDING THE REALITY OF WORK LIFE AND INCOME.** The services are developed from the users' experience of the services, including different ways of coping at work and finding employment, the different risks and complexity of work ability and employment, and solutions to these.
- 2. INFORMATION ON EFFECTIVE PRACTICES.** The best available information guides the development of the way in which the services are implemented.
- 3. VIEW OF HUMANITY.** The idea of people's needs and equal rights to meaningful activity, agency and development is built into the services.

Based on this understanding, we can develop solutions for the next generation's employment services – that is, create timely and cost-effective support for changing careers and the labour market. All the scenarios described in this report describe different levels of implementing person-centred support for work ability and employment.

2. Scenarios of multisectoral work ability and employment support in 2030



UUSI DUUNARI

The Modern Worker picture illustrates a working-age, employed person, holding a briefcase obtaining work ability and employment services and benefits from a single service point. The briefcase symbolises income from work. The service point is illustrated as one house. The house is depicted as providing employment and social insurance services, employment pension systems and occupational health services' work ability support services.

9.10.2020



TYÖELÄMÄN MONITAITURI

The Multi-talented Work Life Expert picture illustrates a working-age person, with a tool box, holding study books and a briefcase obtaining work ability and employment services and benefits via an online service. The laptop screen symbolises the online service. In the picture, health and social services, employment and social insurance services, employment pension services and research institute services (in Finland, the Finnish Institute of Occupational Health and the Finnish Institute for Health and Welfare) are all available via the online service.



ELINIKÄINEN OSALLISTUJA

The Lifelong Participant picture illustrates a working-age person, carrying a briefcase, playing football and carrying a dish of food obtaining their required work ability and employment support services through a personal support person. The support person is illustrated as a background image, with employment, social insurance and health and social services and benefits illustrated on its chest.

Modern Worker scenario 1/4



The Modern Worker picture illustrates a working-age, employed person, holding a briefcase obtaining work ability and employment services and benefits from a single service point. The briefcase symbolises income from work. The service point is illustrated as one house. The house is depicted as providing employment (TE-palvelut) and social insurance services (KELA), employment pension systems (TELA) and occupational health services' (työterveyshuolto) work ability support services.

UUSI DUUNARI

Modern Worker's operating environment 2/4

OPERATING ENVIRONMENT IN 2030

In 2030, paid employment and work are still at the heart of society. People belong to society through work, pursuit of work is important, and work rehabilitates and integrates. Joint development of work life by the government, employers and employees has made a comeback, but the parties' perspectives are different. As confidence and flexibility in work life have increased, exclusion from work is now sanctioned.

Contract-based paid employment has remained the desired core model in employment. Employers are regulated by new principles. Job security has weakened, which has freed employers to use labour flexibly. At the same time, employers have been set additional obligations to employ special groups, such as those with partial work ability. In this way, more and more people are able to join the world of paid employment, at least in part. Otherwise, working careers consist of ingredients that are available or meaningful: simultaneous long- and short-term work, entrepreneurship, and a combination of these. Knowledge of these different models is important for those working in the area of work ability and employment support.

Work ability support is tied to paid employment. Therefore, access to flexible paid employment is an advantage, especially when the employee needs work ability support. Access to paid employment means access to work life services and work ability and employment support, which provide comprehensive support for those who are employed. **The employment service system focuses on active and customisable services in different sectors in order to enable people to work.** The goal is to stay at work or return to paid employment quickly.

Modern Worker – integration of services 3/4

INTEGRATION OF SERVICES 2030

The Modern Worker lives in a society that cherishes the significance of work. People in paid employment receive work ability and employment support services from one multidisciplinary service point. Staying at work and quick return to work is supported for as long as possible by combining elements from health and social services, occupational health services, and rehabilitation services with services for the employed. The customer-oriented case management approach is a key tool for service integration at the level of customer work.

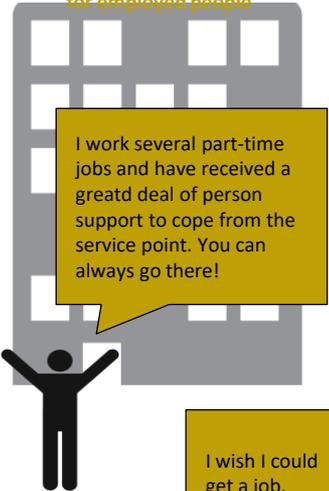
The service provider of work ability support does not change when a worker changes employers; services and information follow the person. Employers are obliged to cover the costs of the renewed work life service, which has been separated from employers and is implemented in multidisciplinary service points. The public sector is responsible for the services and manages the service points.

However, the services offered by the multidisciplinary service point for employed people are not available to everyone. Full-time entrepreneurs, those in a weak market position and the long-term unemployed are provided with individual and tailored employment services by the public sector, which include determining social security. The aim of the employment service is to ensure paid employment and work ability support for people as soon as possible. **The model also encourages entrepreneurs to spend part of their working time in paid employment in order to qualify for the multidisciplinary service point support.**

Social security complements income and works flexibly in different life situations, but the system also imposes sanctions for passivity. The coordination of income, services and benefits is smooth. Digitalisation helps provide timely as well as anticipatory services needed in specific life situations.

In the service system, the incomes register helps coordinate work and services between public and private employers. In order to coordinate income and benefits from employment, the linear model plays a key role in supporting participation in flexible work. In addition, dealing with social security benefit issues is straightforward for people. Additional bureaucracy and overlaps have been eradicated as the decision-making process is coordinated among the social insurance institution, employment pension institutes and labour actors. All actors can use the same information and there is no longer any overlap in the handling of customers' affairs.

Multidisciplinary service
point
for employed people



I work several part-time jobs and have received a great deal of person support to cope from the service point. You can always go there!



I wish I could get a job.

Modern Worker

– values, support, integration 4/4



VALUES, ATTITUDES AND SOCIETY

The social security reform begins.

The debate on the need to regulate new forms of work intensifies.

The government, employers' and employees' organisations agree: get everyone working flexibly. Flexibility in dismissals, obligations to employ special groups.

Social security reform is complete. Benefits can now be coordinated. The profitability of work is a priority.

Platform work counts as paid employment.



WORK ABILITY AND EMPLOYMENT SUPPORT

Work ability support focuses on using a person's available work ability.

Support of people in all types of employment is increased by first increasing the availability of open online services.

Paid employment as a condition for supporting work ability.

Sources of information needed to coordinate people's services and benefits.

Information on people's income, benefits and services is provided in one place.



INTEGRATION OF SERVICES

The municipalities' employment experiment and support for the work ability of the future health and social service centres is implemented in an integrated way.

The working life service organised by municipalities tries out the model of continuous working life services even when fixed-term contracts end.

Rehabilitation services and work life services are transferred to the service points for the employed.

Survey of the implementation of a linear model for work disability benefit begins.

Trial of the coordination of services and benefits with the linear model begins.

2020

2025

2030

Multi-talented Work Life Expert scenario 1/4



The Multi-talented Work Life Expert picture illustrates a working-age person, with a tool box, holding study books and a briefcase obtaining work ability and employment services and benefits via an online service. The laptop screen symbolises the online service. In the picture, health and social services(SOTE), employment(TE) and social insurance services(KELA), employment pension services (TELA) and research institute services (in Finland, the Finnish Institute of Occupational Health and the Finnish Institute for Health and Welfare) are all available via the online service.

TYÖELÄMÄN MONITAITURI

Multi-talented Work Life Expert's operating environment 2/4

OPERATING ENVIRONMENT IN 2030

In 2030, the transformation of work has brought about fragmented working careers and wide-ranging methods of employing people. The focus of work ability and employment support services is on a person-centred solution to the transformation of work.

Societal attitudes and values remain work-oriented, but society values a wide range of diverse employment, which means that, for example, full-time paid work, entrepreneurship, career changes, part-time work and platform work are equally valuable. Adult education has been strengthened and support for career changes has been increased in digital employment services. This helps people stay motivated throughout long working careers. Forms of breaking up working hours have increased - for example, six-hour working days or four-day working weeks are commonplace for many. Seniority is valued in work life, and many have long working careers as a respected expert. Working careers continue until the employee is 74 years old, if they so wish.

Earnings from work and social benefits can be coordinated by a linear model that takes changes into account. Coordinating different forms and sources of income is effortless for people: they know their own income at the different stages of their working careers and are able to anticipate changes to situations. The variation in income from different jobs, and transitions, are evened out by a low basic, unconditional income.

In 2030, there is only one application process for the social security system, based on which a person receives a proposal for the services and benefits they may need. For example, working-age people can obtain vocational rehabilitation without a diagnosis. Many of society's services are mainly digitally implemented, as a result of which citizens' life-long digital skills are constantly developed through various training, projects and campaigns.

Access to working life, especially paid employment, for as many people as possible is also supported through investment guidance. Society's investments take into account the financial incentive of companies for broad social responsibility – such as the employment and remaining in employment of those with different levels of work ability (so-called partial or poor work ability and disabled people).

Multi-talented Work Life Expert – integration of services 3/4

INTEGRATION OF SERVICES 2030

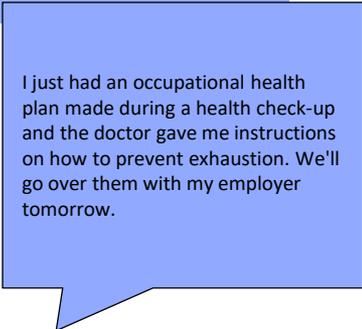
The Multi-talented Work Life Expert lives in a society that cherishes competence. In 2030, work ability and employment support services are developed on the basis of changing work life and by dismantling barriers. The target group of the services is all working-age people – no longer do we talk separately about the employed or the unemployed. The integration of services has primarily been adapted to meet the needs of people created by diverse work life with its different forms of employment and risks.

The expertise and resources of occupational health services are utilised by the work ability support services for all working-age people. The services focus primarily on continuous maintenance of work ability and the prevention of problems.

Health and social service centres in the provinces lead the work ability support and employment services and are also responsible for their integration. National actors such as the social insurance institute, employment offices, employment pension institutes, research institutes (e.g. the Finnish Institute of Occupational Health and the Finnish Institute for Health and Welfare in Finland) support the implementation of services according to their own special expertise. Mutual co-operation is person-centred, dismantles silos and is self-governing.

Work ability and employment support services are first and foremost digital. People can flexibly connect services across data sources and functions through their digital control centre, or dashboard, as well as search for jobs and sources of income. The availability of personal counselling services is limited. There is also a real-time digital control centre in the regions, which monitors the health and social services' situation.

The information collected about a person throughout their lifetime is automatically brought together and used for prevention services. The individual also has access to their own digital control centre, which collects information and allows them to plan their lives and choices.



I just had an occupational health plan made during a health check-up and the doctor gave me instructions on how to prevent exhaustion. We'll go over them with my employer tomorrow.



I just turned 70 and I'm trying out a new working model as a lawyer doing gig work. I'm really happy to be able to keep working so flexibly!



Multi-talented Work Life Expert – values, support, integration 4/4



VALUES, ATTITUDES AND SOCIETY

The media displays diverse employment relationships and careers in a positive light (e.g. pensioners as part-time experts and practical nurses as platform workers).

The appreciation of work in society is stronger and different and diverse forms of employment and careers are seen as equal to traditional paid employment.

Experiments with a low basic income are underway to secure people's leaps of change.

Low basic income launched.

The mandatory retirement age has been abolished.



SUPPORT OF WORK ABILITY AND EMPLOYMENT

Access to the social security system's rehabilitation services for all, without diagnosis.

"Life-long digital skills" - a project to develop the digital skills of the entire nation.

The regional pilots of the digital control centre are used by service providers and as a planning tool for the customer's own work life. Customers participate in the development of digital services.

The social security system implements a single application process for benefits.

Customer-specific digital control centre in use.



INTEGRATION OF SERVICES

Experiments with health and social service centre's work ability support services begin.

Data Protection Act adopted by Parliament: Digital and population register as data aggregates.

Coordination of different jobs and sources of income according to linear model.

Kanta.fi platform is updated (Finland's digital services for the social welfare and health care sector): The content of occupational health services is made available to each actor.

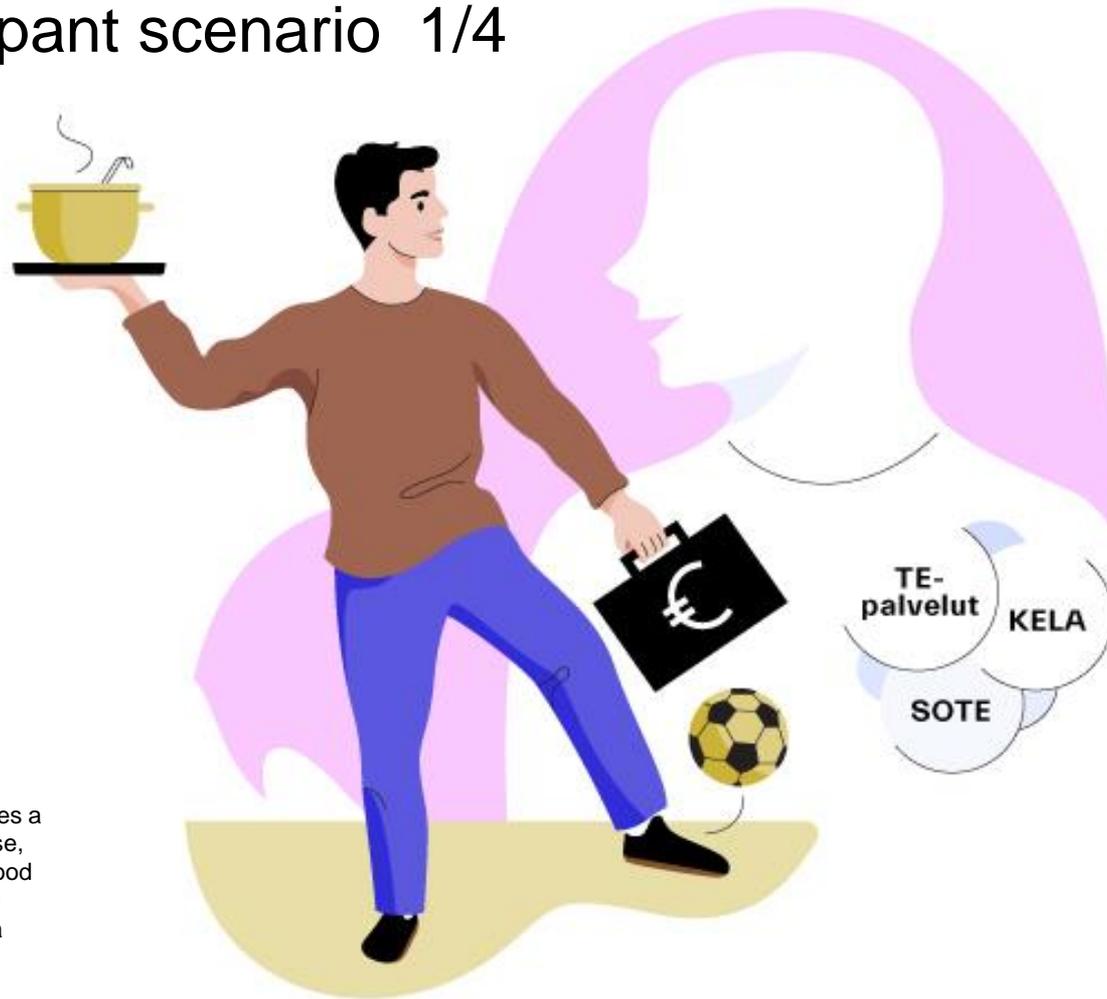
Work ability support services of health and social service centres are available to all working-age people.

2020

2025

2030

Life-long Participant scenario 1/4



The Lifelong Participant picture illustrates a working-age person, carrying a briefcase, playing football and carrying a dish of food obtaining their required work ability and employment support services through a personal support person. The support person is illustrated as a background image, with employment (TE-palvelut), social insurance (KELA) and health and social services (SOTE) and benefits illustrated on its chest.

ELINIKÄINEN OSALLISTUJA

Life-long Participant's operating environment 2/4

OPERATING ENVIRONMENT IN 2030

In 2030, we live in a world where the definition of work has expanded to include volunteer work, short-term work and care for close ones. Digitalisation has resulted in not enough traditional work for everyone. Instead, society is made up of a wide range of people with different levels of work ability and functional capacity and, thus, different needs for assistance. Participation in different tasks strengthens the experience of meaning and maintains functional capacity – thus participation has been made a civic obligation.

In 2030, society's goal is to keep everyone active. Increasing opportunities for meaningful work has broken the cycle of exclusion in different population groups. Being active and helping those in one's immediate surroundings is a working career just like any other. Activeness enables the experience of inclusion in society and strengthens social relationships and a feeling of competence, which in turn improves the well-being and health of both the individual and the community. At the same time, mutual assistance strengthens people's own coping networks.

Benefits that guarantee income are unconditional and receiving them is tied to activeness. Activeness can be demonstrated in many ways, but participation is essential in order to receive benefits.

Image: Andrea160578

Life-long participant, integration of services 3/4

INTEGRATION OF SERVICES 2030

The Life-long Participant lives in a society that cherishes people's work ability and functional capacity. The aim of the work ability and employment support services is to help people find personally suitable activities: paid employment, volunteer work, helping close ones, studying or different combinations of these. At the same time, the services help people build a sufficient income. Through the services, people can also receive support for coping at work by adapting their activity palette to better match their own resources.

In work ability and employment support, assessing the need for services is critical. The support is tailored using digital intelligence. Artificial intelligence automatically identifies transitions such as studying or termination of employment, or return to work after sick leave. Artificial intelligence identifies people who are likely to need special support and long-term personal support. People can access easily usable and accessible digital services and, if necessary, can have personal meetings. Methods of communication are a one-stop digital platform, remote access by phone and virtual meetings.

People who require special support are appointed their own long-term support person, who acts as a low-threshold human agent. Support is sporadic – years may pass with no contact with their support person. The support person has extensive cooperation networks and knows whom to ask for help. At the beginning of this support relationship, a person defines their personal participation plan - that is, how they want to be active. They are also given benefit calculation scenarios, which allow them to assess the impact of different participation paths on their income.

Employment services are strongly integrated with health and social services from the ministerial level to the local level. In the background, service integration is very deep and is based on a strong flow of information and new forms of cooperation between different actors. The information systems of the various actors communicate with each other and the most important information for understanding the person's overall situation is shared. A person owns their own data and decides which actors their data is shared with. **In practice, support persons are responsible for coordinating the services of different actors, taking into account the person's individual service needs.**

The last time I was in touch my support person, Jarkko, was five years ago. When I suddenly became unemployed, he contacted me and asked me to come over for coffee and talk about my situation. It feels nice that he already knows me and my background.



The benefit calculation scenarios allow me to clearly see how my wish to be a grandparent on parental leave affects my income!



Life-long Participant – values, support, integration 4/4



VALUES, ATTITUDES AND SOCIETY

The threat of labour shortages creates an "all in" narrative (prevention of exclusion and support for work ability in the workplace is emphasised).

The value of volunteer work and profitability for society is modelled. Wide-ranging communication will help achieve political support.

Employers and interest groups value part-time work.

'Partial work ability' and 'poor work ability' terms are no longer valid→everyone has work ability of different degrees.



SUPPORT OF WORK ABILITY AND EMPLOYMENT

Participation pilots underway (different ways of actively participating in society, e.g. grandparents supported to take parental leave).

The assessment of work ability and functional capacity focuses on existing work ability and a person's strengths.

Activeness added to the criteria for income.

Personal participation plans into use. Highlights people's strengths and resources.

Personal support person pilots are in place in several municipalities.

Benefit calculation scenarios are in use.

Support person model implemented nationwide.



INTEGRATION OF SERVICES

Information system pilots are running. The movement of information and the customer's perspective and influence in the sharing of information will be tested.

Different customer groups have been identified and customer paths defined.

Common information system in use. Enables easy information sharing between different actors.

Experiments expanding the activities of the model of cross-sectoral services that promote employment (in Finland) : employment, social security, health and social services in 5 municipalities from one place.

Agreement between network of actors (social security, employment, health and social services) and new models of cooperation: Shared roles, concepts and objectives introduced nationwide.

2020

2025

2030

Summary: Three scenarios of human-centred work ability and employment support services, 2030 1/5



ELINIKÄINEN OSALLISTUJA

Previously presented picture of Life-long Participant scenario.

Previously presented picture of Multi-talented Work Life Expert scenario



TYÖELÄMÄN MONITAITURI

Previously presented picture of Modern Worker scenario.



UUSI DUUNARI

Three scenarios at a glance 2/5

LIFE-LONG PARTICIPANT

Society's goal is to keep everyone active.

WHAT'S CHANGED?

- Volunteer work and caring for close ones is as valued as paid employment.
- Benefits are conditional and tied to human activeness.
- Flexible participation in work life is possible.

KEY SOLUTIONS PRESENTED BY SERVICE SYSTEM

- Backed by firmly integrated services and benefits and easy sharing of information (social security, employment services, health and social services, education) and a link with work life.
- A long-term support person helps customers in need of special support and is responsible for coordinating the services of different actors for the customer.
- People make their own participation plans.
- Assessment of need for automatic services based on artificial intelligence.

WHO ARE THE WINNERS AND THE LOSERS?

- Everyone is included and is therefore a winner, but conditional benefits lower the income of those who cannot or do not want to show activeness.

MULTI-TALENTED WORK LIFE EXPERT

Work changed, and society changed with it.

WHAT'S CHANGED?

- Different forms of work are considered equal.
- Low basic income evens things out during life's periods of change and work-related leaps.
- The mandatory retirement age is abolished.

KEY SOLUTIONS PRESENTED BY SERVICE SYSTEM

- A system based on health and social service centres, in which the boundaries of regional and national actors have been blurred in a customer-centred way into silo-free, self-directing teams.
- The customer's central service interface is its own digital control centre, which enables the compilation of all information and the coordination of changing employment.

WHO ARE THE WINNERS AND THE LOSERS?

- The winners are those who can flexibly transfer their expertise to different employers and projects and are digitally competent. Short-term workers' lives are also easier. The most challenging part of the scenario is its demand for good digital citizen skills.

MODERN WORKER

Paid employment binds people to society.

WHAT'S CHANGED?

- Job security has been reduced to make it easier for everyone to find employment.
- Employment obligations support access to paid employment.
- All employment is important and efforts are being made to safeguard the conditions for paid employment.

KEY SOLUTIONS PRESENTED BY SERVICE SYSTEM

- Support of the employed people's work ability and employment (social security, employment services, occupational health services' work ability support services) will be combined into a one-stop service. This regional provider will continue to provide support even if employment or employer changes.
- Information on work and the use of the services is available to the customer and the service provider.

WHO ARE THE WINNERS AND THE LOSERS?

- The winners are those who have at least partial access to paid employment - a larger number of people will be able to access work ability and employment support.
- The service system does not treat all working-age people in the same way. Work ability support is not available to those who are unable to be in paid employment.

Human-centredness in future scenarios 3/5

| | LIFE-LONG PARTICIPANT <i>(functional capacity is cherished)</i> | MULTI-TALENTED WORK LIFE EXPERT <i>(skills are cherished)</i> | MODERN WORKER <i>(importance of work is cherished)</i> |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. UNDERSTANDING THE REALITY OF WORK LIFE AND INCOME | The model takes into account people's individuality. For some, traditional employment and work are difficult. They are identified and a personal participation palette is designed with a designated support person, which may consist of paid employment, volunteer work, study or different combinations of these. | The model and services have been developed to tackle the transformation of work and the individual's desire to do and act at different intersections of tasks, occupations and careers, as well as to enable smooth transfers at the points of change. | The model protects the special status of paid employment, but changes its conditions, for example, through the regulation of working conditions, employment obligations and new forms of work. All kinds of work are good. Paid employment acts as a 'gateway' to access work ability support. Benefits can be coordinated. All types of work are building materials for the identity of a good citizen. |
| 2. INFORMATION ON EFFECTIVE PRACTICES | The implementation of the model is person-centred. People can make their own participation plans and determine the activity that suits them. In addition, a long-term support person who knows the service system and its various actors helps the person. In this way, they will not fall between the systems or have to circulate the different services... | The idea of a low basic income has been launched and put into practice to support people at points of change in work and careers, and to enable leaps between them. Investing in digital control centres enables proactive, self-directed life planning for both services and individuals. | The model has been implemented in a person-centred way in terms of work ability support for those who are or have been in paid employment. The one-stop principle is realised and services have been simplified to such a level that they are so-called public knowledge. The work life service invests in tailor-made, combined work ability and employment support services, so that employment takes place as soon as possible. |
| 3. VIEW OF HUMANITY | The appreciation of volunteer work has risen alongside traditional work. People's meaningful actions are at the centre, and it is up to the person to determine for themselves what is meaningful to them. | The model is still work-centred, and people centredness primarily emerges when identifying the individuality of work and working careers. Values and attitudes have become permissive, and the "one and only right" career path no longer exists. Experience and seniority are also appreciated. | The model has both winners and losers. The losers are those who cannot access paid employment even when supported. However, due to employment obligations, the model also leads to employment for special groups (e.g. instead of work activities). Combining different forms of work increases the opportunity for self-development. |

Combining services and benefits in future scenarios 4/5

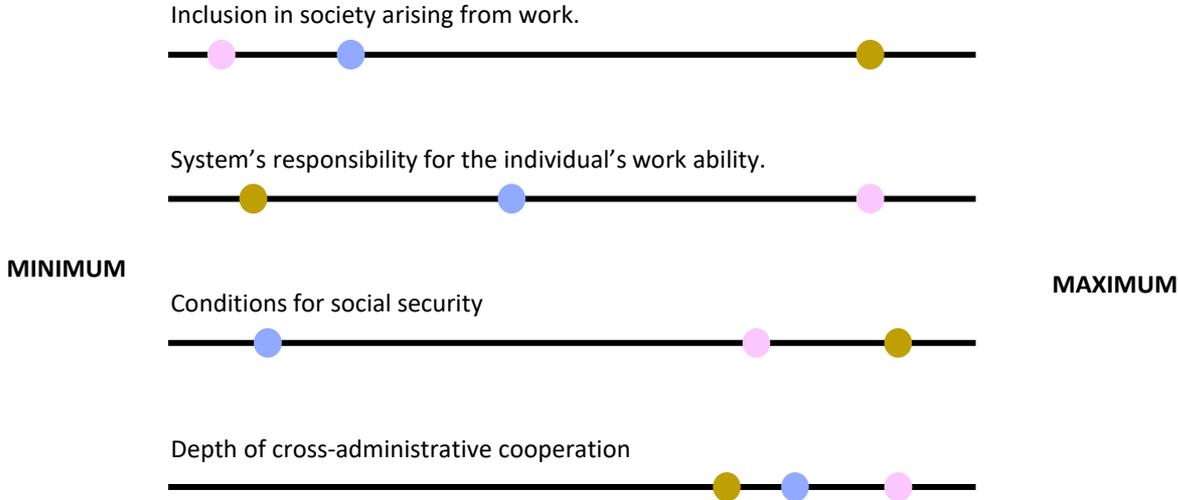
| | LIFE-LONG PARTICIPANT <i>(functional capacity is cherished)</i> | MULTI-TALENTED WORK LIFE EXPERT <i>(skills are cherished)</i> | MODERN WORKER <i>(importance of work is cherished)</i> |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| COORDINATION OF SERVICES AND BENEFITS IN MULTISECTOR WORK ABILITY AND EMPLOYMENT SUPPORT SERVICES | <p>People are obliged to participate in the service and must show their activeness in order to receive benefits.</p> <p>Services and benefits are strongly interlinked. In practice, the personal support person is responsible for coordinating the services of different actors for the person. In individual service processes, crossing administrative and organisational boundaries is effortless.</p> | <p>All people are offered an unconditional low basic income.</p> <p>Different systems directly feed information on the person's different sources of income to their own digital control centre. As a result, people constantly have real-time information about their situation. They understand how, in their situation, services and benefits can be coordinated in order to ensure sufficient means of income, and in different ways, to enable them to continue working.</p> | <p>An encouraging model in which benefits are conditional and cut if a person does not actively try to find work.</p> <p>Overlaps in benefits have been reduced and people claim benefits from one single place.</p> |

Differences between future scenarios 5/5

LIFE-LONG PARTICIPANT

MULTI-TALENTED WORK LIFE EXPERT

MODERN WORKER



3. Background



Why do organisations construct future scenarios? 1/6

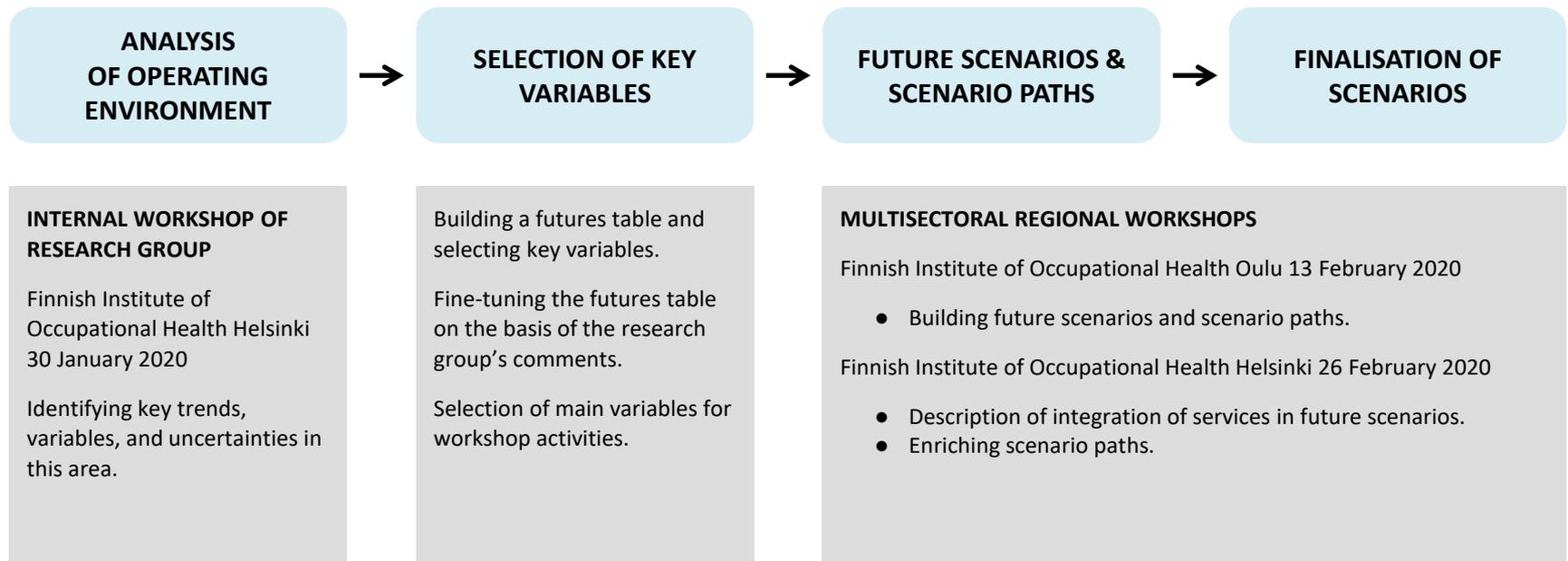
Future scenarios help us imagine how things could be different. Through them, we can see the continuities, discontinuities and constants that are central to the organisation's operations. No single future scenario is totally realised, but that is not the intention. The ultimate purpose of predictions is to create the conditions for strategic and responsible action in the present moment.

Future scenarios are constructed so that we can:

1. See possible development opportunities and their effects
2. Make decisions on the orientation of our own actions when different options are implemented
3. Identify the leverage points at which we can influence developments and imagine desirable futures.

Future scenarios serve as a basis for strategy work and enable critical and vital discussion on the organisation's own role, values and opportunities to act.

How the WorkingMix scenarios were born 2/6



Main variables and tensions of scenario work 3/6

The phenomena of change in work, production and well-being affect society's systems in a cross-cutting manner. Future scenario work involves deliberate choices about which phenomena to examine and which interactions thus end up being worked on.

This scenario work was initiated by an **operating environment analysis**, which identified key change phenomena and developments from the perspective of work ability and employment. On the basis of the analysis, a list of key variables was formed, which formed the project's futures table (*See Annex 1*).

Four main variables were selected, the combinations of whose different values we studied in the future scenarios. These different values were also the starting point for participatory work in the workshops. The workshops also enriched the understanding of key tensions related to work ability and employment support.

To clarify the scenarios, two tensions were highlighted to help describe the main differences between the scenarios. These tensions were the degree of integration (extensive–limited) and activeness (activeness – work), which is the objective of employment policy. Extensive integration refers to integration within several sectors that is visible to the customer, as well as reforms in terms and attitudes. Limited integration, on the other hand, refers to collaboration directed at the customer of selected industries, which is by nature, for example, coordination rather than shared and jointly managed processes.

MAIN VARIABLES

1. Recipients of work ability support services
2. Desired activeness in work ability and employment support measures
3. Social security's primary aim
4. Public sector cooperation in the coordination of services and benefits

TENSIONS (2)

Degree of integration (extensive–limited)

Activity as an objective of employment policy (activeness–work)

Variables selected for scenario work 4/6

VARIABLES SELECTED FOR WORK (* = main variable)

- Recipients of work ability support services*
- Social security's primary aim*
- Desired activeness of work ability and employment support measures*
- Public sector cooperation in the coordination of services and benefits*
- Public sector cooperation in the implementation of services
- Training and skills development
- Degree of digitalisation in the customer interface of work ability support and income
- Party responsible for maintaining and monitoring work ability
- Service system's guidance in work ability and employment support

STANDARDISED VARIABLES

TAKEN INTO ACCOUNT DURING THE WORK

- Public finances are tight and money for work ability and employment support services will not increase
- Working careers are becoming fragmented and middle-class work is declining
- Self-employment and freelance work are increasing
- Megatrends:
 - digitalisation
 - demographic change
 - individualisation
 - dwindling natural resources and climate change

CRITERIA FOR SELECTING VARIABLES

- Together, they cover the widest possible part of the relevant future developments
- Are the main themes observed in relation to the phenomenon under investigation
- They are holistic.
- May overlap in some respects
- Can be of different levels

Variables selected for scenario work, appendix 5/6:

WorkingMix scenario work futures table: Integrated services for work ability and employment support, 2030

The futures table presents the variables selected to examine the development of work ability and employment support.

| VARIABLE | VALUE 1 | VALUE 2 | VALUE 3 | VALUE 4 | STANDARDISED VARIABLES |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| RECIPIENTS OF WORK ABILITY SUPPORT SERVICES | People in paid employment | People in different paid employment and self-employment | Everyone who works differently (including entrepreneurs) | All people of working age | <ul style="list-style-type: none"> Public finances are tight and money for work ability and employment support services will not increase Working careers are becoming fragmented and middle-class work is declining. Self-employment and freelance work are increasing. So-called megatrends: digitalisation, demographic change, individualisation, declining natural resources |
| SOCIAL SECURITY'S PRIMARY AIM | To encourage people to work | To secure income | | | |
| DESIRED ACTIVENESS OF WORK ABILITY AND EMPLOYMENT SUPPORT MEASURES | Paid employment | All employment | All work and activeness in everyday life (e.g. volunteer work, hobbies) | | |
| PUBLIC SECTOR COOPERATION IN THE COORDINATION OF BENEFITS AND SERVICES | Digitalisation in the public sector has advanced a great deal. Coordinating services and benefits across administrative branches is effortless. | The digitalisation of the public sector has progressed at different paces in different administrative branches. Some services and benefits can be coordinated in real time. | Digitalisation in the public sector has progressed slowly in all administrative branches. Reforms such as the incomes register have ended up as one-off cases. | | |
| PUBLIC SECTOR COOPERATION IN THE IMPLEMENTATION OF SERVICES | Integrated (as broad a one-stop principle as possible) | Networked (coordination and meetings) | Efficient exchange of information | | |
| TRAINING AND SKILLS DEVELOPMENT | Extensive publicly funded life-long learning system | Limited basic public education. Appropriate further training funded by employers as the most important tool for competence development | Wide-ranging co-financed skills system: Work life funds and guides the life-long learning system | Limited public skills system, study fee-based continuing education system | |
| DEGREE OF DIGITALISATION IN THE CUSTOMER INTERFACE OF WORK ABILITY SUPPORT AND LIVELIHOOD | Digitalisation has radically changed practices | Digitalisation has changed practices to some extent | Digitalisation remains at chat-bot level (e.g. employment office chat bot) | | |
| PARTY RESPONSIBLE FOR MAINTAINING AND MONITORING WORK ABILITY | Individual | Employer | Service system | Other entities on a member-based basis, e.g. insurance companies or other private operators | |
| SERVICE SYSTEM'S GUIDANCE OF WORK ABILITY AND EMPLOYMENT SUPPORT | Services for working-age people one entity | Services classified by employment status (employed and other) | Each group has its own services (employed, unemployed, disabled people of working age, those outside the labour market) | | |

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Life-long participation or life dominated by work?

Three scenarios of human-centred work ability
and employment support services in 2030

Thank you!

Pirjo Juvonen-Posti, Peppi Saikku and Jarno Turunen (eds.) (2020) Lifelong participation or living on working terms? The integration, coordination and evaluation of the impact and effectiveness of multidisciplinary services for working-age people -research report. Available (in Finnish) <http://julkaisut.valtioneuvosto.fi/handle/10024/162412>

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