



# Content analysis of national consultations with employees, employers and decision-makers in Austria, Denmark, Italy and Romania

Project: FOCUS - Forward-Looking Social Europe Skills

Work Package 2 – Forecast of skills requested by the social field sector (2030) in Europe

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## EXECUTIVE SUMMARY

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FOCUS - Forward-Looking Social Europe Skills, is a project co-funded by the Erasmus+ Programme of the European Union. As part of this project, national consultations with employees, employers and decision-makers were held in Austria, Denmark, Italy and Romania between September and November 2020 in order to gather inputs from different perspectives regarding the future challenges and skills needs in social field for the 2030 horizon.

The present report carries out a qualitative content analysis of the national consultations. The research question guiding the analysis was formulated as follows: What are the future challenges and skills needs in the social field for the 2030 horizon? The main purpose of this report is to serve as a starting point for discussion during the upcoming two-day future workshop in Bucharest, Romania.

The principal work carried out in this report is the development of a category system that allows for a complete coding of the content of the national consultations. The report presents the results of the category-based analysis for the future trends, challenges, and needs as well as the future knowledge, skills and competencies in the social field for 2030 horizon.

The analysis shows, that the future professional competences in the social field are not solely a listing of person-centred skills, but rather an interdependent set of competence areas. Employees require an encouraging organisational environment in order to develop the skills needed in the future.

Humans are profoundly complex, and an approach that is biopsychosocial, which emphasises complexity, self-awareness and relationships is well suited to capture the content of the national consultations and to serve as a theoretical basis for developing future training curricula for employees in the social field.

The report therefore proposes an interdependent and holistic competence model based on a biopsychosocial approach, that recognise that organisations and networks have a strong influence on the development and applicability of skills and competencies of employees. The model shows the various factors that influence the work of organisations and employees in the social field and groups the skills and competencies required in the future into the following four competence areas:

- Competence Area 1: Personal Development and Soft Skills
- Competence Area 2: Think, Know and Act
- Competence Area 3: Organisational Capacities
- Competence Area 4: Relationships and Networks

## 1. INTRODUCTION

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FOCUS - Forward-Looking Social Europe Skills, is a project co-funded by the Erasmus+ Programme of the European Union in the framework of EACEA/36/2018-European Forward-Looking Cooperation Projects in the fields of Education and Training. The project is implemented in four countries by the following five partners:

- CONCORDIA Humanitarian Organization – Lead Partner (Romania);
- National College of Social Workers (CNASR, Romania)
- Fachhochschule Vorarlberg GmbH (Austria)
- SOSU Østjylland (Denmark)
- Istituto Formazione Operatori Aziendali – I.F.O.A. (Italy)

The general objective of the FOCUS project is to increase the number of social field organisations developing workplace learning paths for the social service workforce in order to continuously develop needed skills at EU level (2030 horizon).<sup>1</sup> The project pursues the following specific objectives:

1. Field-test innovative workplace learning policy in 4 EU countries in order to ensure development of needed future skills for personnel involved in the social sector at European level (2030 horizon)
2. Enhanced transnational cooperation and promotion of integrated approaches in face of common present and future challenges in social field among key stakeholders from 4 EU countries.

Work package 2 of the project is entitled: Forecast of skills requested by the social field sector (2030) in Europe. The objective of this work package is to identify the needed skills that future challenges will request from different professionals working in the framework of the social system at European level in 2030.

As part of the work package 2, the project partners implemented *Activity 2.2 Organisation of 3 national consultation workshops with the selected stakeholders in each participating country*. The aim of the workshops was to gather inputs from different perspectives regarding the future challenges and skills needs in social field for the 2030 horizon. The national consultations with employees, employers and decision-makers were held in Austria, Denmark, Italy and Romania between September and November 2020.<sup>2</sup> Each project partner compiled a report on the results of the national consultations.

The present report carries out an analysis of the contents of the national consultations. The research question guiding the analysis was deduced from the description of work package 2 and was formulated as follows: What are the future challenges and skills needs in the social field for the 2030 horizon?

This report is intended to serve as a starting point for discussion during the upcoming two-day future workshop in Bucharest, Romania. In this workshop about 60 participants from 4 countries will co-create using foresight methodology the Future Skills Inventory - European Social Professionals in 2030, a tool to be used for the continuous learning of the employees from the social field.

## 2. METHODOLOGY

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### 2.1 QUALITATIVE CONTENT ANALYSIS

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The four reports of the national consultations with employees, employers and decision-makers in Austria, Denmark, Italy and Romania were analysed by means of a qualitative content analysis using MAXQDA Software.<sup>3 4</sup> Qualitative content analysis is one of the most commonly used methods for analysing qualitative data.<sup>5</sup> It is a category-based method for systematic analysis of qualitative data. The main work therefore is the development of a category system that allows for a complete coding of the text. Meaning that all text that is related to the research question is captured with codes. The following figure shows a typical workflow for a qualitative content analysis.

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<sup>1</sup> See FOCUS Project Application Form

<sup>2</sup> Austria – August to September; Denmark – September to October; Italy – September to November; Romania - September to October

<sup>3</sup> Kuckartz U., Rädiker S. (2019)

<sup>4</sup> MAXQDA is a software package for qualitative and mixed methods research – see [www.maxqda.com](http://www.maxqda.com).

<sup>5</sup> Kuckartz, U. (2019)

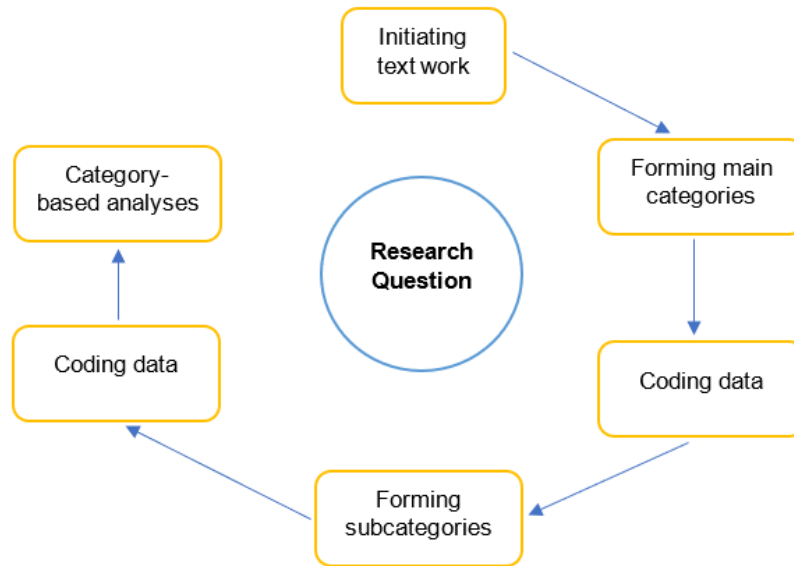


Figure 1: QCA flowchart based on Kuckartz (2019)

The aim of the qualitative content analysis was to categorize and interpret the transcripts of the four national consultations into predominant topics. What follows is a short description of the data analysis process that was carried out for this report. The national workshop protocols were carefully read to get an overall view of the material and to begin the process of coding and categorizing the data into predominant themes. An interplay of deductive (concept-driven) and inductive (data-driven) development of categories was used. First, the text was analysed and coded using deductive codes derived from a predefined analytical framework (see section below). In a second round, open coding was used to closely examine and analyse the workshop protocols and develop inductive codes connected to the analytical framework. The purpose of open coding was to divide the data into sub-categories that were sufficiently accurate to capture all of the relevant statements made by the workshop participants. In an additional coding round, the sub-categories were grouped into higher-level categories. This work was repeated until a category system was developed that enabled a complete coding of the text while providing a logical structure for the workshop content and reducing the complexity of the texts.

## 2.2 ANALYTICAL FRAMEWORK

### Macro environmental analysis

The STEP<sup>6</sup> analysis is a useful framework for the macro-environmental analysis with regard to future trends, challenges and needs in the social field for the horizon 2030. This is a commonly used strategic management and project planning framework for performing an environmental scan. The STEP analysis divides the forces that could influence the planning object into four types: socio-demographic, technological, economic and political.

### Micro, meso and macro level analysis

It is useful to look at the future trends, challenges and needs in the social field for the horizon 2030 through the lens of the stakeholders involved. The stakeholder can in turn be divided into three levels: micro (clients and employees), meso (organisations) and macro (decision-makers).

### Knowledge, skills and competences

Knowledge, skills and competences are core concepts for the development of workplace learning paths for the social service workforce. ESCO (European Skills, Competences, Qualifications and Occupations), which

<sup>6</sup> This analysis is also often referred to as PEST analysis.

is the European multilingual classification of Skills, Competences and Occupations, provides useful definitions for these core concepts. It defines them as follows:<sup>7</sup>

- Knowledge: The body of facts, principles, theories and practices that is related to a field of work or study. Knowledge is described as theoretical and/or factual, and is the outcome of the assimilation of information through learning.
- Skill: The ability to apply knowledge and use know-how to complete tasks and solve problems. Skills are described as cognitive (involving the use of logical, intuitive and creative thinking) or practical (involving manual dexterity and the use of methods, materials, tools and instruments).
- Competence: The proven ability to use knowledge, skills and personal, social and/or methodological abilities, in work or study situations, and in professional and personal development.

#### Enlarged Biopsychosocial Model

A purely person-centred approach to future skills and competencies needed in the social field may not be enough to meet the various future needs. Bernhard Gut therefore suggested using a larger theoretical model for the qualitative content analysis. He proposed an enlarged biopsychosocial model based on the work of Hilarion Petzold.<sup>8</sup> In addition to the required person-centred skills, this model also makes it possible to grasp the complexity of the environment and the context in which such skills are exercised. This larger theoretical model allows in particular to also include capacities and competencies related to the organisations and networks in which social work is carried out. The aim of the model is to define areas of competence that dynamically influence each other.

### **3. RESULTS OF THE CATEGORY BASED CONTENT ANALYSIS**

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This section describes the results of the category-based content analysis of the national consultations along the main categories. For each main category, a narrative description of the most relevant content of the sub-categories contained in the main category is provided.

The narrative description is followed by an infographic in circle form. This infographic summarizes the content for each main category in a visual format. It also includes a text box that shows the number of encodings for each category. However, caution is advised here. The numerical frequency of a category does not necessarily correspond to the importance of a category. For example, it could just mean that one and the same person mentioned a category several times during the workshop.

Finally, a screenshot of the MAXQDA code matrix is provided for each main category. The code matrix shows whether a category has been mentioned by different stakeholders and in different countries. The size of a dot signifies the relative frequency within a group. It therefore shows a consensus or a lack of consensus on the relative importance of a category among the participants in the national consultations.

#### **3.1 FUTURE TRENDS, CHALLENGES AND NEEDS**

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##### **3.1.1 SOCIO-DEMOGRAPHIC FACTORS**

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#### Trends

Individualism was identified by the participants as a major social trend. In one workshop it was noted that "the increase of individualism (is) generated by the characteristics of modern society."<sup>9</sup> Associated with the phenomenon of individualism are the fragilization of families and increasing loneliness and isolation. This was formulated in a workshop as follows: "Individualism can be the ideal route to solitude. In addition, the small network" family "also seems to be becoming fragile."<sup>10</sup>

#### Challenges

The elderly care sector has been identified as a major future challenge by the participants, particularly in terms of the financial and human resources required to provide adequate care services. At the same time, it seems to be a challenge for social organizations to engage the younger generation.

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<sup>7</sup> European Union (2019)

<sup>8</sup> Petzold, H. (2001)

<sup>9</sup> Romania/Trends\_Challenges\_Needs/Romania\_Decision Makers\_Challenges; Position: 47 - 47

<sup>10</sup> Austria/Trends\_Challenges\_Needs/Austria\_Employees\_Challenges; Position: 27 - 27

### Needs

For many participants, promoting active citizenship and volunteering, as well as solidarity and community, is an important means of addressing socio-demographic trends and challenges. Some also see the need for a new intergenerational contract. Some others see the need to better understand the mechanisms of inclusion and exclusion in society. A need that could be answered by more research in the social field.

Socio-demographic Factors



**Future Trends, Challenges and Needs**

**Socio-demographic Factors**

Trends: Individualism (6) [*Self-Optimization (1), Fragile identities (2), Loss of a sense of community (1)*]\*, Fragilization of families (8), Loneliness and isolation (6) [*Tendency to withdraw into privacy (1)*], Demographic change (Population ageing, migration) (5) [*Medical progress (1), Increasing life expectancy (1)*], Increased speed of change (6), New forms of social distress (2) [*Increasing cultural and educational impoverishment (1)*]

Challenges: Elderly care (3) [*Less money for children - more for the elderly (2), Redefine services for elderly (1), Active ageing (1)*], Engaging the young generation (1), [*Decrease in relationship skills (1), Generation Y - very mobile (1)*], Relativism - Everything becomes negotiable (1)

Needs: Promote active citizenship and volunteering (1) [*Obedience to authorities (1), Importance of volunteering (3)*], Solidarity and stronger communities (2) [Education for sense of community (1)], Understand mechanisms of inclusion and exclusion (1) [*Understand social control (1), Understand mechanisms that lead to isolation (1)*], Research in education, health and social fields (1) [*Clarify citizen and life skills of the future (1)*], New intergenerational contract (1), [*Active ageing (1)*]

\*Categories in *italic* in square brackets [...] are subcategories of the aforementioned category



MAXQDA code matrix – Socio-demographic Factors

Codesystem	Employees	Employers	Decision Makers	Austria	Denmark	Italy	Romania
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Individualism</li> <li>Fragilization of families</li> <li>Loneliness and isolation</li> <li>Demographic change (Population ageing, migration)</li> <li>Increased speed of change</li> <li>New forms of social distress</li> </ul> </li> <li>Challenges                             <ul style="list-style-type: none"> <li>Elderly care</li> <li>Engaging the young generation</li> <li>Relativism - Everything becomes negotiable</li> </ul> </li> <li>Needs                             <ul style="list-style-type: none"> <li>Promote active citizenship and volunteering</li> <li>Solidarity and stronger communities</li> <li>Understand mechanisms of inclusion and exclusion</li> <li>Research in education, health and social fields</li> <li>New intergenerational contract</li> </ul> </li> </ul> </li> <li>Technological factors</li> <li>Economic factors</li> <li>Political factors</li> <li>Clients of social organisations</li> <li>Employees of social organisations</li> <li>Social organisations</li> <li>Decision-makers</li> <li>Future knowledge, skills and competences</li> </ul>							

### 3.1.2 TECHNOLOGICAL FACTORS

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#### Trends

Unsurprisingly, workshop participants identified digitalisation as the most important technological trend by far. In one workshop it was noted that "every participant underlined the importance of dealing with the digitalisation process that is affecting the social sector as well as any other field in this particular historic moment."<sup>11</sup> In addition to digitalisation, the increasing influence of social media was also identified as a major trend.

#### Challenges

The major challenge identified by the participants in connection with digitalisation is the digital exclusion of the elderly and the poor. In addition, social media can have a negative impact on the self-esteem, especially of young people, and new digital addictions are emerging.

#### Needs

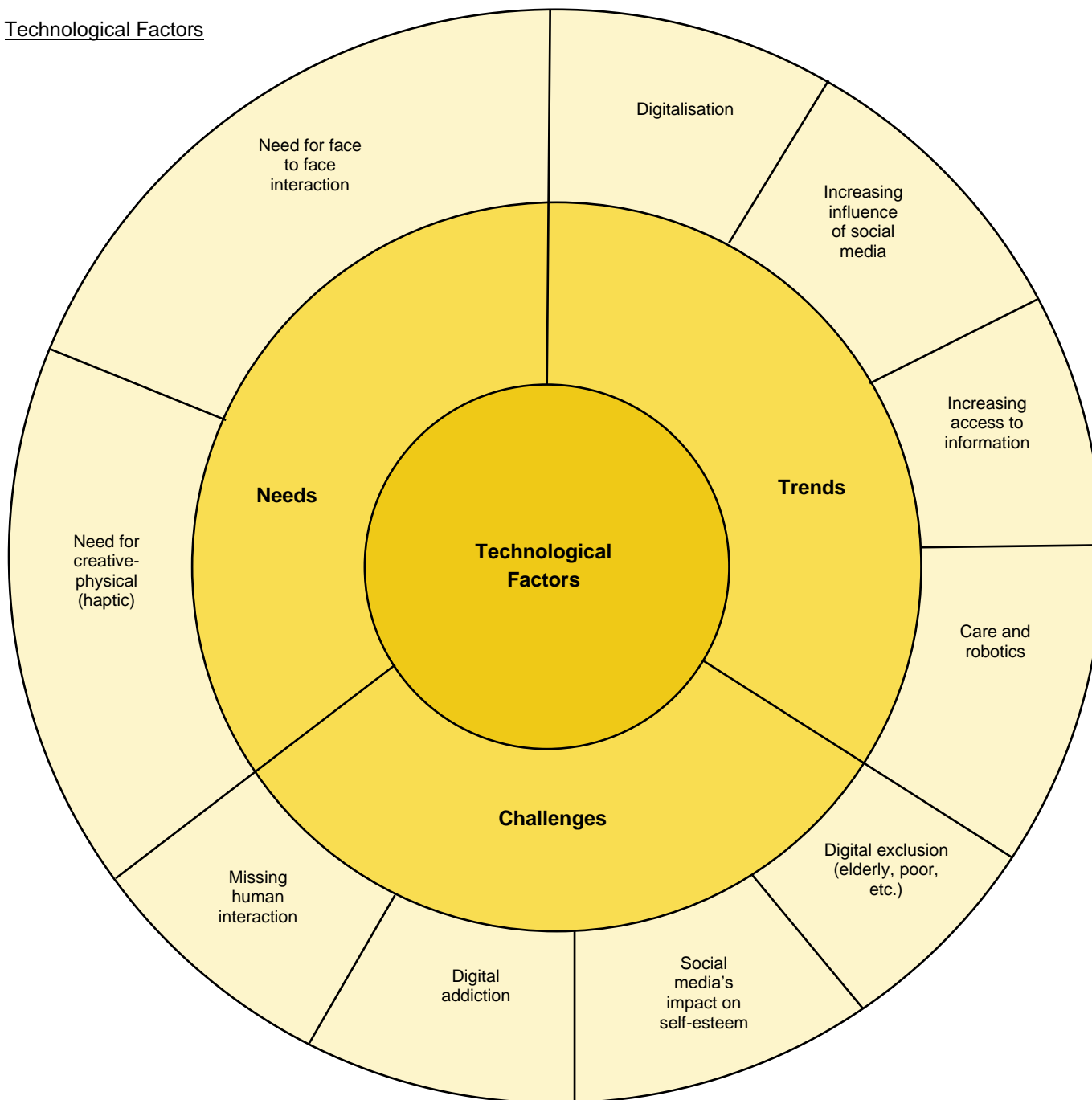
The participants identified the need for creative-physical (haptic) experiences and the need for more face to face interaction in the future. In one workshop this was formulated as follows: "We need to come up with such good substitutions that it becomes an alternative to sitting in front of the screen."<sup>12</sup>

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<sup>11</sup> Italy/Trends\_Challenges\_Needs/Italy\_Employers\_Challenges; Position: 35 - 35

<sup>12</sup> Denmark/Trends\_Challenges\_Needs/Denmark\_Employees\_Challenges; Position: 26 - 26

Technological Factors



**Future Trends, Challenges and Needs**

**Technological Factors**

Trends: Digitalisation (17) [*Digitalisation of social services (1), Connection with clients during COVID-19 pandemic (2), Chances of digitalisation - more participation (1)*]\*, Increasing influence of social media (2) [*Social networks (FB, TikTok, etc.) (2), Dangers of digital tools for users (1)*] Increasing access to information (2), Care and robotics (1)

Challenges: Digital exclusion (elderly, poor, etc.) (1) [*Digital vs analogue clients (1), Children with no access to IT are excluded (1), Generational gap (1)*], Social media's impact on self-esteem (1), Digital addiction (1), Missing human interaction (1)

Needs: Need for creative-physical (haptic) experiences (1), Need for face to face interaction (1)

\*Categories in *italic* in square brackets [...] are subcategories of the aforementioned category

MAXQDA code matrix – Technological Factors

Codesystem	Employees	Employers	Decision Makers	Austria	Denmark	Italy	Romania
Future trends, challenges and needs							
Socio-demographic factors	■	■	■	■	■	■	■
Technological factors							
Trends							
Digitalisation	■	■	■	■		■	■
Increasing influence of social media	■	■	■			■	■
Increasing access to information	■						■
Care and robotics			■	■			
Challenges							
Digital exclusion (elderly, poor, etc.)	■	■	■	■		■	
Social media's impact on self-esteem			■		■		
Digital addiction		■		■			
Missing human interaction			■	■			
Needs							
Need for creative-physical (haptic) experiences	■			■			
Need for face to face interaction	■				■		
Economic factors	■	■	■	■		■	■
Political factors	■	■	■	■		■	■
Clients of social organisations	■	■	■	■	■	■	■
Employees of social organisations	■	■	■	■		■	■
Social organisations	■	■	■	■	■	■	■
Decision-makers	■	■	■	■	■	■	■
Future knowledge, skills and competences	■	■	■	■	■	■	■

### 3.1.3 ECONOMIC FACTORS

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#### Trends

The main trend in terms of the economic factors noted by workshop participants is an increasing impoverishment, which also affects the middle class. Another economic trend observed by the participants is the privatization of public services and a stronger role for the private sector in the social field. On the positive side, new economic models such as the sharing economy and crowdfunding for social initiatives are also emerging.

#### Challenges

The participants identified the lack of resources for the social field as the main challenge.

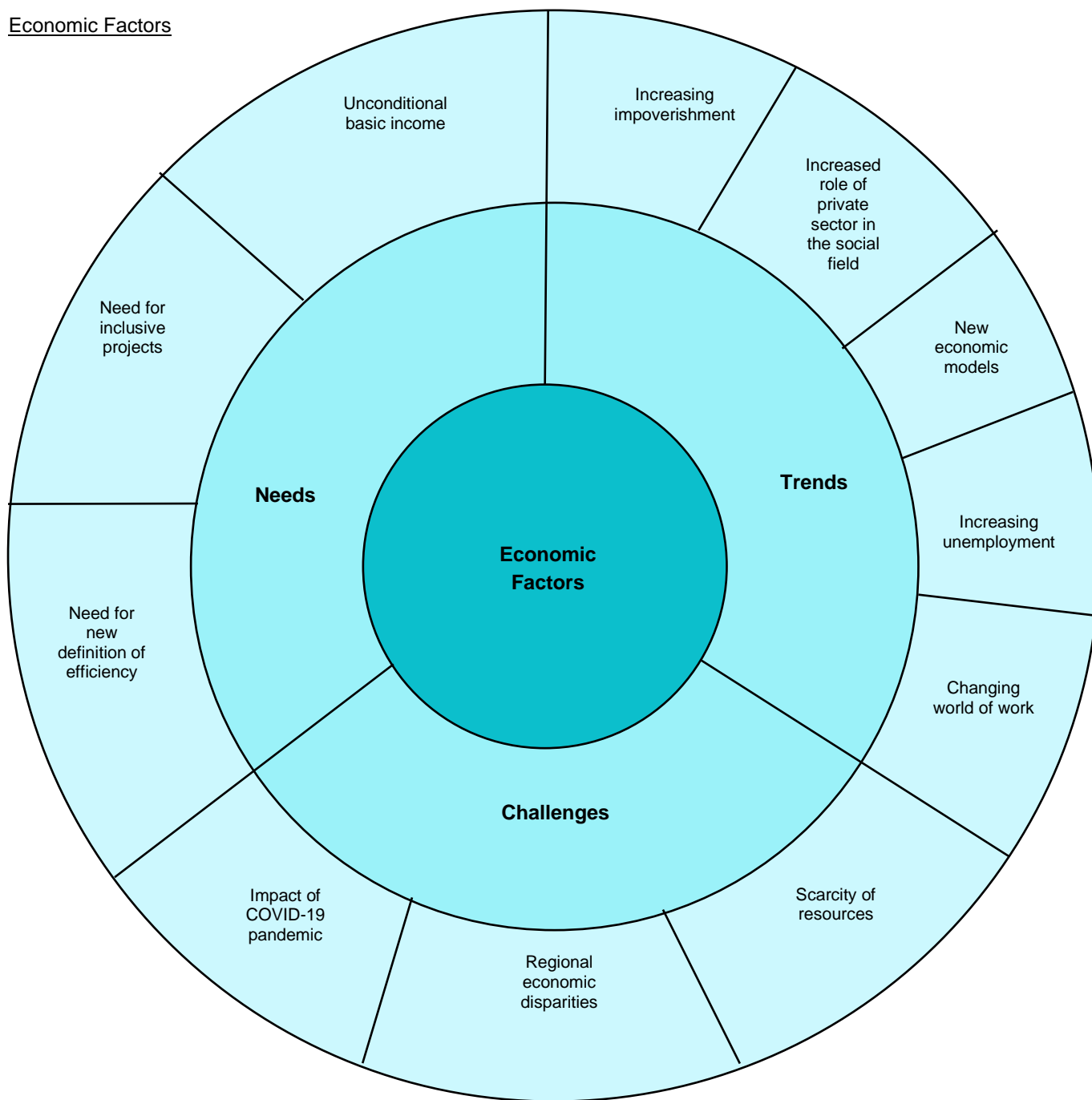
#### Needs

Many important social services cannot be sufficiently valued by purely economic criteria. The participants therefore recognized the need for a new definition of efficiency in the social field. The participants also recognized the need for inclusive projects and bottom-up solidarity initiatives. In one workshop it was stated that "Unconditional basic income could help to alleviate increasing poverty."<sup>13</sup>

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<sup>13</sup> Austria\Trends\_Challenges\_Needs\Austria\_Employees\_Challenges; Position: 32 – 32

Economic Factors



**Future Trends, Challenges and Needs**

**Economic Factors**

Trends: Increasing impoverishment (12) [*Economic crisis (1)*]\*, Increased role of private sector in the social field (6), New economic models (sharing economy, crowdfunding) (1) [*Crowdfunding for social initiatives (1)*], Increasing unemployment (1), Changing world of work (1)

Challenges: Scarcity of resources (3), Regional economic disparities (2), Impact of COVID-19 pandemic (1)

Needs: Need for new definition of efficiency (2), Need for inclusive projects (1) [*Need for solidarity initiatives and community projects (1)*], Unconditional basic income (1)

\*Categories in *italic* in square brackets [...] are subcategories of the aforementioned category

MAXQDA code matrix – Economic Factors

Codesystem	Employees	Employers	Decision Makers	Austria	Denmark	Italy	Romania
Future trends, challenges and needs							
Socio-demographic factors	■	■	■	■	■	■	■
Technological factors	■	■	■	■	■	■	■
Economic factors							
Trends							
Increasing impoverishment	■	■	■	■		■	
Increased role of private sector in the social field	■	■				■	
New economic models (sharing economy, crowdfunding)	■		■	■			■
Increasing unemployment			■			■	
Changing world of work	■			■			
Challenges							
Scarcity of resources		■	■	■		■	
Regional economic disparities	■	■				■	
Impact of COVID-19 pandemic		■					■
Needs							
Need for new definition of efficiency	■			■			
Need for inclusive projects	■	■				■	
Unconditional basic income	■			■			
Political factors	■	■	■	■		■	■
Clients of social organisations	■	■	■	■	■	■	■
Employees of social organisations	■	■	■	■	■	■	■
Social organisations	■	■	■	■	■	■	■
Decision-makers	■	■	■	■	■	■	■
Future knowledge, skills and competences	■	■	■	■	■	■	■

### 3.1.4 POLITICAL FACTORS

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#### Trends

The main trend noted by the workshop participants is the withdrawal of the state from the social field. Some participants say that the state shuns its social responsibility. Related to this phenomenon is the perception that social services are increasingly being outsourced to social service providers.

#### Challenges

The main challenge identified by the workshop participants is the lack of common vision for the social sector. In one workshop it was noted that there is a "Lack of a long-term vision in the planning of the activities and in the distribution of resources. It's important to guarantee the right of health, education and housing."<sup>14</sup>

#### Needs

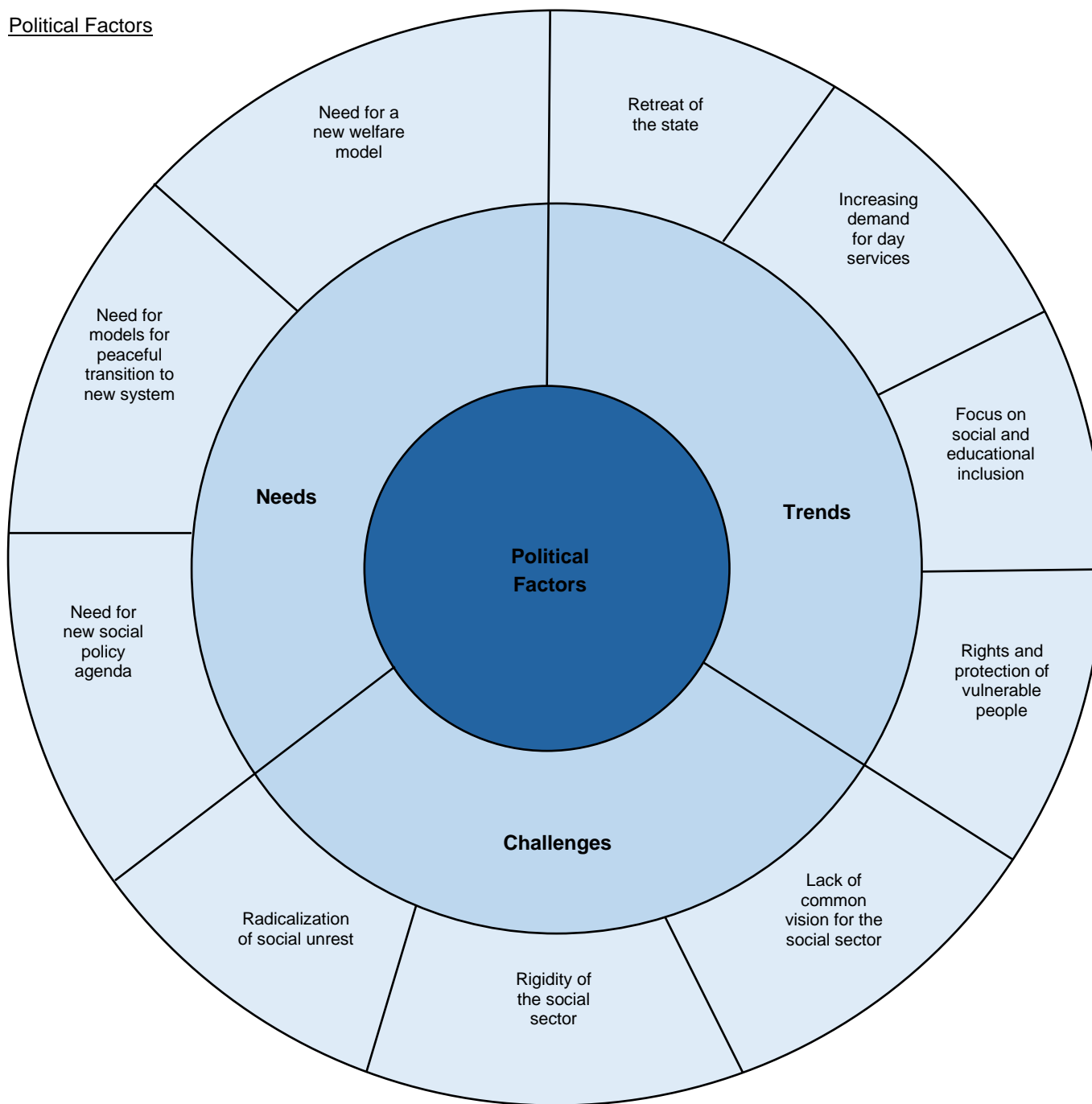
The main need identified by the workshop participants is the need for a new social policy agenda. This need includes a new concept of social coexistence and a new intergenerational contract. It also requires new governance mechanisms for the social field.

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<sup>14</sup> Italy\Trends\_Challenges\_Needs\Italy\_Employees\_Challenges; Position: 71 – 71



Political Factors



**Future Trends, Challenges and Needs**

**Political Factors**

Trends: Retreat of the state (4) [*Outsourcing of social services (2)*], \* Increasing demand for day services (2), Focus on social and educational inclusion (2), Rights and protection of vulnerable people (2)

Challenges: Lack of common vision for the social sector (3), Rigidity of the social sector (1), Radicalization of social unrest (1)

Needs: Need for new social policy agenda (5) [*Need for political reform of the social sector (1), Need for common vision and strategy 1, Security of supply versus economy of supply (1), Social sector must move away from economic logic (1), Question of distribution of funds (1), Social space development (1), Steering of the social sector (1), Master plan "Social and Health" (1)*], Need for models for peaceful transition to new system (1) Need for a new welfare model (1)

\*Categories in *italic* in square brackets [...] are subcategories of the aforementioned category

MAXQDA code matrix – Political Factors

Codesystem	Employees	Employers	Decision Makers	Austria	Denmark	Italy	Romania
└ Future trends, challenges and needs							
└ Socio-demographic factors	■	■	■	■	■	■	■
└ Technological factors	■	■	■	■	■	■	■
└ Economic factors	■	■	■	■		■	■
└ Political factors							
└ Trends							
└ Retreat of the state	■	■	■	■		■	■
└ Outsourcing of social services		■	■			■	■
└ Increasing demand for day services			■				■
└ Focus on social and educational inclusion		■				■	■
└ Rights and protection of vulnerable people	■						■
└ Challenges							
└ Lack of common vision for the social sector	■	■	■	■		■	■
└ Rigidity of the social sector			■			■	
└ Radicalization of social unrest		■				■	
└ Needs							
└ Need for new social policy agenda	■	■	■	■		■	■
└ Need for models for peaceful transition to new system			■	■			
└ Need for a new welfare model		■				■	
└ Clients of social organisations	■	■	■	■	■	■	■
└ Employees of social organisations	■	■	■	■		■	■
└ Social organisations	■	■	■	■	■	■	■
└ Decision-makers	■	■	■	■	■	■	■
└ Future knowledge, skills and competences	■	■	■	■	■	■	■

### 3.1.5 CLIENTS OF SOCIAL ORGANISATIONS

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#### Trends

The most important trend noted by the workshop participants with regards to clients of social organisation is a growing complexity and diversity of clients. In one workshop the participants formulated this as follows: "One important aspect about the future of the social field is the growing complexity of the target (group): people who approach the services are more and more characterized by a variety of traits and needs that should be considered for the activities to be implemented."<sup>15</sup>

#### Challenges

Clients of social organisations face many challenges. The workshop participants emphasized that clients face both mental and physical health problems. Mental health problems seem to be a growing phenomenon, and physical health problems like obesity are exacerbated by the COVID-19 pandemic. Clients are also facing growing vulnerability due to impoverishment and increasing debt. They also seem to have greater difficulty relating to others, which also makes the work of social organizations more difficult. On the other hand, clients are often only offered standardized approaches by social organizations that do not meet their needs or even cause problems. In some cases, clients even fear that they "become a problem that needs to be treated."<sup>16</sup>

#### Needs

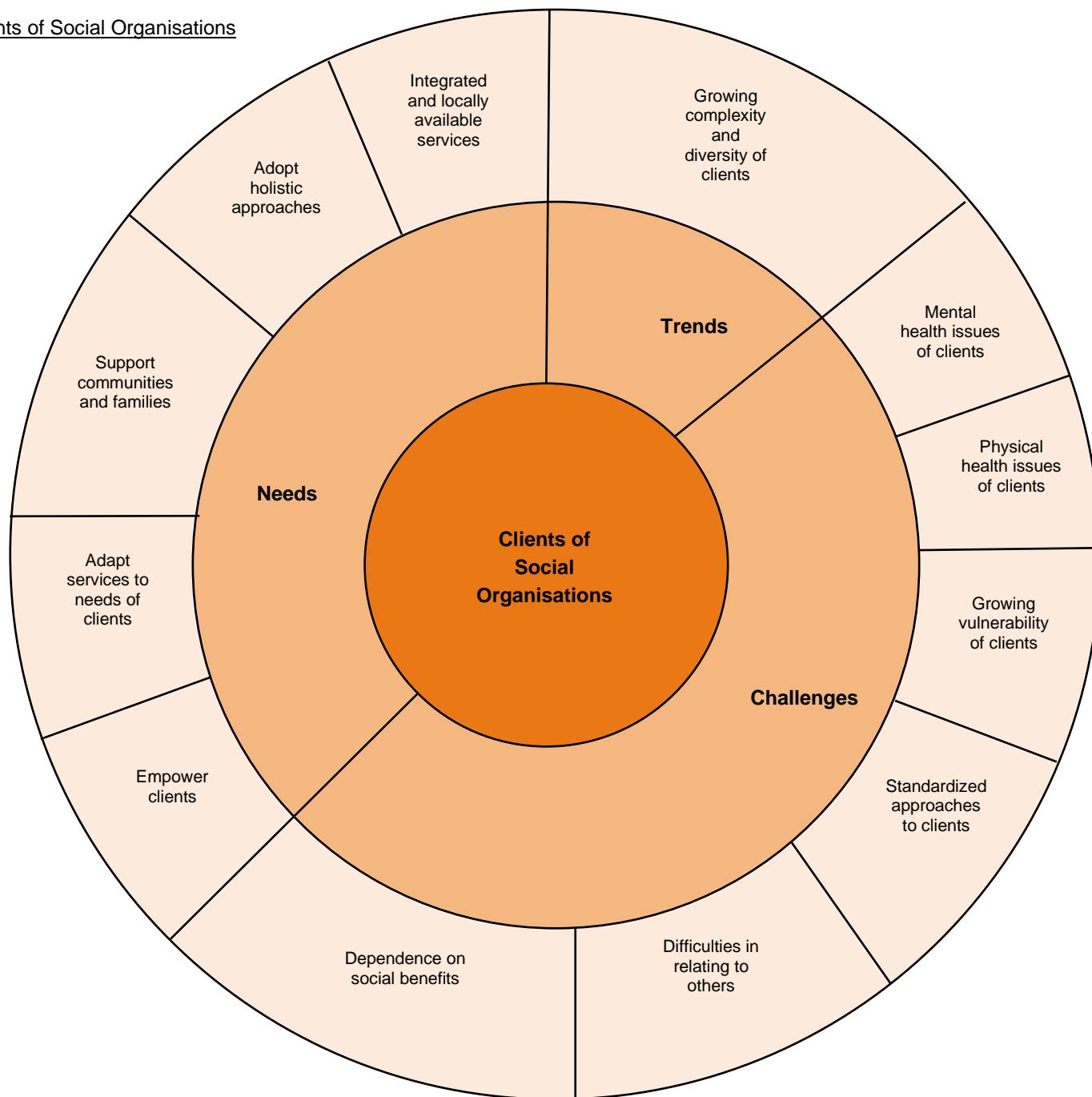
The main need of the clients identified by the workshop participants is to be empowered by the services they receive. It was stressed that social work should allow clients to make their own decisions and help them develop their skills and competencies. In addition, the workshop participants agreed that social services should be better adapted to the actual needs of clients and should be able to offer tailor-made solutions. Beside focusing on the clients, the workshop participants also see the need to see the client through a person-in environment and strengths perspective. This means that the community and family need to be involved and that more holistic approaches are needed.

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<sup>15</sup> Italy/Trends\_Challenges\_Needs/Italy\_Employees\_Challenges; Position: 26 – 26

<sup>16</sup> Denmark/Trends\_Challenges\_Needs/Denmark\_Youth\_Challenges; Position: 5 – 5

Clients of Social Organisations



**Future Trends, Challenges and Needs**

**Clients of Social Organisations**

Trends: Growing complexity and diversity of clients (6)

Challenges: Mental health issues of clients (6) [*Personal insecurity (young people) (1), Lack of meaning (1)*],\* Physical health issues of clients (3), Growing vulnerability of clients (2) [*Increasing indebtedness of clients (1)*], Standardized approaches to clients (3), Difficulties in relating to others (1) [*Working with clients has become more difficult (1)*], Dependence on social benefits and services (1)

Needs: Empower clients (0)\*\* [*Life counselling and life skills (3), Teach life skills to young people (1), Enable clients to take own decisions (3), Clients need to be recognized as person (3), Support in developing relationship skills (1), Enable clients to become independent of social services (1), Support to develop competencies (1), Receive support for personal development (1), Educate clients in the use of technology (1), Enable clients to become independent (1), Give dignity to people (1), Value the client's skills (1)*], Adapt services to needs of clients (4) [*Identify people's real needs (2), Need to change their offers (1), Need for personalized services (1), Need for individual approach to each client (3), Proactive approach towards clients' needs (1), Creates spaces for young people (1), Address spiritual needs of young people (1)*], Support communities and families (2) [*Create social networks (2), Creating communities (1)*], Adopt holistic approaches (3) [*Biopsychosocial Modell (1)*], Integrated and locally available services (2)

\*Categories in *italic* in square brackets [...] are subcategories of the aforementioned category

\*\* Categories with (0) codes are made up entirely of sub-categories

MAXQDA code matrix – Clients of Social Organisations

Codesystem	Employees	Employers	Decision Makers	Austria	Denmark	Italy	Romania
▼ Future trends, challenges and needs							
> Socio-demographic factors	■	■	■	■	■	■	■
> Technological factors	■	■	■	■	■	■	■
> Economic factors	■	■	■	■	■	■	■
> Political factors	■	■	■	■	■	■	■
▼ Clients of social organisations							
▼ Trends							
Growing complexity and diversity of clients	■	■	■	■	■	■	■
▼ Challenges							
> Mental health issues of clients	■	■	■	■	■	■	■
Physical health issues of clients	■	■	■	■	■	■	■
> Growing vulnerability of clients	■	■	■	■	■	■	■
Standardized approaches to clients	■	■	■	■	■	■	■
> Difficulties in relating to others	■	■	■	■	■	■	■
Dependence on social benefits and services	■	■	■	■	■	■	■
▼ Needs							
> Empower clients	■	■	■	■	■	■	■
> Adapt services to needs of clients	■	■	■	■	■	■	■
> Support communities and families	■	■	■	■	■	■	■
> Adopt holistic approaches	■	■	■	■	■	■	■
Integrated and locally available services	■	■	■	■	■	■	■
> Employees of social organisations	■	■	■	■	■	■	■
> Social organisations	■	■	■	■	■	■	■
> Decision-makers	■	■	■	■	■	■	■
> Future knowledge, skills and competences	■	■	■	■	■	■	■

### **3.1.6 EMPLOYEES OF SOCIAL ORGANISATIONS**

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#### Trends

The main trend regarding the employees of social organisations is an increasing specialization of their work.

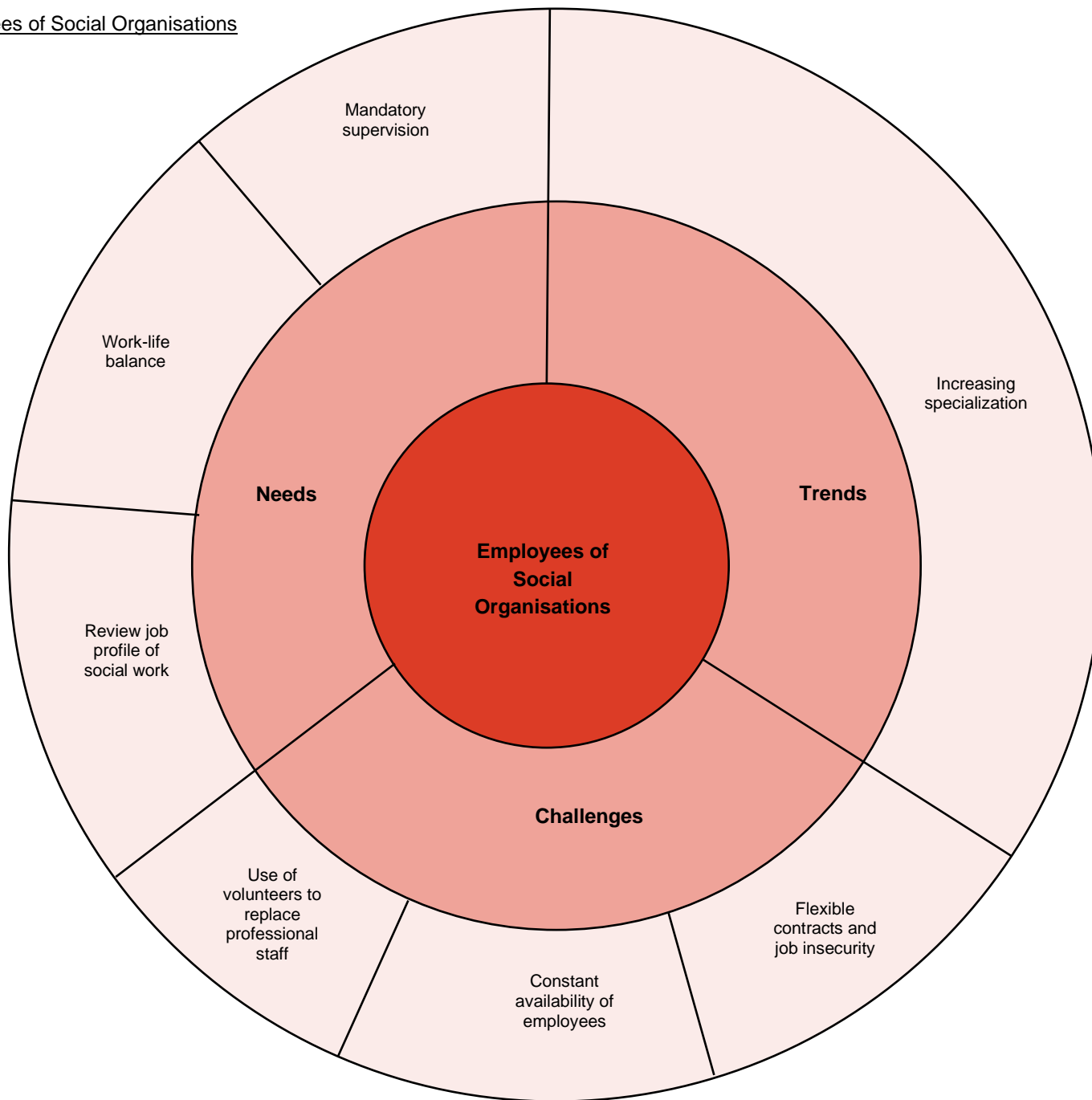
#### Challenges

The greatest challenges for employees of social organisations are flexible contracts and job insecurity. This in turn can lead to a lack of motivation among employees to participate in trainings and engage in continuing professional development. In addition, the modern world of work requires constant availability of employees.

#### Needs

The main need for employees can be summarized with a review of the job profile of social work. This includes a reflection on the role of social workers and the way they interact with clients. The workshop participants also expressed a need for better work-life balance for employees of social organisations and burn-out prevention.

Employees of Social Organisations



**Future Trends, Challenges and Needs**  
**Employees of Social Organisations**  
Trends: Increasing specialization (4)

Challenges: Flexible contracts and job insecurity (2) [*Lead to lack of motivation for trainings (1)*],\* Constant availability of employees (1), Use of volunteers to replace professional staff (1)

Needs: Review job profile of social work (5), [*Understanding of social workers role (3)*], *New understanding of client relationship (proximity-distance) (3)*, *Need for more heart (1)*], Work-life balance (2) [*Burnout prevention (1)*], Mandatory supervision (1)

\*Categories in *italic* in square brackets [...] are subcategories of the aforementioned category

## MAXQDA code matrix – Employees of Social Organisations

Codesystem	Employees	Employers	Decision Makers	Austria	Denmark	Italy	Romania
Future trends, challenges and needs							
> Socio-demographic factors	■	■	■	■	■	■	■
> Technological factors	■	■	■	■	■	■	■
> Economic factors	■	■	■	■	■	■	■
> Political factors	■	■	■	■	■	■	■
> Clients of social organisations	■	■	■	■	■	■	■
Employees of social organisations							
> Trends							
>> Increasing specialization		■	■	■			
> Challenges							
>> Flexible contracts and job insecurity	■					■	
>> Constant availability of employees	■			■			
>> Use of volunteers to replace professional staff	■					■	
> Needs							
>> Review job profile of social work	■	■	■	■		■	
>> Work-life balance	■			■		■	
>> Mandatory supervision	■			■			
> Social organisations	■	■	■	■	■	■	■
> Decision-makers	■	■	■	■	■	■	■
> Future knowledge, skills and competences	■	■	■	■	■	■	■



### **3.1.7 SOCIAL ORGANISATIONS**

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#### Trends

According to the workshop participants, social organisations are facing a trend of increasing bureaucratization of their work. In addition, their work is becoming increasingly specialized. The participants also note that the social sector is becoming increasingly important and at the same time social organisations are exposed to the pressures of profitability and legitimacy.

#### Challenges

The main challenge facing social organisations is insufficient funding and resources. In one workshop this was described as "insufficient budget in relation to the needs of society."<sup>17</sup> Another important challenge is the shortage of skilled labour, particularly in the elderly care sector. In addition, social organisations are faced with increasing expectations from employees. It is also a challenge for social organisations that society seems to make them responsible for solving all of its social problems.

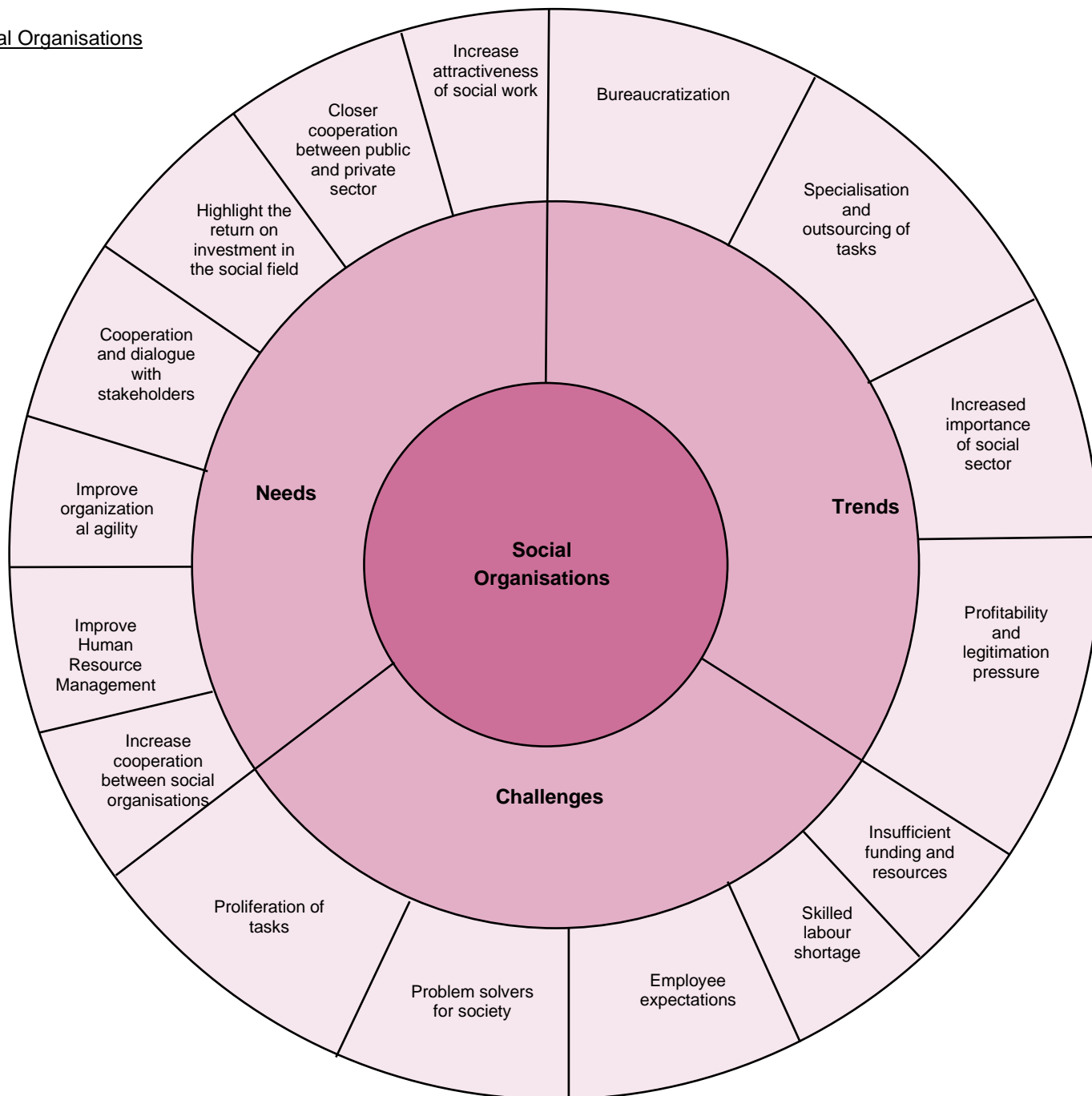
#### Needs

The workshop participants emphasized the need for social organisations to strengthen cooperation with one another, work more closely with the private sector and engage in dialogue with stakeholders. Social organisations need to improve their organisational agility and show the stakeholders and the general public the impact of their work by highlighting the return on investment in the social field. They also need to improve their human resource management and make social work more attractive.

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<sup>17</sup> Romania\Future Skills\Romania\_Employees\_Skills; Position: 9 – 9

Social Organisations



**Future Trends, Challenges and Needs**

**Social Organisations**

Trends: Bureaucratization (4), Specialisation and outsourcing of tasks (2), Increased importance of social sector (2), Profitability and legitimization pressure (1)

Challenges: Insufficient funding and resources (6) [*Finding new sources of funding (1), Short project cycles (2), Funding based on hours and not on needs of clients (1)*],\* Skilled labour shortage (1) [*Elderly care staff shortage and training (4)*], Employee expectations (5), Problem solvers for society (2) [*Increased responsibility in times of crises (1), Churches can no longer play their role (1)*], Proliferation of tasks (1) [*Holistic view gets lost (1)*]

Needs: Increase cooperation between social organisations (8) [*Networking among institutions and employees (3), Stronger role of professional associations of social work (2)*], Improve Human Resource Management (1) [*Update skills of organisations and employees (4), New recruitment processes (4)*], Need for more sensitive work environment (1), Enable continuing education (1), Improve organizational agility (1) [*Openness for innovation and change (3), Revise processes (1), Strategic planning (1), Technical flexibility (1), Learning Organisation (1)*], Cooperation and dialogue with stakeholders (4), Highlight the return on investment in the social field (2) [*Investment in development of social sector capacity (1)*], Closer cooperation between public and private sector (2), Increase attractiveness of social work (1) [*Need to renew image of social organisations (1)*]

\*Categories in *italic* in square brackets [...] are subcategories of the aforementioned category

MAXQDA code matrix –Social Organisations

Codesystem	Employees	Employers	Decision Makers	Austria	Denmark	Italy	Romania
Future trends, challenges and needs							
> Socio-demographic factors	■	■	■	■	■	■	■
> Technological factors	■	■	■	■	■	■	■
> Economic factors	■	■	■	■	■	■	■
> Political factors	■	■	■	■	■	■	■
> Clients of social organisations	■	■	■	■	■	■	■
> Employees of social organisations	■	■	■	■	■	■	■
Social organisations							
Trends							
Bureaucratization	■	■	■	■	■	■	■
Specialisation and outsourcing of tasks	■	■	■	■	■	■	■
Increased importance of social sector	■	■	■	■	■	■	■
Profitability and legitimation pressure	■	■	■	■	■	■	■
Challenges							
> Insufficient funding and resources	■	■	■	■	■	■	■
> Skilled labour shortage	■	■	■	■	■	■	■
> Employee expectations	■	■	■	■	■	■	■
> Problem solvers for society	■	■	■	■	■	■	■
> Proliferation of tasks	■	■	■	■	■	■	■
Needs							
> Increase cooperation between social organisations	■	■	■	■	■	■	■
> Improve Human Resource Management	■	■	■	■	■	■	■
> Improve organizational agility	■	■	■	■	■	■	■
> Cooperation and dialogue with stakeholders	■	■	■	■	■	■	■
> Highlight the return on investment in the social field	■	■	■	■	■	■	■
> Closer cooperation between public and private sector	■	■	■	■	■	■	■
> Increase attractiveness of social work	■	■	■	■	■	■	■
> Decision-makers	■	■	■	■	■	■	■
> Future knowledge, skills and competences	■	■	■	■	■	■	■

### **3.1.8 DECISION-MAKERS**

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#### Trends

Workshop participants see that there is a generally a trend towards prevention instead of curation, which however should be reinforced. Some also see that the social sector has entered a phase of consolidation.

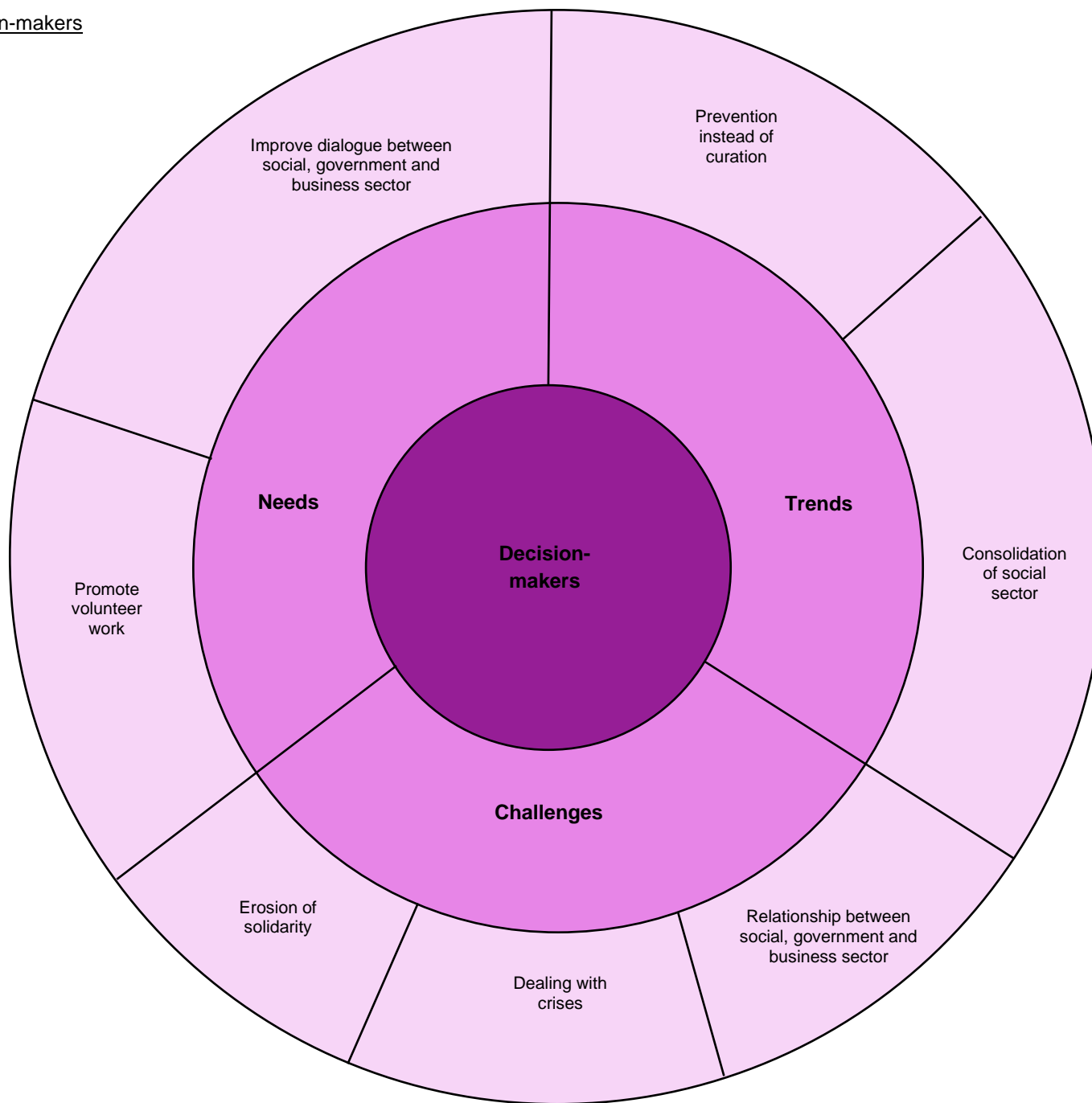
#### Challenges

The workshop participants identify as challenging the relationship between the social, government and business sector.

#### Needs

The workshop participants see the need to improve the dialogue between the social, government and business sectors. Decision-makers also see the need to further promote volunteering and to develop new definitions of wage labour that allow more space for volunteering.

Decision-makers



**Future Trends, Challenges and Needs**  
**Decision-makers**  
Trends: Prevention instead of curation (4) [*Interface social work and health care (1), Holistic understanding of health (1)*],\* Consolidation of social sector (1)  
Challenges: Relationship between social, government and business sector (5) [*Gap between third sector and other fields (1)*], Dealing with crises (2), Erosion of solidarity (1)  
Needs: Promote volunteer work (1) [*New definition of work (1)*], Improve dialogue between social, government and business sector (1)  
  
 \*Categories in *italic* in square brackets [...] are subcategories of the aforementioned category

MAXQDA code matrix – Decision-makers

Codesystem	Employees	Employers	Decision Makers	Austria	Denmark	Italy	Romania
▼ Future trends, challenges and needs							
> Socio-demographic factors	■	■	■	■	■	■	■
> Technological factors	■	■	■	■	■	■	■
> Economic factors	■	■	■	■	■	■	■
> Political factors	■	■	■	■	■	■	■
> Clients of social organisations	■	■	■	■	■	■	■
> Employees of social organisations	■	■	■	■	■	■	■
> Social organisations	■	■	■	■	■	■	■
▼ Decision-makers							
▼ Trends							
> Prevention instead of curation	■	■	■	■	■	■	■
> Consolidation of social sector	■	■	■	■	■	■	■
▼ Challenges							
> Relationship between social, government and business sector	■	■	■	■	■	■	■
> Dealing with crises	■	■	■	■	■	■	■
> Erosion of solidarity	■	■	■	■	■	■	■
▼ Needs							
> Promote volunteer work	■	■	■	■	■	■	■
> Improve dialogue between social, government and business sector	■	■	■	■	■	■	■
> Future knowledge, skills and competences	■	■	■	■	■	■	■

## **3.2 FUTURE KNOWLEDGE, SKILLS AND COMPETENCES**

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### **3.2.1 PERSONAL DEVELOPMENT AND SOFT SKILLS**

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#### Attitudes

The workshop participants emphasized the importance of attitudes for employees in the social field. The most important attitude is flexibility and openness, followed by creativity, courage, willingness to change and to develop, authenticity and curiosity.

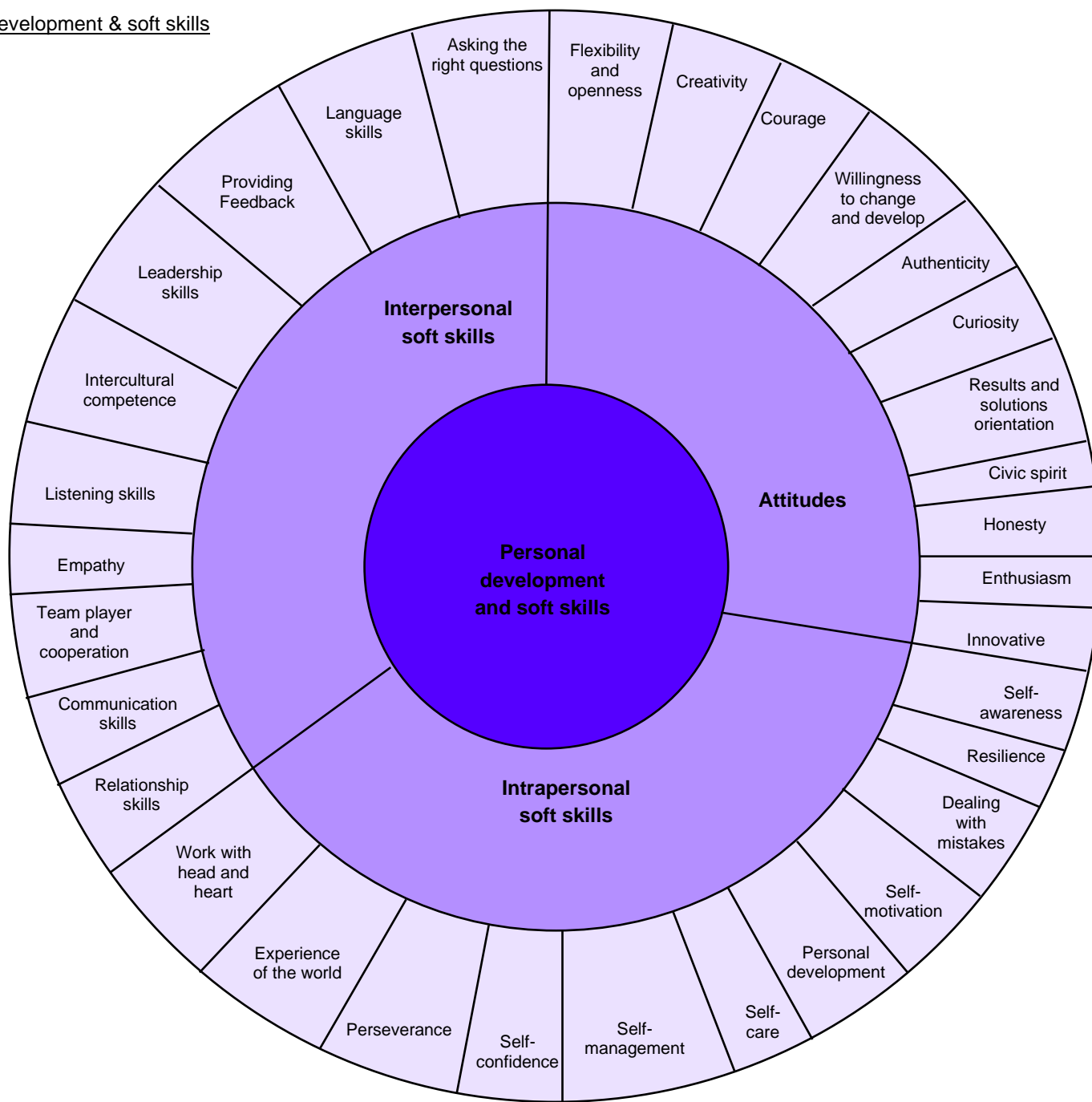
#### Intrapersonal soft skills

The most important intrapersonal skill identified by workshop participants is self-awareness. Future employees in the social field should also be resilient and able to deal with mistakes. In addition, it is important that they can motivate and take care of themselves (self-care).

#### Interpersonal soft skills

The workshop participants identified several interpersonal skills that will be highly relevant in the future. The most important ones are relationship skills, i.e. the ability to engage with and relate to others. Closely related to this ability are communication and cooperation skills, empathy, listening skills and intercultural skills.

Personal development & soft skills



**Future Trends, Challenges and Needs**  
**Personal development and soft skills**  
Attitudes: Flexibility and openness (9), Creativity (5), Courage (4), Willingness to change and develop (4), Authenticity (3), Curiosity (3), Results and solutions orientation (2), Civic spirit (1), Honesty (1), Enthusiasm (1), Innovative (1)  
Intrapersonal soft skills: Self-awareness (14), Resilience (4), Dealing with mistakes (4), Self-motivation (3), Personal development (2), Self-care (2), Self-management (1), Self-confidence (1), Perseverance (1), Experience of the world (1), Work with head and heart (1)  
Interpersonal soft skills: Relationship skills (18), Communication skills (12), Team player and cooperation (12), Empathy (8), Listening skills (7), Intercultural competence (7), Leadership skills (2), Providing Feedback (1), Language skills (1), Asking the right questions (1)





### **3.2.2 THINK, KNOW AND ACT**

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#### Cognitive skills

The workshop participants identified a number of important cognitive skills that can be divided into critical thinking, systemic and network thinking, and analytical thinking. In one workshop the future need for cognitive skills was expressed as follows: "Develop more competence in systemic-complex thinking - and at the same time find a language to make complexity explainable and conveyable. Critical thinking has to be practiced."<sup>18</sup>

#### Knowledge

General knowledge for employees in the social sector will also be required in the future. This knowledge includes general social work theories and more specific theories such as childhood and youth development theories. The workshop participants also underlined the need for knowledge in holistic and interdisciplinary approaches in the social field. In addition, employees in the social sector must have knowledge of the legal framework in which they carry out their work.

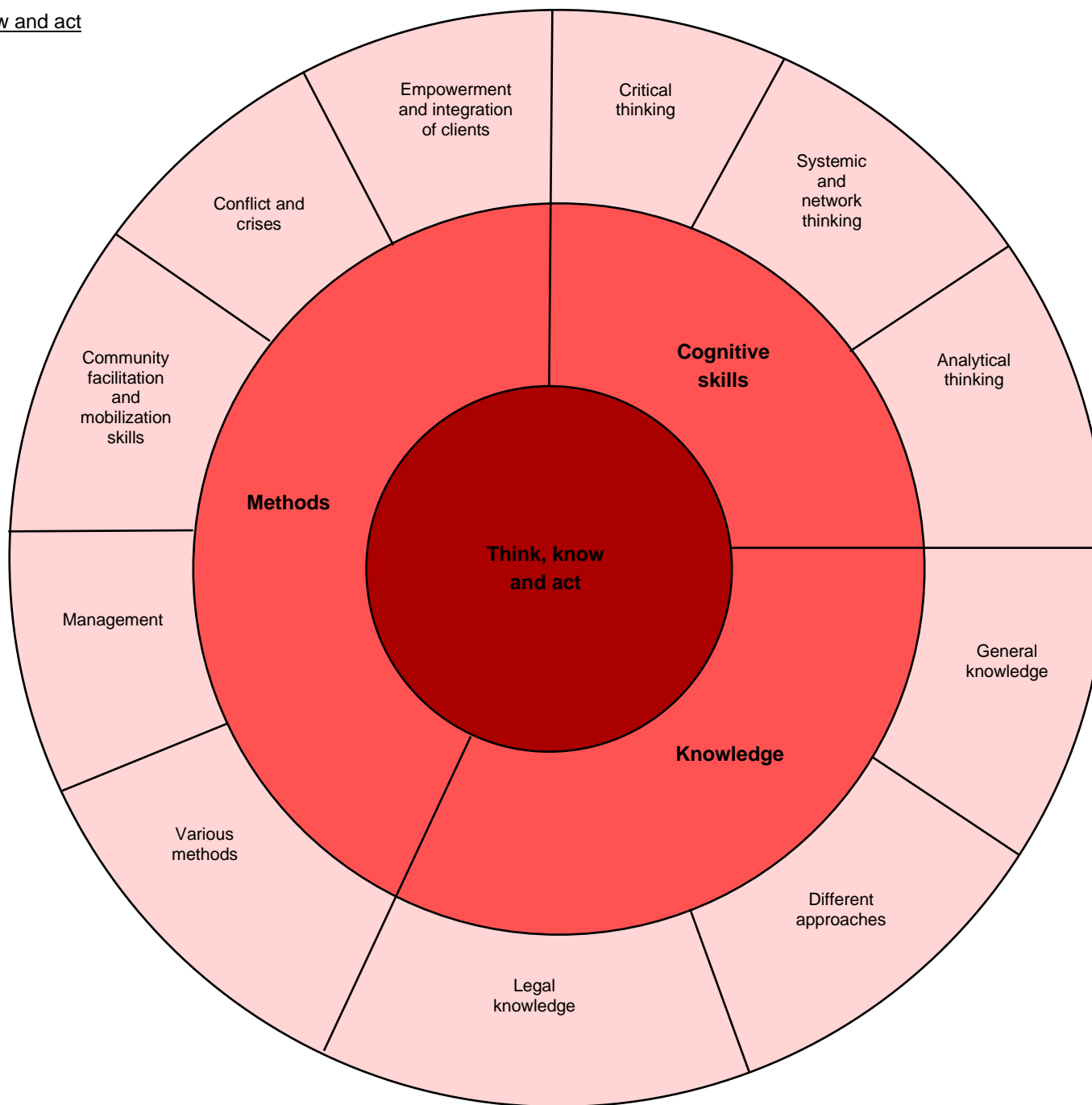
#### Methods

Employees working in the social field need to have a reflected understanding of methods and be able to work with a variety of methods. They need be able to employ methods for community facilitation, for conflict and crisis management and for the empowerment and integration of clients. In addition, they need to be able to use management methods, like for example project management.

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<sup>18</sup> Austria\Future Skills\Austria\_Employees\_Skills; Position: 35 – 35

Think, know and act



**Future Trends, Challenges and Needs**

**Think, know and act**

Cognitive skills: Critical thinking (5), Systemic and network thinking (3), Analytical thinking (2)

Knowledge: General knowledge (0)\*\* [*Childhood and youth development (5), Social work theories (2), Radicalisation and gang problems (2), IT Skills (2), Understanding youth and behaviour (1), Understanding own professional role (1), Address psychosocial problems (1)*],\* Different approaches (0) [*Holistic approaches (9), Interdisciplinary approach of biopsychosocial work (3), Challenges of dual problems (2)*], Legal knowledge (0) [*Legal and organisational framework (4), Understanding of law, ethics and power (2), Legal know-how (1)*]

Methods: Various methods (1) [*Work multidisciplinary and cross-sectoral (11), Prevention and street work skills (5), Competence to work on cultural change (2), Spirituality in social work (2), Creating networks (2), Appreciation: how can we learn to appreciate? (1), Solidarity training module (1), Training for holistic approach to clients (1), Competencies for inclusive work (1), Methods in rehabilitation (1), Case Management processes (1), Psychological skills (1), Reflected understanding of methods (1)*], Community facilitation and mobilization skills (8), Conflict and crises (0) [*Mediation skills (2), Crisis and emergency skills (2), Conflict management (2), Grief and crisis situations (1), First aid skills (1)*], Management (0) [*Project management (2), Problem-solving skills (2), Decision making skills (1), Time management (1), Design thinking (1), Organisational and management skills (1), People management (1), Negotiation skills (1), Documentation (1)*], Empowerment and integration of clients (3) [*Integration work with children and youth (1), Value people's skills (1)*]

\*Categories in *italic* in square brackets [...] are sub-categories of the aforementioned category

\*\* Categories with (0) codes are made up entirely of sub-categories

MAXQDA code matrix – Think, know and act

Codesystem	Employees	Employers	Decision Makers	Austria	Denmark	Italy	Romania
> Future trends, challenges and needs	■	■	■	■	■	■	■
▼ Future knowledge, skills and competences							
> Personal development and soft skills	■	■	■	■	■	■	■
▼ Think, know and act							
▼ Cognitive skills							
Critical thinking	■	■	■	■	■	■	■
Systemic and network thinking	■	■	■	■	■	■	■
Analytical thinking	■	■	■	■	■	■	■
▼ Knowledge							
> General knowledge	■	■	■	■	■	■	■
> Different approaches	■	■	■	■	■	■	■
> Legal knowledge	■	■	■	■	■	■	■
▼ Methods							
> Various methods	■	■	■	■	■	■	■
> Management	■	■	■	■	■	■	■
Community facilitation and mobilization skills	■	■	■	■	■	■	■
> Conflict and crises	■	■	■	■	■	■	■
> Empowerment and integration of clients	■	■	■	■	■	■	■
> Organisational capacities	■	■	■	■	■	■	■
> Relationships and networks	■	■	■	■	■	■	■

### **3.2.3 ORGANISATIONAL CAPACITIES**

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#### Organisational culture

In terms of organisational culture, the workshop participants see a need for a conflict tolerance ability within organisations that enables critical thinking. The organisational culture should also encourage participation and diversity among employees.

#### Organisational strategy

The social organisation of the future must be a learning organisation. According to the workshop participants, social organisations must have a strategic vision and be flexible and open to change. Social organisations must also get involved in social marketing and make the effects of their work visible. Organisations should also work harder to diversify their funding sources and their financial sustainability in general.

#### Organisational structure

The social organisation of the future must be able to create a motivating environment for employees. This can be achieved, for example, through a flexible Human Resource policy and motivating salaries. The workshop participants also underline the need for multidisciplinary and cross-generational teams in the social organisation of the future. In a workshop this was formulated as follows: "Use the potential of the different generations - this has to be considered much more!"<sup>19</sup> In addition, the social organisations should offer better support for employees, for example through regular supervision and peer-review, and measures to avoid burnout among employees.

#### Social and technological innovation

The participants generally agree that social organisations need to adapt and use technological innovations, especially in connection with digitalisation. To this end, participants emphasize the need to improve employees' digital skills. In addition to the potential of technological innovation, organisations should also recognize the potential of social innovation. Some participants see the role of social organisations and social workers in the future as facilitators of social change. In order to adapt to change, social organisations must also work on organisational innovations. Some may even have to reinvent themselves to stay relevant.

#### Training and professional integration

With regard to the initial professional development of future employees in the social field, the workshop participants see the need for more practice-oriented education. Social organisations should also improve the professional integration of employees, for example through mentoring programs. The workshop participants also agree that it is necessary to constantly promote and engage in continuing professional development of staff.

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<sup>19</sup> Austria\Future Skills\Austria\_Employers\_Skills; Position: 7 – 7

Organisational Capacities



**Future Trends, Challenges and Needs**

**Organisational Capacities**

Organisational culture: Values and conflict-culture (0)\*\* [*Conflict tolerance ability (4), Management by values (2), Transparency (1), Allow for critical thinking (1), Anger management (1), Error culture (1)*],\* Participation and diversity (0) [*Participatory management (1), Understanding diversity (1)*]

Organisational strategy: Learning organisation (0) [*Agility and openness to change (15), Strategic vision (3), Action research (1)*], Social marketing (11), Workplace security (0) [*Financial sustainability (2), Diversification of sources of funding (2), Training for employers (1), Crisis management techniques (1)*]

Organisational structure: Motivating environment (4) [*Flexible HR policies (3), Motivating salaries (2), Maintain commitment of staff (2), Appreciate the staff (2), Goal-oriented personnel management (1), Discover talent (1)*], Multidisciplinary and intergenerational teams (9), Employee support (0) [*Supervision and peer review (6), Burn-out avoidance (1), Reduce bureaucracy (1)*]

Social and technological innovation: Technological innovation (0) [*Improve digital skills of employees (24), Ability to teach how to use IT social platforms (4), Knowledge of Ambient Assisted Living Technologies (4), Technological flexibility (3), Use of IT to communicate with clients (1), Help elderly or people with no IT knowledge (1), Knowledge of robotics (1), Command robot assistants (1), Reduction of bureaucracy through digitalisation (1), e-learning (1)*], Social innovation (0) [*New role of social workers - facilitator of social change (5), Use enlarged Biopsychosocial Model (2), Bring back culture in social work (2), Inter-generational projects (1), Bring services to rural areas (1), New definition of success in social work (1)*], Organisational innovation (0) [*Update know-how (2), Improve agility (1), Improve adaptability (1), Reinvent ourselves (1)*]

Training and professional integration: Initial professional development (0) [*Practice-oriented education (3), Integrate knowledge and competences (1)*], Professional integration (0) [*Mentoring (4), Support of new employees (2), Growth spaces for beginners (1)*], Continuing professional development (17) [*Increase number of resource persons (ToT) (1), Lifelong learning (LLL) (1), Professional retraining (1)*]

\*Categories in *italic* in square brackets [...] are sub-categories of the aforementioned category

\*\* Categories with (0) codes are made up entirely of sub-categories



### **3.2.4 RELATIONSHIPS AND NETWORKS**

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#### With clients, communities and volunteers

The workshop participants see the need to work with relatives and the networks of clients in the future. Social workers should "have competence in parental cooperation"<sup>20</sup> and also be "be aware of the possibilities and dilemmas of parental cooperation"<sup>21</sup> as it was put in one workshop. Social organisations and social workers should also be able to work with and involve volunteers. Social organisations want to achieve a number of effects when working with customers. Most importantly, they should foster the autonomy of clients. In the future, social work should go beyond the individual client and be able to activate and involve communities.

#### With social organisations and experts

The workshop participants see the need for social organisations to promote networks among one another. In addition, they should become better at sharing skills and information with one another and with other stakeholders.

#### With decision-makers and politics

According to the workshop participants, social organisations also need to engage in a constructive dialogue with decision-makers and politics. Furthermore, they should improve their cooperation with the private sector.

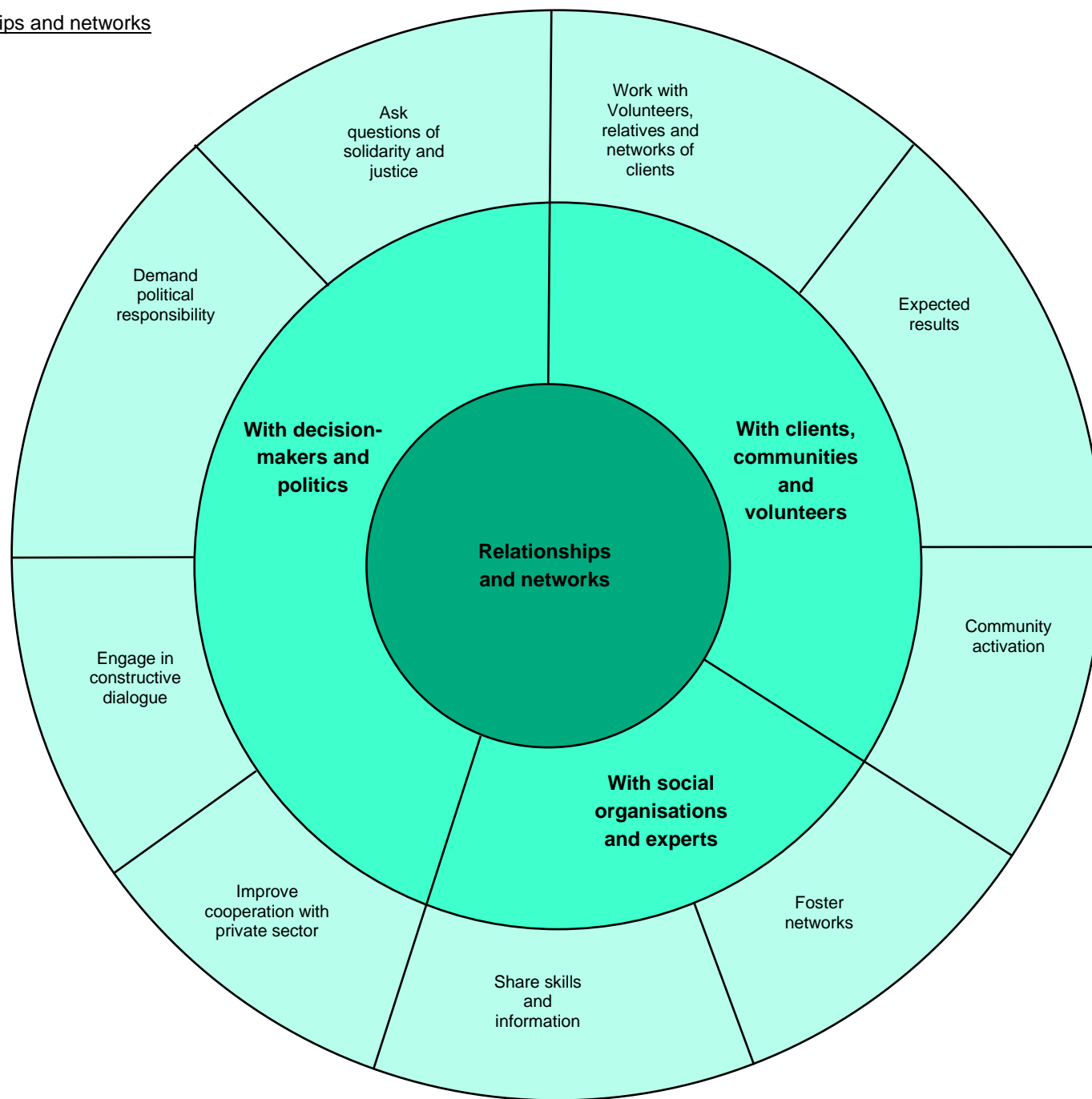
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<sup>20</sup> Denmark\Future Skills\Denmark\_All\_Skills; Position: 42 - 42

<sup>21</sup> Denmark\Future Skills\Denmark\_All\_Skills; Position: 47 - 47



Relationships and networks



**Future Trends, Challenges and Needs**  
**Relationships and networks**  
With clients, communities and volunteers:  
 Work with volunteers, relatives and networks of clients (0)\*\* [*Work with relatives and networks of clients (2), Involve volunteers (2), Diversify relationships (1), Parental cooperation (1), Understand the family and relatives (1)*],\* Expected results (0) [*Foster autonomy of clients (2), Increasing quality of life (1), Ensure clients' access to technology (1), Address poverty (1), Authentically mirror or recognize the problems (1), Respond to the specific needs of the client (1)*], Community activation (0) [*Beneficiary involvement (1), Networks with communities (1), Stimulate active citizenship (1), Community activator (1), Community dialogue (1), Improve social networks (1)*]

With social organisations and experts:  
 Foster networks (7), Share skills and information (2)

With decision-makers and politics:  
 Improve cooperation with private sector (5), Engage in constructive dialogue (3), Demand political responsibility (3), Ask questions of solidarity and justice (1)

\*Categories in *italic* in square brackets [...] are sub-categories of the aforementioned category  
 \*\* Categories with (0) codes are made up entirely of sub-categories



## **4. INTERPRETATION OF RESULTS**

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### **4.1 MAIN FUTURE TRENDS, CHALLENGES AND NEEDS**

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A consistent leitmotif in the workshops is the individualisation of society, which on the negative side often leads to the fragility of families and increasing loneliness and isolation. This trend seems to be reinforced by the digitalisation process that is shifting human interaction into the virtual world.

Clients of social organisations are affected by an increasingly unfavourable economic environment and increasing impoverishment that is starting to encroach also the middle classes. Clients also seem to have greater difficulty relating to others, which in turn is likely due to the increasing individualisation and fragmentation of the social world. At the same time, clients are becoming more diverse and need more individual services instead of the standardized services that social organizations often offer them. Social organisations should provide services that empower the clients and help them make their own decisions.

Another recurring theme is the trend towards increasing specialisation of social organisations and the work of employees in social organisations. This trend, which is in some ways linked to the individualisation process in society, seems to cause discomfort in social organisations and their employees and leads to a call to pursue more holistic approaches in the social field. Many believe that the client needs to be viewed in his/her family and community environment. A more holistic approach could also make it necessary to review the job profile of employees in the social field so that they see themselves as facilitators of holistic change processes. In addition, social organisations themselves see the need to promote networks and exchange between them.

Social organisations operate in an environment that is heavily affected by public policy and often rely on public funding. In this context, a lack of a common vision for the social sector between politics, civil society and the private sector can be noted. This in turn requires that social organisations engage in more dialogue with decision-makers and politicians.

### **4.2 INTERDEPENDENT HOLISTIC COMPETENCE MODEL**

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Not surprisingly, the qualitative content analysis shows that the qualification requirements in the social field for the horizon 2030 result from a complex web of trends, challenges and needs. A simple person-centred competency model (for example a bullet listing of skills and competencies) is therefore not a sufficient framework for meeting future skills needs in the social field, as organisations and networks have a strong influence on the feasibility and applicability of skills and competencies of employees.

In order to adequately respond to this complex environment, an interdependent holistic competence model is best suited as theoretical basis to identify the future needed skills for employees in the social field. Figure 2 on the following page shows a graphic representation of this model.

The model shows the various factors that influence the work of organisations and employees in the social field and groups the skills and competencies required in the future into four competence areas. A frequency analysis of the codings (see Figure 3) in the workshop protocols shows that all four areas of competence are relevant for the workshop participants. The majority of codings is related to personal competencies (competence areas 1 and 2), followed by organisational capacities (competence area 3) and relationships and networks (competence area 4).

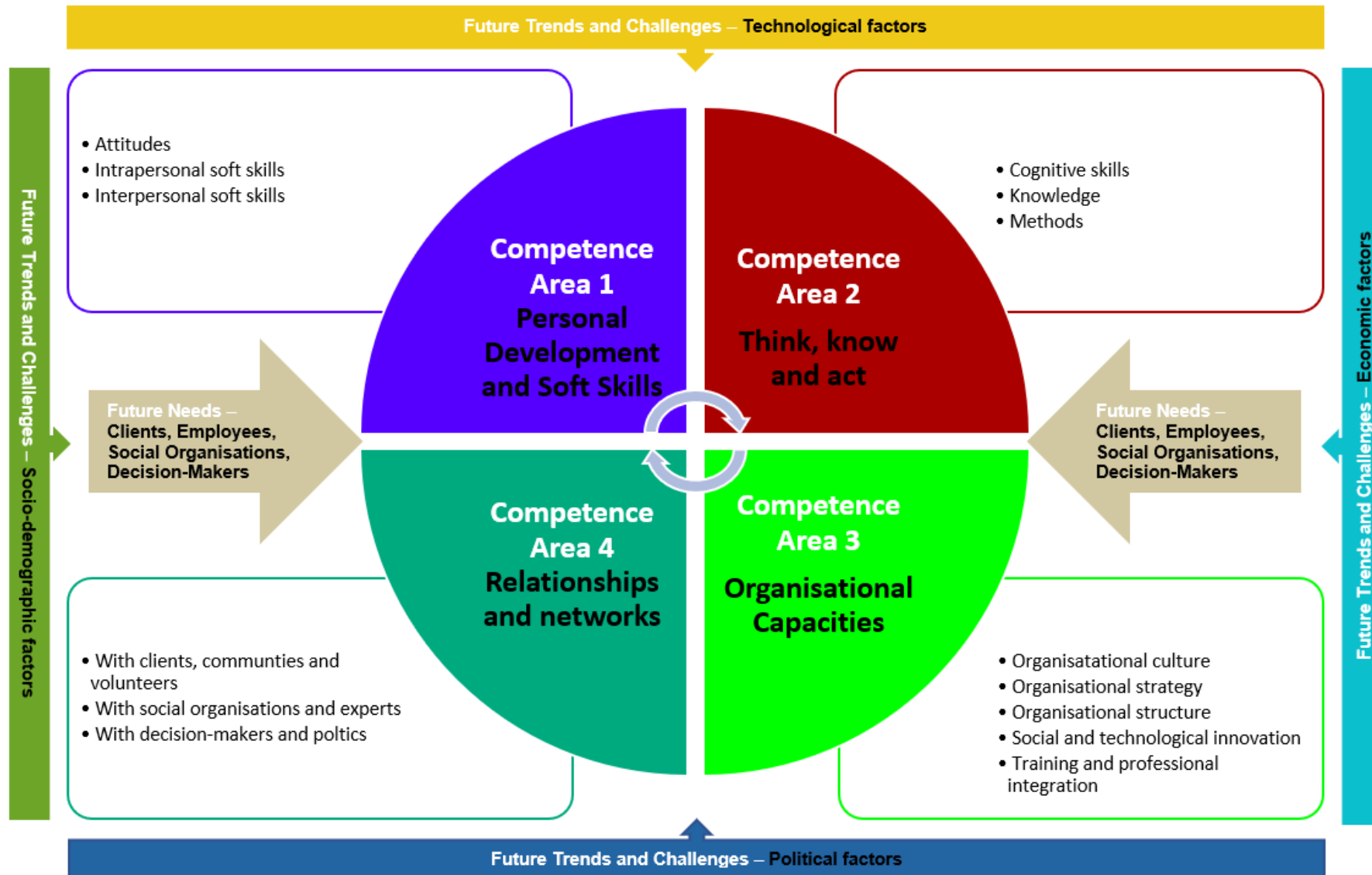


Figure 2: Interdependent holistic competence model

Frequency analysis of categories related to future knowledge, skills and competences

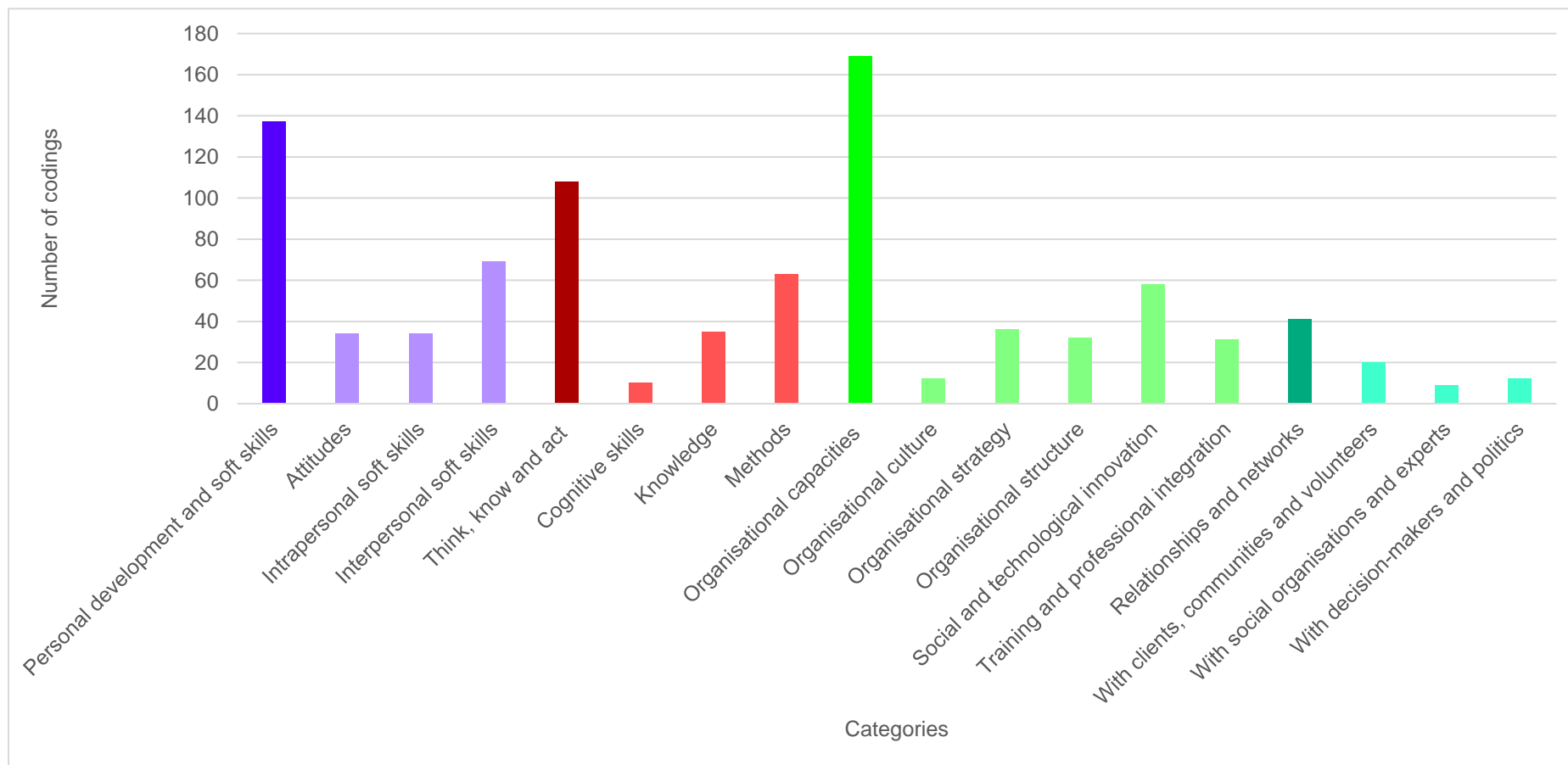


Figure 3: Frequency analysis of categories

### **4.3 COMPETENCE AREA 1: PERSONAL DEVELOPMENT AND SOFT SKILLS**

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The QCA of the national consultations shows that the basis of personal development and soft skills of employees in the social field are the attitudes they bring with them. These attitudes include, for example, flexibility, creativity, courage and authenticity. Attention should therefore be paid to attitudes and whether employees are suitable for performing social work in educational programs and recruitment processes.

The most important intrapersonal skill identified by workshop participants is self-awareness. And the most important interpersonal skill are relationship skills, i.e. the ability to engage with and relate to others. This skill is directly connected to the observations made in the previous chapter about the individualisation of society, the increasing loneliness and isolation, and the increasing difficulty of clients to relate to others.

In general, it can be deduced from the national consultations that personal soft skills will become more important than the mere transfer of knowledge and techniques in future training programs. In this context, the following considerations are important:

- a) How can organisations evaluate these personal soft skills in a recruiting process? How can such soft skills be made visible to recruiters?
- b) Training should promote social soft skills and emphasize team learning over individual learning.
- c) Training programs must contain concepts for personal development.

### **4.4 COMPETENCE AREA 2: THINK, KNOW AND ACT**

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In the future employees in the social field must have good cognitive skills and a solid general knowledge of social work theories and methods. However, the future training has to be much more practical and acting and experiential learning should take precedence over purely factual learning. In order for learning to take place from experience, it is important to have feedback mechanisms from other experienced employees and experts as well as a systematic reflection on one's own actions and those of others. In training programmes, insights and awareness of students, should count more than simple verifiable factual knowledge.

### **4.5 COMPETENCE AREA 3: ORGANISATIONAL CAPACITIES**

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Social organisations need to be able to give their employees a vision and a clear picture of the future. Such a vision must be based on a clearly communicated and lived organizational culture. Social organisations also need to better define what they stand for and what sets them apart from other organisations. They should communicate their work better to decision-makers and stakeholders.

Social organisations need to become more agile, innovative and creative, which in turn will help them to attract qualified staff. Technological innovation and digitalisation in particular are both challenges and opportunities for social organisations. There is no getting around digitalisation and organisations should actively pursue a digitalisation agenda and invest in the digital skills of their employees.

Finally, managers of social organizations should get out of the "administrative hamster wheel" and be able to devote themselves significantly more to the development of employees and the organization.

### **4.6 COMPETENCE AREA 4: RELATIONSHIPS AND NETWORKS**

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Social organisation and their employees are always in a network with clients, communities, volunteers, other social organisations and decision-makers. It is therefore all the more important that these relationships and networks are actively cultivated. Of special importance are networks in civil society and social space-oriented work with clients.

Working in networks primarily requires communication skills related to argumentation and conflict communication. Regional and personal networks in which people feel safe and secure could gain in importance in the future. In this regard, employees in the social field should have skills that enable them to participate in activating, moderating and generating ideas in the community.

## 5. CONCLUSION

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This analysis of the national consultations was guided by the question of what are the future challenges and skills needs in the social field for the horizon 2030. The analysis shows, that the future professional competences in the social field are not solely a listing of person-centred skills, but rather an interdependent set of competence areas. Employees require an encouraging organisational environment in order to develop the skills needed in the future.

Humans are profoundly complex, and an approach that is biopsychosocial, which emphasises complexity, self-awareness and relationships is well suited to capture the content of the national consultations and to serve as a theoretical basis for developing future training curricula for employees in the social field.

The report therefore proposes an interdependent and holistic competence model based on a biopsychosocial approach, that recognise that organisations and networks have a strong influence on the development and applicability of skills and competencies of employees.

## REFERENCES

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## **ANNEXE – LIST OF DOCUMENTS**

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### Austria

Protocol – Results of workshop with employers, Date: 01.09.2020

Protocol – Results of workshop with employees, Date: 31.08.2020

Protocol – Results of workshop with decision-makers, Date: no date

### Denmark

Report on future social worker competences, Date: no date

### Italy

Focus groups comprehensive report, Date: no date

### Romania

Protocol – Results of workshop with employees - Trends, Date: 12.09.2020

Protocol – Results of workshop with employees - Changes, Date: 12.09.2020

Protocol – Results of workshop with employers - Trends, Date: 22.09.2020

Protocol – Results of workshop with employers - Changes, Date: 22.09.2020

Protocol – Results of workshop with decision-makers - Trends, Date: 29.10.2020

Protocol – Results of workshop with decision-makers - Changes, Date: 29.10.2020

**ANNEXE – CATEGORY SYSTEM**

Category	Coding
<b>Future trends, challenges and needs</b>	<b>0</b>
<b>Socio-demographic factors</b>	<b>0</b>
<b>Trends</b>	<b>0</b>
Individualism	6
Self-Optimization	1
Fragile identities	2
Loss of a sense of community	1
Fragilization of families	8
Loneliness and isolation	6
Tendency to withdraw into privacy	1
Demographic change (Population ageing, migration)	5
Medical progress	1
Increasing life expectancy	1
Increased speed of change	6
New forms of social distress	2
Increasing cultural and educational impoverishment	1
<b>Challenges</b>	<b>0</b>
Elderly care	3
Less money for children - more for the elderly	2
Redefine services for elderly	1
Active ageing	1
Engaging the young generation	1
Decrease in relationship skills	1
Generation Y - very mobile	1
Relativism - Everything becomes negotiable	1
<b>Needs</b>	<b>0</b>
Promote active citizenship and volunteering	1
Obedience to authorities	1
Importance of volunteering	3
Solidarity and stronger communities	2
Education for sense of community	1
Understand mechanisms of inclusion and exclusion	1
Understand social control	1
Understand mechanisms that lead to isolation	1
Research in education, health and social fields	1
Clarify citizen and life skills of the future	1
New intergenerational contract	1

Active ageing	1
<b>Technological factors</b>	<b>0</b>
<b>Trends</b>	<b>0</b>
Digitalisation	17
Digitalisation of social services	1
Connection with clients during COVID-19 pandemic	2
Chances of digitalisation - more participation	1
Increasing influence of social media	2
Social networks (FB, TikTok, etc.)	2
Dangers of digital tools for users	1
Increasing access to information	2
Care and robotics	1
<b>Challenges</b>	<b>0</b>
Digital exclusion (elderly, poor, etc.)	1
Digital vs analogue clients	1
Children with no access to IT are excluded	1
Generational gap	1
Social media's impact on self-esteem	1
Digital addiction	1
Missing human interaction	1
<b>Needs</b>	<b>0</b>
Need for creative-physical (haptic) experiences	1
Need for face to face interaction	1
<b>Economic factors</b>	<b>0</b>
<b>Trends</b>	<b>0</b>
Increasing impoverishment	12
Economic crisis	1
Increased role of private sector in the social field	6
New economic models (sharing economy, crowdfunding)	1
Crowdfunding for social initiatives	1
Increasing unemployment	1
Changing world of work	1
<b>Challenges</b>	<b>0</b>
Scarcity of resources	3
Regional economic disparities	2
Impact of COVID-19 pandemic	1
<b>Needs</b>	<b>0</b>
Need for new definition of efficiency	2
Need for inclusive projects	1

Need for solidarity initiatives and community projects	1
Unconditional basic income	1
<b>Political factors</b>	<b>0</b>
<b>Trends</b>	<b>0</b>
Retreat of the state	4
Outsourcing of social services	2
Increasing demand for day services	2
Focus on social and educational inclusion	2
Rights and protection of vulnerable people	2
<b>Challenges</b>	<b>0</b>
Lack of common vision for the social sector	3
Rigidity of the social sector	1
Radicalization of social unrest	1
<b>Needs</b>	<b>0</b>
Need for new social policy agenda	5
Need for political reform of the social sector	1
Need for common vision and strategy	1
Security of supply versus economy of supply	1
Social sector must move away from economic logic	1
Question of distribution of funds	1
Social space development	1
Steering of the social sector	1
Master plan "Social and Health"	1
Need for models for peaceful transition to new system	1
Need for a new welfare model	1
<b>Clients of social organisations</b>	<b>0</b>
<b>Trends</b>	<b>0</b>
Growing complexity and diversity of clients	6
<b>Challenges</b>	<b>0</b>
Mental health issues of clients	6
Personal insecurity (young people)	1
Lack of meaning	1
Physical health issues of clients	3
Growing vulnerability of clients	2
Increasing indebtedness of clients	1
Standardized approaches to clients	3
Difficulties in relating to others	1
Working with clients has become more difficult	1
Dependence on social benefits and services	1

<b>Needs</b>	<b>0</b>
Empower clients	0
Life counselling and life skills	3
Enable clients to take own decisions	3
Clients need to be recognized as person	3
Support in developing relationship skills	1
Enable clients to become independent of social services	1
Support to develop competencies	1
Receive support for personal development	1
Educate clients in the use of technology	1
Enable clients to become independent	1
Give dignity to people	1
Value the client's skills	1
Adapt services to needs of clients	4
Identify people's real needs	2
Need to change their offers	1
Need for personalized services	1
Need for individual approach to each client	3
Proactive approach towards clients' needs	1
Creates spaces for young people	1
Address spiritual needs of young people	1
Support communities and families	2
Create social networks	2
Creating communities	1
Adopt holistic approaches	3
Biopsychosocial Modell	1
Integrated and locally available services	2
<b>Employees of social organisations</b>	<b>0</b>
<b>Trends</b>	<b>0</b>
Increasing specialization	4
<b>Challenges</b>	<b>0</b>
Flexible contracts and job insecurity	2
Lead to lack of motivation for trainings	1
Constant availability of employees	1
Use of volunteers to replace professional staff	1
<b>Needs</b>	<b>0</b>
Review job profile of social work	5
Understanding of social workers role	3
New understanding of client relationship (proximity-distance)	3

Need for more heart	1
Work-life balance	2
Burnout prevention	1
Mandatory supervision	1
<b>Social organisations</b>	<b>0</b>
<b>Trends</b>	<b>0</b>
Bureaucratization	4
Specialisation and outsourcing of tasks	2
Increased importance of social sector	2
Profitability and legitimation pressure	1
<b>Challenges</b>	<b>0</b>
Insufficient funding and resources	6
Finding new sources of funding	1
Short project cycles	2
Funding based on hours and not on needs of clients	1
Skilled labour shortage	1
Elderly care staff shortage and training	4
Employee expectations	5
Problem solvers for society	2
Increased responsibility in times of crises	1
Churches can no longer play their role	1
Proliferation of tasks	1
Holistic view gets lost	1
<b>Needs</b>	<b>0</b>
Increase cooperation between social organisations	8
Networking among institutions and employees	3
Stronger role of professional associations of social work	2
Improve Human Resource Management	1
Update skills of organisations and employees	4
New recruitment processes	4
Need for more sensitive work environment	1
Enable continuing education	1
Improve organizational agility	1
Openness for innovation and change	3
Revise processes	1
Strategic planning	1
Technical flexibility	1
Learning Organisation	1
Cooperation and dialogue with stakeholders	4

Highlight the return on investment in the social field	2
Investment in development of social sector capacity	1
Closer cooperation between public and private sector	2
Increase attractiveness of social work	1
Need to renew image of social organisations	1
<b>Decision-makers</b>	<b>0</b>
<b>Trends</b>	<b>0</b>
Prevention instead of curation	4
Interface social work and health care	1
Holistic understanding of health	1
Consolidation of social sector	1
<b>Challenges</b>	<b>0</b>
Relationship between social, government and business sector	5
Gap between third sector and other fields	1
Dealing with crises	2
Erosion of solidarity	1
<b>Needs</b>	<b>0</b>
Promote volunteer work	1
New definition of work	1
Improve dialogue between social, government and business sector	1
<b>Future knowledge, skills and competences</b>	<b>0</b>
<b>Personal development and soft skills</b>	<b>0</b>
<b>Attitudes</b>	<b>0</b>
Flexibility and openness	9
Creativity	5
Courage	4
Willingness to change and develop	4
Authenticity	3
Curiosity	3
Results and solutions orientation	2
Civic spirit	1
Honesty	1
Enthusiasm	1
Innovative	1
<b>Intrapersonal soft skills</b>	<b>0</b>
Self-awareness	14
Resilience	4
Dealing with mistakes	4
Self-motivation	3

Personal development	2
Self-care	2
Self-management	1
Self-confidence	1
Perseverance	1
Experience of the world	1
Work with head and heart	1
<b>Interpersonal soft skills</b>	<b>0</b>
Relationship skills	18
Communication skills	12
Team player and cooperation	12
Empathy	8
Listening skills	7
Intercultural competence	7
Leadership skills	2
Providing Feedback	1
Language skills	1
Asking the right questions	1
<b>Think, know and act</b>	<b>0</b>
<b>Cognitive skills</b>	<b>0</b>
Critical thinking	5
Systemic and network thinking	3
Analytical thinking	2
<b>Knowledge</b>	<b>0</b>
General knowledge	0
Childhood and youth development	5
Social work theories	2
Radicalisation and gang problems	2
IT Skills	2
Understanding youth and behaviour	1
Understanding own professional role	1
Address psychosocial problems	1
Different approaches	0
Holistic approaches	9
Interdisciplinary approach of biopsychosocial work	3
Challenges of dual problems	2
Legal knowledge	0
Legal and organisational framework	4
Understanding of law, ethics and power	2



Legal know-how	1
<b>Methods</b>	<b>0</b>
Various methods	1
Work multidisciplinary and cross-sectoral	11
Prevention and street work skills	5
Competence to work on cultural change	2
Spirituality in social work	2
Creating networks	2
Appreciation: how can we learn to appreciate?	1
Solidarity training module	1
Training for holistic approach to clients	1
Competencies for inclusive work	1
Methods in rehabilitation	1
Case Management processes	1
Psychological skills	1
Reflected understanding of methods	1
Management	0
Project management	2
Problem-solving skills	2
Decision making skills	1
Time management	1
Design thinking	1
Organisational and management skills	1
People management	1
Negotiation skills	1
Documentation	1
Community facilitation and mobilization skills	8
Conflict and crises	0
Mediation skills	2
Crisis and emergency skills	2
Conflict management	2
Grief and crisis situations	1
First aid skills	1
Empowerment and integration of clients	3
Integration work with children and youth	1
Value people's skills	1
<b>Organisational capacities</b>	<b>0</b>
<b>Organisational culture</b>	<b>0</b>
Values and conflict-culture	0

Conflict tolerance ability	4
Management by values	2
Transparency	1
Allow for critical thinking	1
Anger management	1
Error culture	1
Participation and diversity	0
Participatory management	1
Understanding diversity	1
<b>Organisational strategy</b>	<b>0</b>
Learning organisation	0
Agility and openness to change	15
Strategic vision	3
Action research	1
Social marketing	11
Workplace security	0
Financial sustainability	2
Diversification of sources of funding	2
Training for employers	1
Crisis management techniques	1
<b>Organisational structure</b>	<b>0</b>
Motivating environment	4
Flexible HR policies	3
Motivating salaries	2
Maintain commitment of staff	2
Appreciate the staff	2
Goal-oriented personnel management	1
Discover talent	1
Multidisciplinary and intergenerational teams	9
Employee support	0
Supervision and peer review	6
Burn-out avoidance	1
Reduce bureaucracy	1
<b>Social and technological innovation</b>	<b>0</b>
Technological innovation	0
Improve digital skills of employees	24
Ability to teach how to use IT social platforms	4
Knowledge of Ambient Assisted Living Technologies	4
Technological flexibility	3

Use of IT to communicate with clients	1
Help elderly or people with no IT knowledge	1
Knowledge of robotics	1
Command robot assistants	1
Reduction of bureaucracy through digitalisation	1
e-learning	1
<b>Social innovation</b>	<b>0</b>
New role of social workers - facilitator of social change	5
Use enlarged Biopsychosocial Model	2
Bring back culture in social work	2
Inter-generational projects	1
Bring services to rural areas	1
New definition of success in social work	1
<b>Organisational innovation</b>	<b>0</b>
Update know-how	2
Reinvent ourselves	1
Improve agility	1
Improve adaptability	1
<b>Training and professional integration</b>	<b>0</b>
<b>Initial professional development</b>	<b>0</b>
Practice-oriented education	3
Integrate knowledge and competences	1
<b>Professional integration</b>	<b>0</b>
Mentoring	4
Support of new employees	2
Growth spaces for beginners	1
<b>Continuing professional development</b>	<b>17</b>
Increase number of resource persons (ToT)	1
Lifelong learning	1
Professional retraining	1
<b>Relationships and networks</b>	<b>0</b>
<b>With clients, communities and volunteers</b>	<b>0</b>
Work with volunteers, relatives and networks of clients	0
Work with relatives and networks of clients	2
Involve volunteers	2
Diversify relationships	1
Parental cooperation	1
Understand the family and relatives	1
Expected results	0

Foster autonomy of clients	2
Increasing quality of life	1
Ensure clients' access to technology	1
Address poverty	1
Authentically mirror or recognize the problems	1
Respond to the specific needs of the client	1
Community activation	0
Beneficiary involvement	1
Networks with communities	1
Stimulate active citizenship	1
Community activator	1
Community dialogue	1
Improve social networks	1
<b>With social organisations and experts</b>	<b>0</b>
Foster networks	7
Share skills and information	2
<b>With decision-makers and politics</b>	<b>0</b>
Improve cooperation with private sector	5
Engage in constructive dialogue	3
Demand political responsibility	3
Ask questions of solidarity and justice	1