



BLENDED

EMPLOYMENT POLICY

EMPLOYMENT ACADEMY

TECHNOLOGY, PRODUCTIVITY AND STRUCTURAL TRANSFORMATION
FOR SOCIAL JUSTICE

22 JUNE – 10 JULY 2026

ONLINE PHASE: 22 JUNE – 3 JULY 2026

FACE-TO-FACE PHASE: 6 – 10 JULY 2026

Information Note



International
Labour
Organization



International Training Centre

INTRODUCTION

Beyond responding to shocks and crises, countries across the world are confronting deeper structural challenges. Progress in employment quality has slowed in many contexts, disparities between and within countries persist, and large shares of workers remain in low-productivity and informal employment. Furthermore, productivity growth has slowed in many regions of the world. At the same time, rapid technological change – including artificial intelligence – demographic shifts and the transition to environmentally sustainable economies are reshaping labour markets and development pathways.

Evidence shows that productivity and decent work tend to advance together. Progress on decent work depends on gains in productivity, and conversely, better jobs make for more productive work. However, large disparities exist in the strength of this relationship and in the pace of progress. In many countries, productivity gains have not translated into adequate job quality and job creation, and structural transformation remains incomplete.

Jointly organized by the ILO Employment Policy, Job Creation and Livelihoods Department (EMPLOYMENT), the Sustainable Enterprises, Productivity and Just Transition Department (ENTERPRISES), and the ITCILO Employment Policy and Analysis Programme (EPAP), the Academy will explore how countries can pursue a high road to productivity: one that combines economic upgrading with effective social dialogue and policy coherence, as the only pathway to deliver sustainable growth, decent work and social justice for all.

OBJECTIVE

The Academy will provide a platform for exchange among policymakers, workers' and employers' representatives, and practitioners on practical approaches to foster productive employment in the context of technological, demographic and green transitions. In doing so, it will strengthen participants' understanding of the productivity–decent work nexus and enhance their capacity to design coherent policy responses to structural change. More specifically, the Academy will help you to:

- Deepen your understanding of the relationship between productivity and decent work at macroeconomic, sectoral and enterprise levels;
- Analyse global trends in productivity, including patterns of convergence and divergence across countries and sectors;
- Examine the implications of technological change, demographic shifts and green transitions for productive employment;
- Explore how skills systems and enterprise upgrading can support technological change, productivity growth and improvements in job quality;
- Strengthen your capacity to promote policy coherence across employment, sectoral, and macroeconomic policies;
- Enhance your understanding of the role of social dialogue in shaping inclusive and productivity-enhancing structural transformation.

FORMAT AND LEARNING JOURNEY

The Academy will combine expert inputs, data-driven discussions, country case analysis, action-oriented analytical sessions, applied group work and structured tripartite dialogue simulations. It will integrate macro, sectoral and enterprise-level perspectives, as well as policy response design. Gender equality and inclusion will be mainstreamed throughout the programme.

The initiative will adopt an inclusive, participatory, and dynamic learning approach, combining online and in-person segments to maximize engagement. The first phase, lasting two weeks, will be conducted online, followed by a one-week in-person phase at the ITCILO campus in Turin, Italy. Completion of both phases is mandatory to receive the ITCILO certificate.

The learning journey follows a structured narrative that moves from evidence to policy and from diagnosis to concrete action:

Phase I: Why does the relationship between productivity and decent work matter for prosperous economies and social justice?

ONLINE, THROUGH ITCILO ECAMPUS PLATFORM (22 JUNE – 3 JULY)

Through interactive webinars, participants will explore:

- what is productivity, and how it is measured;
- technological change and AI, and their impacts on productivity;
- the macro–meso–micro foundations of the relationship between productivity and decent work;
- global trends and patterns of convergence and divergence;
- structural transformation, sectoral pathways including sectoral pluralism, enterprise-level productivity.

This phase will be hosted on the ITCILO eCampus and will include two main types of activities:

- Self-paced learning materials
- Live interactive webinars

Six two-hour webinars will be conducted. Participants should plan to dedicate approximately 15 hours to complete this phase before traveling to Italy.

Phase II: What shapes productivity and decent work, and what can policymakers, enterprises and social partners do?

FACE-TO-FACE AT ITCILO CAMPUS IN TURIN, ITALY (6 – 10 JULY)

The in-person phase will deepen the analysis of the structural forces shaping productivity and decent work and examine how these forces interact with institutions, sectoral structures and enterprise behavior. Building on the evidence discussed during the online phase, participants will explore both the drivers of productivity and the policy and enterprise-level levers that can influence outcomes.

During the week, particular emphasis will be placed on policy coherence across macroeconomic, sectoral and employment policies and the importance of social dialogue in ensuring that productivity gains translate into better jobs. Discussions will also address the role of skills systems and enterprise upgrading.

The face-to-face phase will offer a rich, interactive experience where participants can shape their own learning journey. Key activities will include:

- **Plenary sessions with keynote speakers on cross-cutting topics.** These sessions will spark debates and encourage sharing of experiences and best practices, featuring keynote interventions followed by open exchanges.
- **Hands-on thematic tracks run in parallel.** Participants can choose from a range of interactive courses focusing on problem solving and cocreating solutions

THEMATIC TRACKS

During the face-to-face phase, participants will take part in a series of elective thematic tracks designed to deepen discussion and facilitate applied learning.

Participants will be able to choose between different tracks that address both the structural drivers of productivity and decent work, and the policy and enterprise-level approaches that can promote productivity upgrading and decent job creation.

A set of tracks on drivers will explore how demographic change, green transitions and technological developments interact with sectoral structures and labour market institutions to shape the pace and direction of productive transformation and development pathways to decent work. These discussions will consider both the challenges and opportunities associated with structural change, as well as the role of institutions, coordination and social dialogue in securing inclusive outcomes.

A second set of tracks will focus on the levers available to strengthen the productivity-decent work nexus in practice. Discussions will address a range of policy approaches, mechanisms and solutions including how skills systems and lifelong learning can support productivity upgrading, as well as enterprise-level productivity and enterprise upgrading, with particular attention to micro, small and medium-sized enterprises.

Across all tracks, emphasis will be placed on policy coherence, institutional capacity and tripartite dialogue as essential elements for translating productivity gains into decent work and social justice.

**Please note that the Academy's content outlined in this information note is indicative and may be subject to further refinement based on ongoing research and analysis. A more detailed note will be circulated in due course.*

TARGET AUDIENCE

The Academy is designed for:

- Policymakers, policy advisors, planners and technical experts from relevant institutions;
- Government officials from Ministries of Labour and other relevant line ministries, including Ministries of Economy, Finance, Planning, Industry and Central Banks;
- Representatives of workers' and employers' organizations;
- Staff from international and regional organizations, donor agencies and academic institutions, as well as ILO staff.

The participation of full tripartite country delegations (government, workers and employers) is strongly encouraged to support integrated dialogue and policy coherence. The Academy promotes the equal participation of women and men.

METHODOLOGY

The Academy is learner-centred and participatory. It will be facilitated by a pool of ILO experts, ITCILO officials and other subject experts. Different learning techniques will be applied in order to facilitate collaborative building of knowledge and experience sharing. Time will be dedicated to the presentation of national experiences and group work. The Academy will provide the opportunity to get acquainted with Future Foresight techniques and offer AI- and technology-enhanced activities as well as a learning platform hosted at the ITCILO eCampus.

All learning materials will be made available on the online learning platform. Participants will have access to resources from all thematic tracks, including materials related to electives they did not select.

WORKING LANGUAGES

The Academy will be delivered in English, with French interpretation provided throughout the programme. Learning materials will be available in both languages. Participants may discuss and present the results of group activities in their preferred language.

CERTIFICATION

After successfully completing all required activities, participants obtain an official ITCILO Certificate of Participation in Digital Credentials Format.

HOW TO APPLY

The application form in English is available here: <https://oarf2.itcilo.org/STF/A9719123/en>

Kindly submit your application by **30 April 2026**. Selected applicants will be contacted as soon as possible to confirm their participation, allowing them to arrange travel to Turin and, where required, initiate the visa application process.

COST OF PARTICIPATION

Tuition: 2,020 Euros

Subsistence: 755 Euros

Total fees: 2,775 Euros

The ITCILO has a limited number of fellowships that may cover part of the tuition and subsistence costs. Please note that these fellowships do not cover international travel expenses and are available only to participants from developing countries. Eligible candidates who apply early will be given priority.

WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

INFO

FOR FURTHER INFORMATION PLEASE CONTACT

International Training Centre of the ILO
Employment Policy and Analysis Programme (EPAP)
Viale Maestri del Lavoro, 10
10127 Turin – Italy

Employmentpolicy@itcilo.org
www.itcilo.org

COURSE CODE: A9719123