

## **Beyond the Crisis**

### **A Commentary on Workforce Policy in the New Economy**

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### **Executive summary**

We are living in exceptional times. Not only are new technologies quickly reshaping our economies but also our way of life. Our economies are more connected, more instrumented, and they are being infused with more intelligence. Simply put, the new economy is coming of age.

Governments have a unique opportunity to improve how societies function by adopting smart policy and investment strategies that take best advantage of the new technologies.

After the necessary short term stabilisation measures to mitigate the effects of the financial crisis, medium term government policies are now needed to best position national economies for growth and for new job creation. These policies must be relevant to our new context:

- Continued global integration and economic transformation
- The new trade in tasks focusing competition on the individual worker
- New business models in services sectors with non-traditional forms of work
- Higher knowledge content of in-demand jobs, and changing skills needs
- Large welfare gains and job growth to be won from specialisation, smart investments and new markets

This paper recommends a workforce policy agenda suited for this context. The agenda is framed from IBM's vantage point as a globally integrated enterprise, operating in 170 countries and employing some 400,000 people.

Businesses need agility and flexibility to adapt to the rapid changes in technology and markets that characterise the global economy. They are responding with new business models and complementary new workforce models. The ability to efficiently deploy staff in cross-border operations is crucial for the success of these new models.

Against this background it is plain that many aspects of public policy affecting employment and workforce rules are out of step with our times. Worse, they harm job creation and competitiveness.

The employment experience also continues to change. Modern employment is less likely based on long-term tenures and employee loyalty. A career with a single employer can no longer be assumed. Arrangements such as self-employment, contract work, temporary work, part-time work, and other formats are more common. These arrangements reflect both business needs and changing life styles, and are sought after by employees wanting different work-life choices.

Technology and global business models mean more workers can be connected to new economic opportunities around the world. Skilled workers can develop their careers beyond national boundaries without having to move. At the same time, many will face global competitors at home, including a growing group of services workers that face international competition for the first time.

Workers also need to consider that job growth is now focused in knowledge intensive activities, and the new knowledge jobs put a premium on workers with higher skills.

And even the new jobs in IT and elsewhere are changing fast. Technical skills have a shorter shelf life. Jobs are in decline that are easily automated or that are lower skilled and can be off-shored. In this environment workers need the opportunity to continually improve and develop their skills, anytime and anywhere. Having a dependency on a static skill set invites disaster in a time of rapid change.

Changes are needed to workforce and employment policies, social protection systems, and to learning institutions. Absent change, national economies will be slow to adapt to the new economy's opportunities, as will individual workers. Businesses will be constrained by skills mismatches and by employment rules meant to sustain models that are many decades old. Most importantly, job growth will suffer.

The guiding principle that directs action should be to *protect and enable the worker, not to protect the job*. Government action aligned with this principle can have a decisive impact on investment and jobs over the next decade by:

- Modernising post-crisis labour markets to reduce the friction that slows adaptation to change by businesses and employees. Employers' ability to pivot and to adopt new business models should be bolstered, and workers supported to change jobs and to re-skill with adequate safety nets.
- Addressing skill needs for the new economy with improved support for life-long learning and new curricula.
- Enabling short-term international workforce mobility with new rules that provide greater speed, reduced cost and more predictability in organising deployments.

## Introduction

We are living in exceptional times. Not only are new technologies quickly reshaping our economies but also our way of life. The fragility of the economic recovery only accentuates the need for government policies that will equip citizens to best adapt and to benefit from change, and that will best position national economies to succeed post-crisis.

Navigating a return to prosperity requires greater consideration of today's drivers of economic change. A proper assessment of the context in which policy choices are to be made is necessary because sound policy choices do not occur in a vacuum.

The aim of this paper is to recommend a workforce policy agenda suited for this context. The focus is on medium and long term measures that can help governments create a more innovative society, and prepare a country or region for success in the post-crisis environment.

## The Coming of Age of the "New" Economy

Advances in ever more capable network-based technologies are driving social and economic transformation around the globe. They are reshaping the way we do business, spend our free time, communicate, socialise, work and collaborate. Too, a new economic and employment landscape is emerging:

- The shift in employment from the primary and manufacturing industries towards business and personal services and the knowledge-intensive sectors;
- A blur in the divide between manufacturing and services sectors, as manufacturers gain ever higher proportions of their turnover from value-adding services;
- The emergence of new labour pools around the globe that provide new sources of skills and that sway choices of investment locations;
- Smart technologies that improve the efficiency and capability of infrastructures;
- New services offerings that can be broken down into distinct tasks and flexibly delivered to clients from multiple locations.

One important consequence of these trends is the continuing adjustment of workforce strategies by businesses that look to build greater resilience and adaptability into their business models. Taken together, these developments dictate a serious rethinking of government policies on employment and of investment plans to build workforce skills.

The global economy is interconnected and instrumented like never before. The ability to infuse everything from systems to services with more intelligence makes it possible to do things that we could not have previously contemplated

### *Interconnected*

Communication networks, information technology and efficient transportation link any point on the planet, and have reduced the importance of scale and geographic distance. In 2010 some two billion people will be connected to the internet and there will be some four billion mobile phone subscribers, and a trillion connected devices.

Technology and trade liberalisation, and the emergence of countries such as those of the former Soviet bloc, China, and India, have joined vast new labour pools to global markets. The once isolated 40 percent of the world population are now part of the

global system of production and consumption, and some 1.5 billion people have joined the global workforce.

Companies across the world are looking at these and other new destinations for opportunities to recruit and acquire skills, to optimise their supply chains, and to increase their competitiveness.

Developments in low-cost communications and computing, more efficient logistics, and reduced trade barriers are reinforcing the trend of global integration. New countries are emerging as valuable growth markets, and as serious contenders for investment by providing incentives and by improving skills formation in high demand occupations.

In a more integrated world digital connections generate value and opportunities but also transmit threats more quickly and more widely than ever before. The speed and magnitude of the financial crisis is a stark illustration of digital technologies as amplifiers of events and their consequences.

#### *Instrumented*

Today there are some 30 billion radio frequency identification tags in use. Electronic sensors are being embedded in supply chains, healthcare networks, city infrastructures, and even natural systems like rivers; they are also found in cars, appliances, cameras, roadways, pipelines, pharmaceuticals and livestock.

All these points of data acquisition create the potential for massive new data streams and information. But we are more than connected and digitised. We are building a more "intelligent" world.

#### *Intelligent*

The volume of data collected today in all areas of human activity is vast and is expanding rapidly. Ever more powerful computing infrastructures are proliferating.

With smart people and technologies we can apply the new data streams to gain real insight, in real time, into things that matter. We have much greater potential to radically improve how economies and societies function, and to create new economic value and jobs. For example, IBM is working with utility companies in the US and elsewhere in trials of smart power grids that are reducing the power bills of consumers by between 15 and 40 per cent.

In workforce management IBM's resource analytic solution provides real-time access to a repository of labour resources, and correlates human resource information related to supply, availability and demand. Clients gain the ability to resolve current staffing needs, the visibility to solve future skill challenges, and are able to optimise human resources worldwide. As a result, employers are able to better match supply and demand and accelerate revenue capture.

### **The Crisis as an Opportunity**

With many governments focused on securing economic recovery, there is a unique opportunity to set new policy and investment strategies that will enable prosperity for the longer term.

However, many governments have to reconcile their ambitions with a lack of fiscal resources. Most also face pressures from stakeholders to defend the status quo, particularly in areas such as jobs and government services. Attempts to erect such

barriers to change, though well intentioned, will at best achieve little, and more likely will fail.

*Policy development has a context*

Growth is occurring where there is a wide technological space for innovation, and an adequate social and institutional context to advance it. Knowledge and the ability to develop and adapt have become the key attributes in securing continued prosperity. Therefore policy-makers should consider how, in a globally integrated world, their country can attract work and investment, how they will be differentiated and create a unique value proposition, and build the skills to support growth.

In considering economic policy and investment choices, governments have to understand the economy's capacity to develop and to adapt against the backdrop of rapid technology change and global integration. The responsiveness of structures such as education systems, labour markets, tax, and social security systems will affect the economy's ability to reap prosperity gains. The contestability of markets and the innovation capacity of businesses are also determinative.

*Smart policies and investment can drive growth and new jobs*

Job creation and economic performance can be boosted by productivity growth driven by smart investments and improved flexibility. Dynamic economies are best equipped to succeed in today's shifting economic conditions, as they can support change with less friction. Resources can be more easily deployed to greatest advantage, and new products and ideas can be more quickly acquired and applied.

Today, we can enhance economic dynamism by adding intelligence, instrumentation, and connecting infrastructures and other existing large systems. Linkages with powerful, new computer systems enable the processing of the resulting huge volumes of data, and advanced analytics can turn the data into real insight, in real time.

Roads and highway infrastructures provide a practical example. Cities such as London and Stockholm are introducing IT-enabled traffic management systems that charge drivers more during peak usage periods in order to manage congestion and reduce pollution. Data gleaned from such systems can provide insights that guide further improvements in efficiency and in quality of life by identifying demand for new services and public transport.

Even IT-intensive infrastructures such as the global financial markets can be improved through strategic investments. Infusing the financial system with new intelligence offers improved transparency, with greater potential for regulators and market participants to manage destabilising trends.

Government services can also be improved. When combined with reform at the microeconomic level, there is the potential for more informed decision-making by business, individual consumers and governments alike. In Australia for example, against a backdrop of rising unemployment, the effective deployment and adoption of smart technologies in sectors such as electricity, irrigation, health, transport and broadband are forecast to add an estimated 1.5% to GDP within a few years.

Advances in IT are already enabling social support programs delivery to become more personalised for citizens, so they can obtain more tailored government assistance.

The positive impact of investments in IT networks and solutions on economic growth and job creation is well documented. These investments enable both the improved productivity of other sectors of the economy, and the creation of whole new industries that spur job creation. Governments looking beyond the crisis now have a unique opportunity to make these smart investments to lift economic performance, grow jobs, and make societies more sustainable.

### **The Response from Business**

Companies wanting to adapt and to succeed have to react in real time to more demanding, diverse, better-informed, and less brand-loyal consumers. Being responsive to customers' needs means constant innovation to stay competitive. Business model innovation and new workforce management approaches are essential to meeting these challenges.

The growing momentum of business model innovation originally identified in IBM's 2007 CEO Study has been validated by more recent research showing that companies today more often function with a supporting ecosystem of alliance partners, spin-off enterprises, contractors and free agents. These relationships offer greater flexibility and responsiveness to rapid change and to the demands of global integration.

The use of fixed-term contracts is growing dramatically, in part driven by the need for flexible, project-based resources, but also by restrictive employment protection laws that make companies hesitant to hire workers on more traditional contracts.

Technology allows businesses to make use of the best available talent wherever it may be located and to connect these skills. Companies therefore have an incentive to analyse the cost and productivity of each component task of business processes and of service offerings with a view to optimising location choices at the task level. Too, projects can be executed in sequence across time zones, using global teams.

The success of these business models that serve clients globally, and that use ecosystems of global partners or global value chains depends on frequent cross-border transfers of employees. With the growth in international services businesses, the ability to quickly deploy staff has grown in importance.

These temporary transfers are used to deliver offerings to clients, for training, knowledge transfer and development purposes, and to fill skills gaps. They enable companies to deploy the right talent to the place it is needed, and in a timely manner.

Clients benefit because particular skills may not be available locally, depriving businesses large and small of access to the innovation and ideas that underpin competitiveness and job creation. Absent access to such talent, businesses are now more able to simply transfer work elsewhere, to a location where the skills exist.

#### *Outdated workforce policy inhibits growth and jobs*

Against this background of new business and workforce models it is plain that many aspects of public policy affecting employment and workforce rules border on irrelevancy. Worse, they work to harm job creation and competitiveness.

Too, many national employment policy frameworks are attuned to outdated notions of manufacturing employment, and are not conducive for services growth and for smart digital investments. For example, overly rigid employment protection legislation can

prevent businesses from benefiting fully from digital investments by hindering necessary organisational and business model changes.

## **A New Environment for Workers**

The new business models and more dynamic markets require a high degree of organisational agility. As a consequence, the contemporary world of work is different, and continues to change.

Fixed employment locations such as offices are no longer essential for employees to work together and to communicate. Individuals are becoming highly connected, using social media to join with others to address issues of common interest.

Today's workers are often keen to adopt different work patterns, blurring the traditional boundary between work and leisure. Younger workers tend to demand greater freedom and autonomy from their employers, to work in ways that suits their lifestyle and that encourages their creativity.

Modern employment is less likely based on long-term tenures and loyalty of the employee to a paternalistic firm. Instead it is often a shorter relationship, and arrangements such as self-employment, contract work, temporary agency work, fixed-term work, and other formats are more common. These arrangements reflect both business needs as well as changing life styles, and are often requested by employees seeking different work-life choices.

Employees' own choices are having a greater influence over how work is performed and organised. Workers in knowledge professions can be more mobile, and therefore tend to identify themselves more with their occupation (e.g., computer webmaster, accountant, sales person) than with their employer. They are more interested in the challenge of their work and to be able to operate in an environment that suits their personal circumstances, whether that is home, office, or in a more mobile context.

Technology and global business models mean more workers can be connected to new economic opportunities around the world. Skilled workers can develop their careers beyond the geographic boundaries of their national economies without having to move. They are also equipped with tools and skills to enable work to be undertaken from different places outside of the physical confines of their employers.

While a growing number of workers can be connected to these new economic opportunities, many will face global competitors at home, including an expanding group of services workers that face international competition for the first time.

### *A smarter workforce is needed*

The creation and management of knowledge is growing as a core attribute of jobs in the new economy. These "knowledge jobs" place a premium on workers with higher skills, with vocational, post-secondary or higher education qualifications. If workers are to secure quality employment in an environment of rapidly shifting labour demand, they need the opportunity to improve and develop their skills.

The need for IT-related skills continues to grow. The new, in-demand IT jobs tends to be at higher skill levels. However IT jobs are changing too. Technical skills now have a shorter shelf life. In mature economies, jobs that are easily automated or that are lower skilled and can be off-shored, are in decline.

Beyond IT specific jobs, the rising significance of services in the economy is creating new job opportunities in roles that help to increase efficiency, quality and scale in services businesses. Talent is needed to bring innovation to service design, development, marketing and delivery. New curricula and recast priorities in education are needed to supply these new skills.

Feedback from IBM's services sector clients makes it clear that prospective services practitioners need depth and breadth to meet the innovation need. Good communication and interpersonal skills and practical business experience are ideally complemented by deep knowledge in an area of science or management, or engineering or design, of "services systems". These are dynamic configurations of people, technologies, organisations and shared information that create and deliver value to customers, providers and other stakeholders.

With employers' seeking out workers with greater skills, initiative, independence and creativity, they are also able to adopt more flexible working environments. Frontline workers are more empowered, there is greater interdisciplinary cooperation, and self-managed, cross-functional teams are more the norm. For the individual employee, general knowledge, language skills, the ability to adapt to new tasks, and problem solving are important differentiators.

In summary, the new economy, with its dynamic structural and market shifts, new business models and global labour pools, has brought dramatic change to workforce organisation and culture, employees' careers, and to the demands for skills and learning. The pace of technological innovation and the continuous emergence of new challenges require a constant updating of professional skills that can be undertaken anytime, and anywhere.

### **IBM's Strategy – A Globally Integrated Enterprise**

The implementation of IBM's business strategy is an example of a successful response to the dynamics of a globally integrated economy. Global integration has opened new markets for IBM and provided new sources of skills. Technology has enabled more effective collaboration across IBM's geographically dispersed teams.

Today IBM operates in 170 countries, and employs some 400,000 people. Some 40 percent of our employees work remotely, away from IBM sites and 50 percent of our workforce has been with IBM five years or less.

IBM shaped its strategy, management and operations around not only economics, but expertise and openness, and in a global context. Those attributes define what we call the globally integrated enterprise (GIE).

In a GIE model, operations are located anywhere in the world based on client needs, the right skills, costs and business climate. Where a company is headquartered is much less relevant to where work is performed. Talent can be acquired and deployed wherever it is needed by clients.

*IBM is shifting its business model, ...*

Over the past six years, IBM has been transforming our business to that model. We have exited commoditised and low margin businesses like personal computers, and strengthened our focus on emerging and higher-value segments such as business consulting, smart infrastructures, and green data centres. In parallel we are

accelerating our investments in growth countries both as new markets and as sources of skills and innovation.

Today IBM is a higher-performing and more resilient business. In 2008 and 2009 we posted exceptional financial results even in a contracting global economy.

*... implementing an integrated expertise management process, ...*

Adopting a GIE model requires change and innovation in workforce models, and adaptability and new skill sets among employees. IBM's latest Global Human Capital Study of senior human resources executives finds that there is a gap not just between businesses strategic goals and the current skills of their employees, but also with their ability as employers to rapidly develop the skills needed to support their priorities. At IBM this challenge of workforce effectiveness is being addressed more strategically through an integrated expertise management process with three components:

**The Workforce Management Initiative:** A set of processes and tools that allows IBM to deploy the right person, with the right skills at the right time, place and cost. The five year business case involved an investment of \$230 million, with a payback over that period of around \$1.5 billion.

**The Market Valued Skills Initiative:** This program identifies skills and job roles that are in hot demand among our clients. The results influence decisions on recruitment, redeployment, and employee development and learning programs.

**The CareerSmart Initiative:** Aims to rapidly develop employees to meet changing business conditions, and includes:

- An employee profile and expertise assessment that can help managers and project leaders to locate the right professional.
- A Development Plan for each employee to identify career options and pre-requisite learning programs.
- A Learning Management System that provides structured learning paths including over 20,000 e-learning programs
- An Opportunity Marketplace for global job search and recruitment within IBM.
- A Personalised Job Matching Tool empowers employees to model the time, cost and development impact of changing their job to one that is in higher demand.

*... and is offering flexible work options.*

IBM offers a wide variety of flexible work options. The availability of these options varies by geography and conforms with local regulatory mandates and business needs.

**Compressed/Flexible Work:** Allows regular full-time employees to schedule their 40-hour week in the following ways: four nine-hour days and one four-hour day, four ten-hour days or three twelve-hour days and one four-hour day.

**Individualised Work Schedule:** Allows employees to begin their workday before or after their location's normal start time, and then adjust their standard work day accordingly. Employees gain flexibility in their daily work schedules and can better manage their business activities and attend to personal and/or family responsibilities.

Leave of Absence Program: Provides employees with unpaid time away from work for an extended period for a variety of circumstances, such as dependent care and continuing education.

Mobile Scheme: Enhances employee effectiveness by providing tools that let them work at any location, be it a client office, airport, hotel, an IBM facility, or from home.

Work-at-home: Provides a way for employees on a regular schedule to work the major portion of their job at home.

## **Workforce Policy Recommendations**

Governments can shape an attractive environment for economic growth and job creation. However, developments described in this paper make a compelling case that the best workforce policy choices to move beyond the crisis are not shaped by simply copying past recipes. Instead, changes are needed to workforce and employment policies, social protection systems, and to learning institutions.

Absent change, national economies will be slow to adapt to the new economy's opportunities, as will individual workers. Businesses will be constrained by skills mismatches and by employment rules meant to sustain models that are five decades old. Most importantly, job growth will suffer.

Informed government action in three areas can have a decisive positive impact on investment and jobs over the next decade:

- Modernising post-crisis labour markets to reduce the friction that slows adaptation to change by businesses and employees. Employers' ability to pivot and to adopt new business models should be bolstered, and workers supported to change jobs and to re-skill with adequate safety nets.
- Addressing skill needs for the new economy with improved support for life-long learning and new curricula.
- Enabling short-term international workforce mobility with new rules that provide greater speed, reduced cost and more predictability in organising deployments.

### *Modernise post-crisis labour markets*

More adaptable labour markets are a pre-requisite to best realise the economic benefits that can be won from today's faster changing economy.

The crisis has accelerated structural change: new sectors appear; old ones fade away; and new work organisations are being introduced. Structural change has also increasing the need for new skills. Training should therefore be encouraged, notably in restructuring industries where the skill mix is more likely to change.

Workers need the flexibility and the skills to move from occupations in decline to others in greater demand. Businesses must be able to adapt in order to build new capabilities based on new business models, and to create jobs.

Governments need to avoid locking-in old economic structures and business models. Making it difficult for firms and industries that do not have a viable business model to restructure thwarts the change that is required for more sustainable growth.

Facilitating reorganisation of these firms and the creation of new ones can help underpin change and smooth transitions to new opportunities.

IBM's history is instructive. Annual losses of billions of dollars in successive years in the early 1990s pushed IBM to a brink of a corporate crisis. A failure to adapt to changes in client preferences and technology put IBM in peril. We were characterised as a dinosaur and the obituaries were written in the financial media.

Dramatic actions to change the business strategy and to restructure IBM's operations saved the company. IBM invested heavily in new services capabilities and software products, and moved out of lower margin manufactured produces. Many of these choices were painful, but the 400,000 employees we have today owe their jobs to those tough decisions.

If IBM's freedom of action had been constrained by policies that sought to preserve existing jobs and business operations, the necessary decisions to save the company could not have been made with the same speed or impact. IBM may well have disappeared.

A medium-term strategy is needed that shapes better functioning labour markets and supports worker transitions through "flexicurity" measures. The task is to foster new forms of employment security, moving away from the restrictive paradigm of trying to preserve jobs for life and of protecting specific jobs against change.

The guiding principle should be to protect and enable the worker, and not to protect the job. The objective should be to build people's ability to remain and progress in the labour market.

Flexicurity measures should include:

- Making social safety net programmes more citizen-centred and responsive. Technology should be deployed to enable differentiated service delivery along with greater efficiency and convenience. Implementation of advanced analytic tools will enable better insight into programme operations, and evaluation of outcomes.
- Strengthening adaptability and lowering barriers to new job creation by reforming overly strict employment protection legislation. Rules of this kind were designed for employment models of decades past, most closely associated with traditional manufacturing. Legislation should recognise that life-time employment with a single employer is not a feature of the 21st century workforce.
- Easing labour market transitions by assisting workers in making job changes supported by temporary income insurance rather than permanent jobless benefits. The safety net should integrate with active labour market programs that help workers meet new skill requirements. Solutions to combine the provision of temporary income with a requirement to adjust (e. g. participation in retraining programmes and active job search) should be considered.
- Promote the use of information technology and encourage working time flexibility as tools to modernise work organisation and better support global market opportunities. Doing so would enable business model innovation aligned with market needs as well as improve employees' work-life balance.

Providing more effective social safety nets and programs that support worker transitions will be critical to building support for reforms. Emergency short-term

measures to deal with the worst immediate effects of the current job crisis are a positive response, but are no substitute for these strategic solutions to grow jobs.

#### *Address skill needs*

The role of skills in supporting competitiveness in the new economy is undisputed. Now, as governments and businesses scramble to cut costs, the ability to grow in-demand skills is under threat. Without sustained focus on investments in education and learning, the outcomes of economic recovery programs could be sub-optimized.

To address changing skill demand and the growing skills gaps, governments should:

- Set a target and timeline for improving performance on key skills indicators.
- Re-design education and training to better accommodate life-long learning.
- Bring a more multi-disciplinary and student-centric focus to learning, linking schools, tertiary institutions and workforce training.
- Support the creation of adaptive learning programs, using collaborative technologies and digital learning resources for both teachers and students.
- Improve availability of online learning resources.
- Champion curricula for new, multi-disciplinary qualifications that would address emerging technology trends as well as developing “soft” skills.
- Provide funding for Service Science education and research.
- Encourage cooperation among businesses, public authorities and education providers to identify emerging skills needs.

#### *Smooth procedures for cross-borders transfers of employees*

Employee mobility programmes have become integral parts of a growing number of global business models, and businesses can now access and deploy skills almost anywhere around the world. Benefits accrue to all parties in these transactions when deployments can occur quickly, cost-effectively and with predictability for planning purposes, and when transparent regulatory criteria exist for certainty. The benefits extend beyond the companies involved in a transaction, and the workers with skills in demand. The broader economy also benefits through increased productive activity and the application of new technology.

Regulatory arrangements for short term cross-border transfers of employees are often bureaucratic, costly and unpredictable.

Governments should adopt new rules that facilitate the rapid deployment of professionals to enable companies to acquire and sell new technologies and know-how. In particular, rules should address three key business concerns:

- Speed – for more responsive deployment
- Cost – for cost-effective transfers
- Predictability – for planning purposes

The quality of government regulation of intra-corporate transfers (ICT) can make a significant difference in upgrading technology, in skills transfer to improve productivity, and in business investment decisions that support job creation. These

short term deployments have both immediate and long term positive impacts on local businesses and on national economies.

IBM welcomes the European Commission's proposal for an ICT Directive. Other governments should adopt similar rules to boost skills transfer and economic activity. The key elements of the proposed Directive which are critical to our business are:

- A combined title for work permit and residence permit, which includes possibilities:
  - to carry out part of an assignment in an entity/entities located in another/other Member State(s);
  - for ICTs to work at client sites
- A one stop shop procedure for applying for the combined title, which does not include a requirement of a labour market test
- A maximum processing time of 30 days
- A fast track admission procedure for applications involving recognised organisations
- Criteria for professional qualifications for non-regulated professions that are based on skills and knowledge and not specific diplomas
- A salary level that is comparable to national salary levels
- A reasonable validity for the single permit (3 years)

Looking ahead, our key business challenges remain to secure the sourcing of skills and talent, to assure timely and cost-effective business transformation, and to increase openness within and across labour markets. By acting decisively to support these outcomes, governments have the opportunity to promote new jobs and wealth creation across their economies.