AGENDA

ETF Skills Lab Network of Experts Regional Webinar

VISIBILITY AND VALUE OF SKILLS IN ALGORITHMICALLY MANAGED WORK IN THE WESTERN BALKANS AND TÜRKIYE

12 May 2026, 10.00 – 12.00 CET

BACKGROUND

While skills implications of artificial intelligence (AI) are widely discussed at a general level, significantly less attention is paid to the value and visibility of skills in algorithmically managed work. The algorithmic management of work (AM) - the use of software, including AI, to fully or partially automate tasks traditionally carried out by human managers - was first developed in digital labour platforms with all management functions: planning, staffing, commanding, coordinating and controlling. Gradually, AM practices have expanded to traditional workplaces, first as an extension of on-location services of digital platforms (e.g. ride-hailing, food delivery) and then in traditional offices enabled by the digitisation of economic activities, the wider use of digital tools and digital monitoring, and further accelerated by the emergence of agentic AI. In the latter, AM started to be used for recruitment, selection, evaluation, promotion and termination.[1]

This regional webinar of the ETF Skills Lab Network focuses on skills implications of AM use both in digital labour platforms and traditional employment settings across an increasingly digitalised and algorithmically mediated service sector (such as ICT, finance, and professional services). It examines how algorithmically mediated work is reshaping the signalling and valuation of workers' skills -from how skills are defined and measured to how they are developed and anticipated. It also explores policy gaps and practical approaches to adapting skills development systems to increasingly data-driven labour markets in the Western Balkans and Türkiye.

Recent evidence shows that algorithmic management tools are already present across the EU, affecting approximately one quarter to one third of workers in various forms.[2] Their use is particularly pronounced in sectors such as food delivery and ride-hailing platforms, warehousing and logistics, call centres, and business process outsourcing (BPO). Beyond reorganising work, AM is reshaping how skills are defined and valued, increasingly translating them into measurable indicators such as ratings and performance metrics, with implications for standardisation, discretion, and skill development.

At the same time, AM reshapes how skills are developed, signalled, and valued. Skills are continuously evaluated through ratings and automated feedback, becoming dynamic and reputational rather than anchored in formal qualifications. OECD also highlights limited employer investment in structured training under AM regimes, with learning often occurring informally.[3] Control over signalling

[1] See https://www.etf.europa.eu/en/publications-and-resources/publications/impact-ai-labour-markets.
[2] See https://publications.jrc.ec.europa.eu/repository/handle/JRC144330
[3] See https://www.oecd.org/en/publications/algorithmic-management-in-the-workplace_287c13c4-en.html

and promoting workers' skills increasingly shifts toward digital labour platforms and employers, weakening the role of education qualifications and occupational standards.

This leaves the responsibility of learning to individual workers, with fragmented learning pathways and a growing disconnect between education systems and job requirements. Moreover, algorithmic systems can reinforce inequalities through biased ratings, opacity, and cumulative advantage dynamics- where higher-ranked workers gain more opportunities while others are filtered out. In this sense, AM does not merely measure skills - it actively reorganises signalling and valuation of workers' skills, shifting the power of skills from worker to employer/platform, and reshaping workers' access to opportunities.

Time	Agenda Item	Speaker
10.00-10.10	Opening, rules of engagement, overview of agenda Words of Welcome, ETF introduction to the topic	Facilitator Branka Andjelkovic, ETF Skills Lab Network of Experts Cristiana Burzio, Coordinator, ETF Skills Lab Network of Experts
10.10-10. 35	**How do algorithms redefine workers' skills in digital labour platforms?** ETF recent research insights (15') *Q&A 10'*	Facilitator: Branka Andjelkovic, ETF Skills Lab Network of Experts ETF
10.35-11.05	**Beyond platform work: AM and skills in the service sector, insights from Serbia** (10') **Skills as data (ratings, scores, performance metrics), insights from Albania** (10') *Q&A 10'*	Milos Turinski, INFOSTUD online job platform – Serbia Elvisa Drishti, Lecturer and researcher, Faculty of Economy, University of Shkodra "Luigj Gurakuqi"
11:05-11.50	**Challenges faced by workers on making their skills visible** (10') **Implications for skills development systems, reskilling strategies, and micro-credentials (national perspective)** (10') **Aligning skills systems across the Western Balkans: regional responses to algorithmic managed work** (10') *Q&A 15'*	Facilitator: Branka Andjelkovic, ETF Skills Lab Network of Experts Nermin Oruc, Center for Development Evaluation and Social Science Research (CREDI), Bosnia and Herzegovina National Qualifications Authority (NQF) (tbc.) Sandra Brkanovic, The Education Reform Initiative of Southeastern Europe (ERI SEE)
11.50-12.00	**Conclusions and wrap up**	Cristiana Burzio, ETF