ReSTART
Rebuilding Careers with AI Skills and Problem Based Learning

EureCons Förderagentur GmbH

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AI Job Market Trends

How AI is changing four jobs — and how you can get ready

A practical guide for adults who want to return to work: what employers expect, which skills matter, what the jobs pay and where to find them.



VIRTUAL ASSISTANT

CUSTOMER SERVICE AGENT

ADMINISTRATIVE SUPPORT SPECIALIST

SOCIAL MEDIA ASSISTANT

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BEFORE YOU START

About this booklet

Artificial intelligence (AI) is now part of everyday office work. It writes first drafts, answers simple customer questions and sorts documents. This booklet explains what this means for four jobs that adults often choose when they return to work — and what you can do to be ready.

Who is this booklet for?

- Adults who are looking for work or want to change jobs.
- Learners of the ReSTART courses for the four job profiles.
- Trainers and career advisers who support them.

How to use it

- Read **Chapter 1** for the big picture.
- Go to **your job profile** in Chapter 2.
- Use **Chapters 3 and 5** to plan your skills and your job search.
- Check **your country** in Chapter 4.

What you will find inside

1

Facts

Up-to-date numbers from official statistics and research, with the source under each chart.

2

Practical tips

Peach boxes with tips you can use straight away — for your CV, interviews and daily work.

3

Key messages

Dark boxes sum up the most important point of a page in one sentence.

How we made this booklet

We used the newest data available in October and November 2026: official statistics (Eurostat and national statistical offices), reports by EU agencies (Cedefop, the European Labour Authority), the European Commission's Joint Research Centre, the OECD and the ILO, and national labour-market studies. We checked every number against its original source between 1 October and 24 November 2026. Numbers about pay and job offers change quickly — always check the latest figures before you decide. The full list of sources is at the end of the booklet.

AI changes how work is done. **This booklet helps you change with it.**

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SHORT ON TIME?

Read the dark “key message” boxes at the bottom of each page. Then open your job profile in Chapter 2 and the checklist at the end.

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01

Introduction to AI in the workforce



In this chapter

- How many companies and workers in Europe already use AI — and for what.
- Which tasks AI changes most, and why office and customer-service jobs are affected.
- Why AI changes jobs more often than it ends them.
- Two things that shape your chances: digital skills and remote work.

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CHAPTER 1 · INTRODUCTION TO AI IN THE WORKFORCE

AI changes tasks — not only jobs

In 2025, one in five companies in the EU used artificial intelligence (AI). Companies use it most often to work with text — for example to analyse documents or to write first drafts. AI does some steps faster. People still check the results, make decisions and look after customers.

1

20%

of EU companies (10+ employees) used AI in 2025 — up from 13.5% in 2024.

2

32.7%

of people in the EU aged 16–74 used generative AI tools in 2025.

3

15.4%

used generative AI **for work**. More people use it privately (25.5%).

Source: Eurostat, "20% of EU enterprises use AI technologies" (11 Dec 2025); datasets isoc_eb_ai (updated 15 Jun 2026) and isoc_ai_iaiu (updated 5 Jun 2026), 2025 data.

Companies using AI, 2025

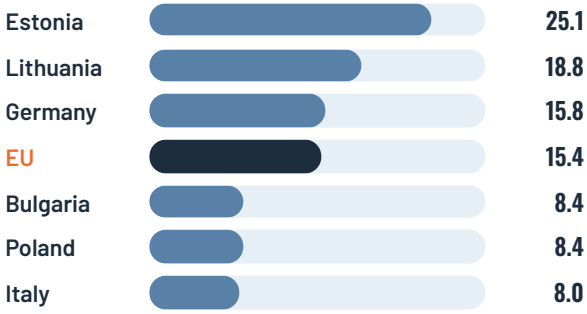
% of enterprises with 10 or more employees



Source: Eurostat, isoc_eb_ai, updated 15 Jun 2026.

People using generative AI for work, 2025

% of individuals aged 16–74



Source: Eurostat, isoc_ai_iaiu, updated 5 Jun 2026.

WHAT DOES THIS MEAN FOR YOU?

In Bulgaria, Italy and Poland, fewer than one in ten people use generative AI at work; in Estonia, Lithuania and Germany the share is already above the EU average. Either way, learning to use AI tools **safely** — and to **check** what they produce — is a useful addition to your qualifications and work experience, not a replacement for them. Keep examples of your work to show employers what you can do.

AI does the routine steps faster. **You check, decide and look after people.**

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CHAPTER 1 · INTRODUCTION TO AI IN THE WORKFORCE

What does AI do at work?

Most AI you will meet at work is **generative AI**: tools such as chat assistants that write, summarise, translate or create images when you give them an instruction (a "prompt"). Other AI tools sort e-mails, transcribe calls or suggest the next step in a process.

AI is good at…

- writing a first draft of an e-mail, a post or a report;
- summarising long texts and meeting notes;
- translating and correcting language;
- sorting and tagging documents and messages;
- answering simple, repeated questions.

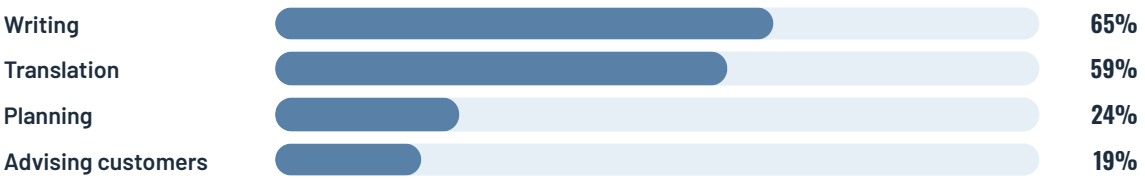
AI makes mistakes when…

- it does not have the right facts — then it may invent them (this is called a "hallucination");
- the task needs knowledge of a person, a company or a situation;
- the tone matters, for example with an angry customer.

Personal or confidential data add another risk: putting them into an AI tool can break data protection rules (GDPR).

How workers in the EU use AI

On average, 30% of EU workers already use AI to do their job. Among workers who use AI: share using it for each task (multiple answers possible)



Source: European Commission, Joint Research Centre, AIM-WORK survey 2025 (Science for Policy Brief, Dec 2025). Planning = planning and scheduling.

Why 15.4% (p. 5), "one in four" and 30%? The surveys count different groups (all adults or only people in work) and different tools (generative or any AI).

Time saved

About one in four Europeans uses AI in their job. On average, employed people say AI saves them **7.4 hours of work per month**.

Source: European Commission (DG ECFIN), The AI-adoption divide, Spring 2026 Economic Forecast.

REMEMBER

The European Commission says that staff who use tools like ChatGPT at work should be informed about risks such as hallucinations. Always check facts, names, numbers and dates before you send anything.

Source: European Commission, AI Literacy – Questions & Answers (updated 27 Jul 2026).

AI writes the first draft. **You make it correct, polite and safe.**

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CHAPTER 1 · INTRODUCTION TO AI IN THE WORKFORCE

Which jobs change most?

Office and customer-service jobs are among the jobs most exposed to AI, because they include many tasks with text, data and routine questions. This does not mean these jobs will disappear — but the tasks inside them are changing fast.

ILO, 2025–2026

Clerical jobs are the most exposed

Most of the occupations with the highest exposure to generative AI are clerical roles. Jobs mainly done by women — such as business administration and clerical support — are almost twice as likely to be exposed as jobs mainly done by men (29% vs 16%).

EUROPEAN LABOUR AUTHORITY, 2026

More candidates than jobs

Across Europe, surpluses of workers are most often reported for clerical support jobs. Employment of general office clerks fell between 2021 and 2024, which suggests that AI may be reducing demand for these jobs.

WORLD ECONOMIC FORUM, 2025

Skills change fast

Employers expect 39% of workers' skills to change by 2030. Clerical and secretarial jobs are expected to see the largest fall in numbers, while AI and big data are the fastest-growing skills.

CEDEFOP, 2026

Job ads are shifting

Occupations with high exposure to AI — including client information workers and sales and marketing professionals — are losing their share of online job ads in the EU.

But jobs are changing more often than disappearing

<1%

of surveyed Polish firms say AI allowed them to cut jobs (NBP, 2026).

2.7%

of Bulgarian employers expect jobs they rely on to disappear in the next 5 years (Employment Agency, 2025).

<1%

of workers need advanced AI skills; most need digital, data and human skills (OECD, 2026).

Eurofound, the EU agency for working conditions, finds that technology is **more likely to create new tasks than to remove existing ones**. The OECD warns that workers in routine and repetitive roles face the biggest risk — and recommends AI literacy for everyone.

Sources: ILO Working Paper 140 (2025) and ILO Research Brief on gender (Mar 2026); ELA/EURES Report on labour shortages and surpluses 2025 (Jun 2026); WEF Future of Jobs Report 2025; Cedefop news "Reverse gear" (Mar 2026); NBP Quick Monitoring Survey (Jul 2026); Bulgarian Employment Agency, workforce needs survey 2025; OECD, AI and skills (Jun 2026) and Skills in the AI age (Jul 2026); Eurofound EWCS 2024 (Apr 2026).

Routine tasks are shrinking. **The safest place is next to the AI — checking, deciding, helping people.**

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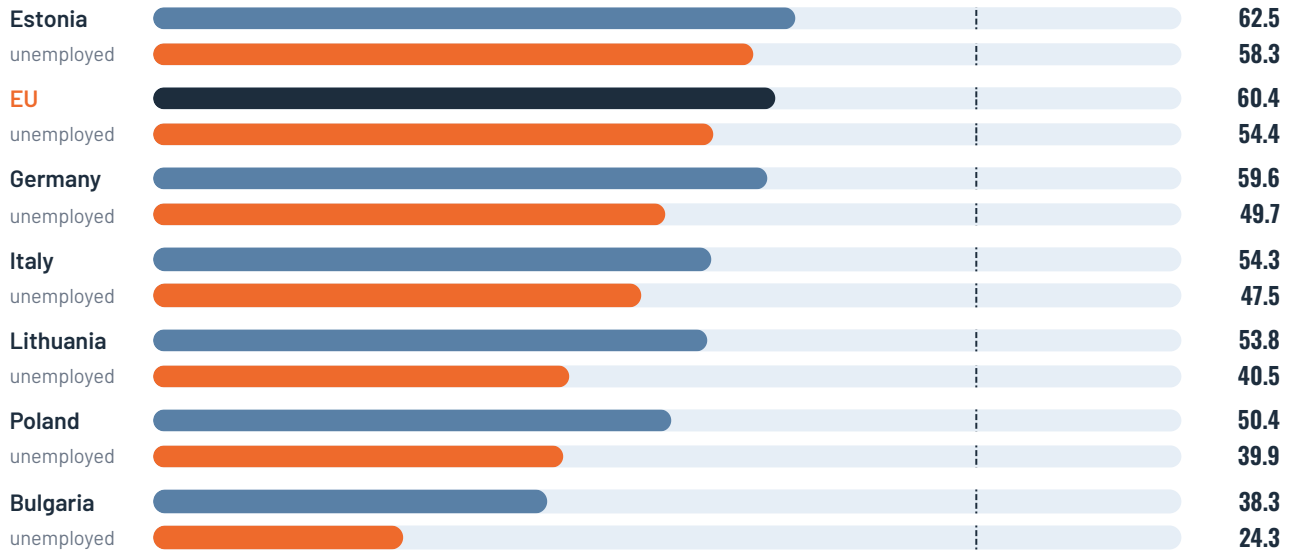
CHAPTER 1 · INTRODUCTION TO AI IN THE WORKFORCE

Two things that shape your chances

Before AI skills come **basic digital skills**: finding information, communicating online, creating simple content, staying safe and solving everyday problems. Many jobseekers do not have them yet.

People with at least basic digital skills, 2025

% of individuals aged 16–74 · ■ all adults · ■ unemployed people · ┆ EU target for 2030: 80%



Sources: Eurostat, isoc_sk_dskl_i21 (Digital Skills Indicator, 2025 data), updated 17 Apr 2026; EU Digital Decade target (European Commission, Digital Decade 2026 reports).

Working from home, 2025

% of employed people aged 15–64

COUNTRY	USUALLY	SOMETIMES
Germany	13.0	11.7
Estonia	11.6	16.8
EU	8.8	14.2
Poland	6.1	10.2
Lithuania	5.1	7.5
Italy	2.7	5.5
Bulgaria	1.4	2.6

Source: Eurostat, lfsa_ehomp, updated 10 Sep 2026.

WHAT DOES THIS MEAN FOR YOU?

Fully remote jobs are still a minority in most partner countries. **Hybrid work** (some days at home, some in the office) is more common. Be ready for both — and show employers that you can work well online.

Good news

Digital skills can be learned at any age. Free public courses exist in every partner country (see Chapter 4).

Digital basics first, AI next. **Both can be learned — start now.**

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02

Four job profiles in the age of AI

ReSTART prepares adults for four jobs that are open to beginners, can often be done in a hybrid way and are changing quickly with AI. For each profile you will find: what the job is, what AI changes, the skills employers want, pay and demand in the partner countries, and a tip for your CV.



Virtual Assistant

Organises e-mails, calendars, documents and travel for one or more clients — often online and often as a freelancer.

MOSTLY FREELANCE · REMOTE



Customer Service Agent

Helps customers by phone, e-mail and chat: answers questions, solves problems and handles complaints.

MANY ENTRY JOBS · OFTEN HYBRID



Administrative Support Specialist

Keeps an office running: documents, data, correspondence, schedules and simple reports.

MOST EXPOSED TO AI

MOSTLY ON-SITE



Social Media Assistant

Plans and publishes posts, answers comments and reports results for a company's social media.

CREATIVE + DATA · OFTEN HYBRID

Pay in the partner countries: see the reference points on the next page.

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CHAPTER 2 · PAY IN THE PARTNER COUNTRIES

Pay at a glance: two reference points

The profile pages show pay for specific jobs. To see what these numbers mean in each country, compare them with the **statutory minimum wage** and the **average salary of a full-time employee**. Both are gross amounts per month, in euro.

COUNTRY	STATUTORY MINIMUM WAGE, JULY 2026	AVERAGE SALARY, FULL-TIME EMPLOYEE, 2024
Bulgaria	EUR 620	EUR 1,282
Estonia	EUR 946 (since 1 April 2026; EUR 886 before)	EUR 2,212
Germany	EUR 2,343 (EUR 13.90 per hour)	EUR 4,483
Italy	No statutory minimum wage — minimum pay is set in collective agreements (for example EUR 1,818.75 for secretarial staff in commerce and services, level IV, from 1 Nov 2026; Chapter 2)	EUR 2,794
Lithuania	EUR 1,153	EUR 2,425
Poland	EUR 1,119 (PLN 4,806)	EUR 1,771
EU	—	EUR 3,317

Sources: Eurostat, earn_mw_cur (monthly minimum wages, second half of 2026, updated 31 Jul 2026); Eurostat, nama_10_fte (average full-time adjusted salary per employee, 2024, annual amount divided by 12, updated 12 Nov 2025); BMAS (German hourly rate). Euro values for Poland as converted by Eurostat (minimum wage at the rate of 30 June 2026, 4.2955); the profile pages use the NBP rate of 27 Oct 2026 (4.4056).

The average salary is Eurostat's comparable measure (full-time equivalent, 2024). National statistics give different figures: for example, Statistics Estonia's average gross monthly wage was EUR 2,092 in 2025 and EUR 2,243 in Q2 2026.

How to read the pay figures in the profiles

Pay is shown as **gross pay per month** (before tax) in the official currency of each country, with the source and the period. Official statistics group jobs into broad occupation groups, and medians include experienced staff — **starting pay is usually lower**. For Germany we also show the lower quartile (a quarter of full-time employees earn less) as an orientation for beginners; the statutory minimum wage of EUR 13.90 per hour (since 1 January 2026) is the floor. Other currencies are also shown in euro: lev at the fixed rate of 1.95583 (Bulgaria has used the euro since 1 January 2026) and zloty at the NBP rate of 27 Oct 2026 (4.4056), for comparison only. Each row says what kind of figure it is: median, average, agreed minimum or recruiter survey. An average is usually higher than a median, because a few high earners pull it up. Italy publishes no official pay by occupation and has no statutory minimum wage, so for Italy we show **contractual minima for one sector and level** set in collective agreements (CCNL) — not typical pay for everyone in the job. The Social Media row uses a recruiter salary guide: a yearly range for experienced workers, not converted to monthly pay, because Italian pay is often paid in 13 or 14 instalments a year. Take-home pay after tax and social contributions differs a lot between countries. Use the numbers as a guide, and check current job offers in your region.

Compare a job's pay with **the minimum wage and the average salary in your own country** — not across countries.

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PROFILE 1 OF 4

Virtual Assistant

You support busy people or small businesses from a distance: e-mails, calendars, documents, bookings and simple research.

1

AI DOES

Drafts e-mails and replies, summarises long messages and meeting notes, transcribes recordings and suggests meeting times. AI agents can already carry out simple tasks in several steps, such as booking a meeting.

2

AI HELPS

Translates, checks spelling and tone, organises to-do lists, compares offers and prepares first versions of documents.

3

YOU DO

You know your client's priorities, check every fact and date, protect private data, make the calls that need a human and decide what is sent.

Skills employers and clients look for

Organisation and time management | Clear written English | Calendar and e-mail tools | Checking AI drafts | Data protection | Simple AI prompts | Self-management

Typical tool categories

- E-mail, calendar and video-call tools
- Shared documents and cloud storage
- AI writing and meeting-note assistants
- Task boards and simple invoicing

Name of the job in the EU

"Virtual assistant" is not a separate occupation in official classifications. The closest EU occupation (ESCO) is **executive assistant** (code 3343.3). Online job boards also use "personal assistant", "remote assistant" or "online assistant".

Source: ESCO v1.2.1, European Commission (checked 1 Oct 2026).

What the evidence says

Among EU workers who use AI at work, 65% use it for writing, 59% for translation and 24% for planning and scheduling (multiple answers possible) — exactly the core tasks of a virtual assistant. The EU digital competence framework DigComp 3.0 gives a typical example: using AI to summarise a long text, improving the prompt and checking the quality and accuracy of the result.

Sources: JRC AIM-WORK brief (Dec 2025); DigComp 3.0 (JRC, Nov 2025).

The AI drafts and sorts. **The client trusts you for accuracy, discretion and good judgement.**

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PROFILE 1 OF 4 · VIRTUAL ASSISTANT

Pay, demand and how to start

Salaried jobs with the title "virtual assistant" are rare. In most partner countries this work is done **as a freelancer for several clients**, or as an office or executive assistant who works partly from home. Income depends on your clients, your hours and your rates.

Closest salaried jobs: pay in partner countries

COUNTRY	CLOSEST OCCUPATION AND TYPICAL PAY (GROSS / MONTH)	SIGNAL FROM THE JOB MARKET
Bulgaria	Clerical support workers: EUR 682 (BGN 1,334; average), Oct 2022 · average gross wages overall rose by about 53% (Oct 2022–Q3 2026) NSI, Structure of earnings, Oct 2022; fixed rate 1.95583; NSI, average gross wage, Oct 2022 and Q3 2026	No official statistics for this job title
Estonia	Secretaries and executive secretaries: EUR 1,918 (median) Statistics Estonia wage app, Q2 2026	Secretaries: more candidates than jobs Töötukassa barometer, Oct 2025
Germany	Office and secretarial staff (skilled level, full-time): EUR 4,022 median; lower quartile EUR 3,140 BA Entgeltatlas, 31 Dec 2025 · minimum wage EUR 13.90 per hour	Rarely a permanent job, often self-employed. Working mainly for one client? Have your status checked by the German Pension Insurance. With unemployment benefit, a start-up grant is possible (not guaranteed) BA; DRV
Italy	Secretarial staff, CCNL Terziario/Confcommercio level IV: EUR 1,818.75 gross/month contractual minimum (benchmark for salaried work; not a freelance assistant rate) CCNL Terziario, from 1 Nov 2026 (Italy has no statutory minimum wage)	Secretarial functions: 42,020 planned entries in 2025; 27% difficult to fill (broader occupation) Excelsior (Unioncamere–Ministry of Labour), 2025
Lithuania	Administrative and executive secretaries: EUR 1,747 (average) State Data Agency, 2024 (experimental statistics)	Usually self-employed with an individual activity certificate (individuali veikla pagal pažymą) State Tax Inspectorate (VMI)
Poland	Secretaries (general): PLN 6,672 ≈ EUR 1,510 (median) GUS, Structure of wages by occupation, Oct 2024	1 offer for "wirtualna asystentka" on Pracuj.pl snapshot, 29 Oct 2026

How to start

- [ ] Choose 2–3 services you can offer well (e.g. inbox and calendar, documents, simple bookkeeping support).
- [ ] Learn the rules for self-employment and contracts in your country.
- [ ] Prepare a short portfolio: 3 examples of work you did (fictional data is fine).
- [ ] Agree with every client how you protect their data and how you use AI.

Where to find work

- National job boards (see Chapter 4) — search also for "executive assistant", "office assistant" and "remote assistant".
- Freelance and project platforms.
- Your own network: small businesses, local associations, former employers.

CV TIP

Show results, not just tools: *"Managed the calendar and inbox of a small company owner; used an AI assistant to draft replies and checked every reply for facts, tone and personal data."*

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PROFILE 2 OF 4

Customer Service Agent

You help customers by phone, e-mail and chat: you answer questions, solve problems and handle complaints.

1

AI DOES

Chatbots and voicebots answer simple, repeated questions. AI sorts incoming tickets and sends them to the right team. AI agents can handle a simple ticket from start to finish.

2

AI HELPS

AI suggests answers, summarises long e-mails and calls, and finds information in the company knowledge base while you talk.

3

YOU DO

You handle difficult and emotional cases, check AI answers before they go out, protect customer data and make the final decision.

Skills employers look for

Clear, friendly writing | Calm communication | Problem solving | Checking AI answers | Data protection (GDPR) | Ticket and CRM systems | Simple AI prompts

Typical tool categories

- Ticket systems and customer databases (CRM)
- Phone and chat platforms
- Knowledge bases with AI search
- AI reply suggestions and call summaries

Name of the job in the EU

ESCO occupations: **customer contact centre information clerk** (4222.1) and, for chat work, **live chat operator** (also called "virtual chat agent").

Source: ESCO v1.2.1, European Commission (checked 1 Oct 2026).

What the evidence says

Customer service is one of the main areas where companies introduce AI. In Poland, customer service is the second most common area where firms use or plan AI (34% of them) — mostly for handling tickets, complaints and questions. In Polish contact centres, 83% of organisations name cost reduction as the effect of AI, but only 23% name better customer satisfaction — and only 17% of customers always prefer a human.

Sources: PARP/Jagiellonian University, AI in companies (2026); EY-Parthenon and the Polish Direct Marketing Association, Contact center in Poland (Sep 2026).

Bots answer the easy questions. **People solve the hard ones.**

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PROFILE 2 OF 4 · CUSTOMER SERVICE AGENT

Pay, demand and how to start

Customer service still offers many jobs for beginners, and many are hybrid. But simple questions are moving to chatbots, and in several countries there are more candidates than jobs. The agents who are needed most can solve complex problems and work well with AI tools.

COUNTRY	TYPICAL PAY (GROSS / MONTH)	SIGNAL FROM THE JOB MARKET
Bulgaria	Clerical support workers: EUR 682 (BGN 1,334; average), Oct 2022 · average gross wages overall rose by about 53% (Oct 2022–Q3 2026) NSI, Structure of earnings, Oct 2022; fixed rate 1.95583; NSI, average gross wage, Oct 2022 and Q3 2026	Unemployment rate 3.5% (Q2 2026); registered unemployment 5.47% (Aug 2026) NSI; Employment Agency
Estonia	Contact-centre agents: EUR 2,021 (median) Statistics Estonia wage app, Q2 2026	Contact-centre agents: more candidates than jobs Töötukassa barometer, Oct 2025 (newest)
Germany	Call-centre and dialogue-marketing staff: EUR 2,922 median; lower quartile EUR 2,433 BA Entgeltatlas, 31 Dec 2025	Not a shortage occupation: about 10 registered jobseekers per registered vacancy BA shortage analysis 2025 (May 2026)
Italy	Telecommunications CCNL, CRM/BPO section: B1 EUR 1,496.31 and B2 EUR 1,630.14 gross/month contractual minima CCNL Telecomunicazioni, from 1 Jul 2026	Non-sales call-centre information staff: 25,600 planned entries in 2025; 16% difficult to fill. Among the most AI-exposed occupations by C-AIOE (4th) Excelsior, 2025; Ministry of Labour, Feb 2026
Lithuania	Contact-centre information clerks: EUR 2,339 (average; starting pay is usually lower) State Data Agency, 2024 (experimental statistics)	Unemployment rate 6.2% (Sep 2026) State Data Agency
Poland	Client information workers: PLN 6,236 ≈ EUR 1,420 (median) GUS, Oct 2024	Balanced occupation; AI expected to reduce demand for call-centre work Barometr zawodów 2026

Where AI meets the customer

Under the EU AI Act, people who use AI systems such as chatbots should be made aware that they are interacting with a machine. As an agent, you may be the person who takes over when the customer needs a human.

Source: European Commission, AI Act page (transparency rules apply from August 2026).

How to stand out

- [ ] Practise calm, short and friendly answers in writing.
- [ ] Learn one ticket system or CRM (free trials exist).
- [ ] Practise checking an AI-suggested answer before sending it.

CV TIP

Use numbers and outcomes: *"Handled about 40 customer e-mails a day; used AI reply suggestions and corrected them for accuracy and tone; escalated complex complaints."* (Use your own real numbers.)

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PROFILE 3 OF 4

Administrative Support Specialist

You keep an office running: documents, data, correspondence, schedules, orders and simple reports.

1

AI DOES

Drafts letters and e-mails, extracts data from documents, fills in tables and turns notes into short reports.

2

AI HELPS

Finds information in long documents, cleans lists of data, suggests formulas and builds first versions of presentations.

3

YOU DO

You check numbers and sources, keep data safe, handle exceptions, coordinate people and improve the way the office works.

Skills employers look for

Accuracy | Spreadsheets and documents | Checking AI output | Data protection | Planning and coordination | Process improvement | Clear writing

Typical tool categories

- Office suites with built-in AI assistants
- Spreadsheets and simple databases
- "Ask your document" tools for PDFs
- Workflow automation (forms, approvals)

Name of the job in the EU

ESCO occupations: **office clerk** (4110.1) and **administrative assistant** (3343.1), also called "office administrator".

Source: ESCO v1.2.1, European Commission (checked 1 Oct 2026).

What the evidence says

This is the profile most exposed to AI. Among EU companies that use AI, 31.1% use it to organise business administration processes. Polish employers expect 40% of office jobs to be partly — and 7% fully — replaced by machines, robots or AI within three years (for all jobs: 22% and 5%). Across Europe, labour surpluses (more candidates than jobs) are reported most often for clerical support jobs.

Sources: Eurostat, Use of AI in the EU – Key results 2026; PARP/Jagiellonian University, Human Capital Study 2025/26; ELA/EURES Report on labour shortages and surpluses 2025.

AI is fast. **You make sure the office is right.**

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PROFILE 3 OF 4 · ADMINISTRATIVE SUPPORT SPECIALIST

Pay, demand and how to start

Office jobs remain common, but competition is strong and simple tasks are moving to AI. Employers keep staff who supervise AI and check its results.

COUNTRY	TYPICAL PAY (GROSS / MONTH)	SIGNAL FROM THE JOB MARKET
Bulgaria	Clerical support workers: EUR 682 (BGN 1,334; average), Oct 2022 · average gross wages overall rose by about 53% (Oct 2022–Q3 2026) NSI, Structure of earnings, Oct 2022; fixed rate 1.95583; NSI, average gross wage, Oct 2022 and Q3 2026	Employers' 3–5-year demand for secretarial and office staff fell from 5,266 (2024) to 3,356 (2025) Employment Agency, workforce needs survey
Estonia	Secretaries and executive secretaries: EUR 1,918 (median) Statistics Estonia wage app, Q2 2026	Secretaries, administrators: more candidates than jobs; office and customer-service jobs –10% (2022–2031) Töötukassa barometer, Oct 2025; OSKA
Germany	Office and secretarial staff (skilled level): EUR 4,022 median; lower quartile EUR 3,140 BA Entgeltatlas, 31 Dec 2025	10.6 jobseekers per registered vacancy; computers could technically do 82.5% of core tasks — this does not mean they will be replaced BA shortage analysis 2025 (IAB substitution potential)
Italy	Office/administrative staff, CCNL Terziario/Confcommercio levels IV–III: EUR 1,818.75–2,024.38 gross/month contractual minima CCNL Terziario, from 1 Nov 2026	Secretarial and general office staff: 19,140 planned entries in September 2026; 32% difficult to fill Excelsior bulletin, Sep 2026, Table 4
Lithuania	General office clerks: EUR 1,938 · secretaries: EUR 1,747 (average) State Data Agency, 2024 (experimental statistics)	About 3.4 registered jobseekers per vacancy for administrators (2025) Employment Service, Feb 2026
Poland	General office clerks: PLN 6,601 ≈ EUR 1,500 (median) GUS, Oct 2024	Balanced nationally, but more candidates than jobs in 47 counties Barometr zawodów 2026

Move up the value chain

- [ ] Learn to check AI summaries against the original document.
- [ ] Build one small automation (e.g. a form that fills a table).
- [ ] Keep a simple log of what you checked and corrected.
- [ ] Learn the basics of data protection in your workplace.

Related roles to consider

- Office coordinator / office manager assistant
- Document and records assistant
- Back-office or data-quality assistant
- Executive assistant (with languages)

CV TIP

Show that you control the quality: *"Used an AI tool to extract data from 60 invoices into a spreadsheet; checked every total against the original and corrected 4 errors."* (Use your own real examples.)

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PROFILE 4 OF 4

Social Media Assistant

You help a company talk to its customers online: you plan and publish posts, answer comments and report results.

1

AI DOES

Drafts post texts and captions, creates or edits images and short videos, and suggests hashtags and posting times.

2

AI HELPS

Summarises comments and reviews, translates posts, analyses which posts work best and prepares report drafts.

3

YOU DO

You keep the brand voice, check facts and image rights, label AI-made content, answer real people and decide what is published.

Skills employers look for

Writing for social media · Basic image and video editing · Content planning · Copyright and labelling AI content · Community care · Simple analytics · AI prompts for content

Typical tool categories

- Social media scheduling tools
- Design tools with AI image features
- AI writing assistants
- Platform analytics dashboards

Name of the job in the EU

ESCO occupation: **online community manager** (2432.5), also called "social media manager" or "social media specialist". Assistant roles are often advertised as junior marketing jobs.

Source: ESCO v1.2.1, European Commission (checked 1 Oct 2026).

What the evidence says

Marketing and sales is the most common use of AI in EU companies: 34.7% of companies that use AI apply it there. In 2025, 9.5% of all EU companies used AI to generate pictures, videos or sound. DigComp 3.0 counts labelling AI-generated content as a digital skill. The AI Act (Art. 50) requires it only in certain cases, such as deepfakes; many platforms also require it.

Sources: Eurostat, Use of AI in the EU – Key results 2026 and news of 11 Dec 2025; DigComp 3.0 (JRC, Nov 2025); AI Act, Art. 50.

AI makes content fast. **You make it true, on-brand and human.**

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PROFILE 4 OF 4 · SOCIAL MEDIA ASSISTANT

Pay, demand and how to start

Pure "social media assistant" jobs are few; the tasks are often part of junior marketing jobs. Official pay data cover all marketing professionals, so starting pay is usually lower than the figures below. A small portfolio of real or practice posts is the best way in.

COUNTRY	CLOSEST OCCUPATION AND TYPICAL PAY (GROSS / MONTH)	SIGNAL FROM THE JOB MARKET
Bulgaria	No official pay data for this occupation NSI publishes pay only for broad groups	Marketing and sales: the most common use of AI in firms (36.1% of AI users) NSI, 2025
Estonia	Advertising and marketing professionals: EUR 2,700 (median) Statistics Estonia wage app, Q2 2026	Advertising and marketing professionals: more candidates than jobs Töötukassa barometer, Oct 2025
Germany	Advertising and marketing, skilled level: EUR 4,481 median; lower quartile EUR 3,521 BA Entgeltatlas, 31 Dec 2025	Not a shortage occupation; 54% of companies using AI apply it in marketing and communication BA shortage analysis 2025; Bitkom survey, Sep 2026
Italy	Content Creator, 2–5 years' experience: EUR 27,000–38,000 gross per year, city-dependent. Not an entry-level or monthly-pay estimate Hays Italia Salary Guide 2026 (recruiter survey)	Marketing technicians (broader occupation): 15,640 planned entries in 2025; 45% difficult to fill Excelsior, 2025
Lithuania	Advertising and marketing professionals: EUR 2,464 (average) State Data Agency, 2024 (experimental statistics)	About 3.8 registered jobseekers per vacancy for advertising, marketing and sales specialists (2025) Employment Service, Feb 2026
Poland	Sales, marketing and PR professionals: PLN 8,623 ≈ EUR 1,960 (median); social media manager, junior: PLN 6,220 ≈ EUR 1,410 (median) GUS, Oct 2024; Sedlak & Sedlak survey, Jan 2026	Employers increasingly ask for AI-tool skills in marketing, sales and e-commerce Pracuj.pl, H1 2026

Build a mini-portfolio

- [ ] Plan one month of posts for a local business (practice).
- [ ] Create 3 posts with AI help and show your edits.
- [ ] Write a one-page report: what worked and why.
- [ ] Mark clearly which images or texts were AI-generated.

New roles nearby

AI creates new content roles. For example, the 2026 salary report of a large recruitment firm in Poland lists an "AI Content Specialist" at PLN 14,000–22,000 (≈ EUR 3,180–4,990) gross per month — a sign of where experienced content workers can grow.

Source: Hays Poland, Salary Report 2026.

CV TIP

Link to your portfolio and describe your process: *"Planned and published 12 posts for a local café; drafted captions with AI, edited them for brand voice and checked image rights."*

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03

AI skills employers are looking for



Most employers do not need AI programmers. They need people who can **use AI tools safely and well** in everyday work — and who bring the human skills that AI does not have.

<1%
of workers need advanced AI skills (OECD, 2026).

42%
of EU workers say they need more AI skills for their job...

15%
...but only 15% took part in AI training in the previous year (Cedefop, 2025).

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CHAPTER 3 · AI SKILLS EMPLOYERS ARE LOOKING FOR

Five skill areas that make you ready

These five areas follow the EU's digital competence framework **DigComp 3.0** (2025), which now includes AI in all of its 21 competences, and the soft skills that EURES highlights for 2026.

1

Digital basics

Find and check information, communicate online, create simple documents, stay safe and solve everyday problems. **Show it:** take the free Europass digital skills test and mention the result.

2

Using AI tools well

Write clear instructions (prompts), improve them step by step and choose the right tool for the task. DigComp: "develop and refine questions, commands or statements (prompts) for virtual assistants (chatbots) and AI systems". **Show it:** describe one task you now do faster with AI.

3

Checking AI results

AI output can be wrong even when it sounds right — and the person using the AI is responsible for checking it (DigComp 3.0). Compare with the source, check numbers, names and dates. **Show it:** give an example of an AI error you found and corrected.

4

Protecting data and following the rules

Know the risks of sharing personal data with AI systems, respect copyright and label AI-generated content. Follow your employer's AI rules. **Show it:** explain how you remove personal data before using an AI tool.

5

Human skills

EURES names five must-have soft skills for 2026: **adaptability, emotional intelligence, critical thinking, digital fluency** and **ethical judgement in the context of AI**. Recruiters say critical thinking is now a key skill they look for. **Show it:** prepare a short story about a difficult situation you solved.

Sources: DigComp 3.0 (JRC, Nov 2025); EURES, Five must-have soft skills for 2026 (Dec 2025); Europass.

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CHAPTER 3 · AI SKILLS EMPLOYERS ARE LOOKING FOR

AI skills in job ads: small but growing fast

Only a small share of job ads asks for AI skills by name — but the share is growing quickly, and the growth comes mostly from jobs that **use** AI tools, not from AI development.

Job ads that mention AI skills

Three different measures — each compares an earlier year with a later one

MEASURE	BEFORE	NOW
EU: job ads explicitly related to AI (in-depth AI skills)	0.7% (2022)	**1.7% (2025)**
Poland: job ads requiring AI skills (PwC)	2% (2024)	**3.5% (2025)**
Poland: Pracuj.pl ads listing AI-tool skills	2% (H1 2025)	**4% (H1 2026)**

Sources: AI@Work Fact Sheet #14 (EEI / IW Köln, Sep 2026); PwC Polska, AI Jobs Barometer 2026 (Jun 2026); Pracuj.pl, Specialist labour market H1 2026 (Jul 2026).

AI skills pay

Worldwide, jobs that require AI skills offer on average **62% higher wages** than jobs without them (57% a year earlier).

Source: PwC 2026 AI Jobs Barometer (as reported by PwC Polska, Jun 2026).

Skills are the main barrier

Among EU companies that considered AI but did not use it, **70.3%** said the main reason was a lack of relevant expertise.

Source: Eurostat, Use of AI in the EU – Key results 2026.

The training gap

- 42% of EU workers say they need to develop their AI skills, but only 15% took part in AI training in the previous year. Older workers, women and people on precarious contracts are the least likely to take part in continuous training (Cedefop, 2025).
- In Poland, only 29% of survey respondents have had any AI training — 10 percentage points below the global average (KPMG and University of Melbourne, 2025).

WHAT DOES THIS MEAN FOR YOU?

Employers want evidence. Show what you can do with concrete examples and work samples — tasks you did with AI and checked yourself. AI skills **add to** your vocational qualifications and work experience; they do not replace them. Write them in your CV in concrete words (see Chapter 5).

Few job ads ask for AI by name yet — **show your AI skills with concrete examples.**

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CHAPTER 3 · AI SKILLS EMPLOYERS ARE LOOKING FOR

AI rules at work you should know

The EU Artificial Intelligence Act (AI Act) sets rules for AI in Europe; it was updated in July 2026 by the "Digital Omnibus on AI". Here is what matters most for you as a worker and a jobseeker.

AI literacy at work (AI Act, Article 4)

Companies that provide or use AI systems must **take measures to support the development of AI literacy** of their staff — for example by explaining risks such as hallucinations. The law does not require any specific level of AI literacy for each person, and **no certificate is required**.

Sources: Article 4 of Regulation (EU) 2024/1689 as replaced by Regulation (EU) 2026/1744; European Commission, AI Literacy – Questions & Answers (Jul 2026).

Your rights when AI is used in hiring

These rights come from different laws and apply from different dates.

SINCE WHEN	WHAT IT MEANS FOR YOU	LEGAL BASIS
Already today (GDPR, since 2018)	You can see the personal data an employer holds about you and ask whether automated decision-making is used. You have the right not to be subject to a decision based **solely** on automated processing that significantly affects you. Where it is allowed (for example with your explicit consent), you can ask for **human review**, give your view and contest the decision.	GDPR (EU) 2016/679, Art. 15 and 22
Since 2 February 2025	AI systems that **infer emotions** of people at the workplace are banned, except for medical or safety reasons. EURES explains that your facial expressions, voice tone or body language should not be analysed by AI in a job interview.	AI Act, Art. 5(1)(f); EURES (Aug 2026)
From 2 December 2027	AI used to recruit or select people, filter applications or evaluate candidates becomes **high-risk AI**. Employers that use it must tell the people concerned, and inform workers and their representatives before using it at work. If a decision based on such a system affects you, you can ask for an **explanation** of the role of AI in it.	AI Act, Annex III (4), Art. 26(7), 26(11) and 86; date set by Reg. (EU) 2026/1744

When do the AI Act rules apply?

2 Feb 2025
Bans on prohibited AI practices (including emotion recognition at work); AI literacy duty.

27 Jul 2026
The Digital Omnibus on AI enters into force and rewrites Article 4.

2 Aug 2026
General application, including transparency rules (for example, people must be told when they talk to a chatbot).

2 Dec 2027
Rules for high-risk AI in sensitive areas, including **employment and recruitment**.

Sources: Regulation (EU) 2024/1689, Article 113 as amended by Regulation (EU) 2026/1744; European Commission, AI Act page (updated 3 Aug 2026).

Knowing the rules is part of AI literacy. **It protects you, your employer and your customers.**

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CHAPTER 3 · AI SKILLS EMPLOYERS ARE LOOKING FOR

What to watch: 2026–2030

AI tools and the rules around work are changing quickly. These developments will matter for the four ReSTART jobs in the next few years.

TECHNOLOGY

AI agents

AI tools are starting to carry out tasks in several steps with little human input — for example booking a meeting, or answering and closing a simple customer ticket. For virtual assistants and customer service agents this means more **checking and approving** of work done by AI.

EU DEADLINE 7 JUNE 2026

Pay transparency

EU countries had to write these rules into national law by 7 June 2026. Once your country has done so, you have the right to know the **starting pay or its range** before the job interview, and an employer must not ask about your **pay history**. In Poland they have applied since 24 December 2025; check whether they apply in your country yet.

Directive (EU) 2023/970, Articles 5 and 34; Act amending the Polish Labour Code (Dz.U. 2025 item 807).

EU DEADLINE 2 DECEMBER 2026

Work through online platforms

EU countries must write these rules into national law by 2 December 2026. Once your country has done so: if a platform directs and controls your work, your contract is **presumed to be an employment relationship**. You can ask for an explanation of decisions taken or supported by automated systems, and for a **human review**. This does not cover freelancers who find their own clients.

Directive (EU) 2024/2831, Articles 5, 11 and 29.

FROM 2 DECEMBER 2027

AI in recruitment

AI used to select candidates becomes **high-risk AI**, with duties to inform candidates and to explain decisions (see the previous page).

Regulation (EU) 2024/1689, as amended by Regulation (EU) 2026/1744.

EU APPROACH

Proof of skills

Short courses with certified results — **micro-credentials** and digital badges — are part of the EU approach to recognising learning. Chapter 5 shows how to use them.

Council Recommendation on micro-credentials, 16 June 2022.

EU TARGET FOR 2030

Digital skills for 80%

By 2030 the EU wants **80% of adults** to have at least basic digital skills. In 2025 the EU stood at 60.4% — and unemployed people at 54.4%.

European Commission, Digital Decade 2026; Eurostat, 2025.

New rules give jobseekers **more information and more control** — know them and use them.

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04 Country snapshots

Key facts for the six ReSTART partner countries: jobs and AI, where to look for work, and free public support.

- **BG** Bulgaria
- **DE** Germany
- **EE** Estonia
- **IT** Italy
- **LT** Lithuania
- **PL** Poland

How to compare the countries

- The three key figures in each box come from the same sources for all countries: unemployment from the national statistics office, AI use in companies and digital skills from **Eurostat (2025)**.
- Where a country already has newer national data, it is shown as a second line ("National data").
- All figures were checked between 1 October and 24 November 2026.

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CHAPTER 4 · COUNTRY SNAPSHOTS

BG Bulgaria

EURO SINCE 1 JAN 2026

3.5%
unemployment rate, Q2 2026 (registered: 5.47%, Aug 2026)
NSI; Employment Agency

8.6%
of companies used AI in 2025 (EU: 20.0%)
Eurostat

24.3%
of unemployed people have at least basic digital skills (EU: 54.4%)
Eurostat, 2025

JOBS AND AI Employers' 3–5-year demand for secretarial and office staff fell from 5,266 (2024) to 3,356 (2025). Only 2.7% of employers expect jobs they rely on to disappear in the next 5 years, but 32% think AI could replace workers with secondary education.

WHERE TO LOOK jobs.bg · zaplata.bg · jobtiger.bg · Employment Agency job board (az.government.bg)

FREE SUPPORT The Employment Agency project "Digital Skills" (ESF+) plans digital-skills training for 67,200 unemployed and inactive people.

Sources: NSI (Dec 2025; Aug 2026); Employment Agency (workforce needs survey 2025; news of 17 Sep 2026; project page); Open Society Institute – Sofia (Jun 2026); Eurostat.

EE Estonia

UPDATED 24 NOV 2026

7.9%
unemployment rate, Q3 2026 (Q2: 6.6%; registered: 5.5%, Q3 2026)
Statistics Estonia; Töötukassa

23.4%
of companies used AI in 2025 (EU: 20.0%). National data: 34% in 2026
Eurostat; Statistics Estonia

58.3%
of unemployed people have at least basic digital skills — the highest in the partnership (EU: 54.4%)
Eurostat, 2025

JOBS AND AI In 2025, 25.1% of people aged 16–74 used generative AI for work (EU: 15.4%); in 2026, 36.9% (national survey). Contact-centre agents, secretaries, administrators and advertising and marketing professionals are in surplus (newest barometer, Oct 2025). Office and customer-service jobs: about –10% in 2022–2031. Unemployment is highest in Ida-Viru county (12.7%, 2025 average).

ESTONIAN LANGUAGE Required by law for staff who serve consumers directly; a government regulation sets the level (keeleamet.ee). Registered unemployed people get free Estonian courses through Töötukassa; since 2026 the training card no longer pays for them for people in work.

WHERE TO LOOK cv.ee · cvkeskus.ee · Töötukassa job portal (tootukassa.ee) · workinestonia.com · linkedin.com. Search terms: *klienditeenindaja, klienditoe spetsialist, kontoriassistent, sekretär, juhiabi, administraator, büroojuht, turundusassistent, sotsiaalmeedia spetsialist, virtuaalassistent*

FREE SUPPORT Töötukassa career counselling is free for everyone, including people in work, and is also offered in Russian and English. A training card gives up to EUR 2,500 for training over three years. Freelancers can work as a sole trader (FIE) or with an entrepreneur account (ettevõtluskonto) — but an account holder cannot register as unemployed. The start-up grant ended on 1 April 2026; free advice: county development centres; grants: EIS (eis.ee). Free courses at vocational schools and universities: haridusportaal.edu.ee.

YOUR RIGHTS Misuse of personal data: Data Protection Inspectorate (aki.ee). Contracts and pay: free advice from the Labour Inspectorate (ti.ee). Since 13 July 2026: pay or pay range in writing before the interview (p. 23).

GOOD TO KNOW Contracts are signed digitally: ID-card, Mobile-ID or a qualified Smart-ID with DigiDoc4. In e-MTA ("Minu töötamised") you can check that your employer has registered your job.

Sources: Statistics Estonia (Sep and Nov 2026; IT71, TT467, TT4645); Eurostat; Töötukassa (Oct 2026; barometer Oct 2025; service pages); OSKA forecast 2022–2031; Employment Contracts Act amendments (RT I, 03.07.2026, 27); Keeleamet; EMTA; EIS; AKI; Tööinspektsioon; id.ee.

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DE Germany

UPDATED 28 OCT 2026

6.4%
registered unemployment, September 2026 (ILO rate: 4.3%, Aug 2026)
Federal Employment Agency; Destatis

26.0%
of companies used AI in 2025 (EU: 20.0%)
Destatis; Eurostat

49.7%
of unemployed people have at least basic digital skills (EU: 54.4%)
Eurostat, 2025

JOBS AND AI
None of the four ReSTART jobs is a shortage occupation: there are about 10 registered jobseekers for every registered office or call-centre vacancy. In an IAB scenario analysis, employment in business services (a broad sector that includes secretarial services and call centres) is about 120,000 lower after 15 years than in a reference scenario; total employment stays similar. This compares two model scenarios — it is not a forecast of job losses.

WHERE TO LOOK
arbeitsagentur.de/jobsuche · stepstone.de · indeed.de · xing.com · linkedin.com · freelance.de

SEARCH TERMS
Virtual Assistant: *Virtuelle Assistenz, Remote-Assistenz, Büroassistenz im Homeoffice, Selbstständige Büroassistenz, Assistenz der Geschäftsführung* · **Customer Service:** *Kundenservicemitarbeiter/in, Kundenberater/in (Callcenter, Inbound), Servicefachkraft / Kaufmann/-frau für Dialogmarketing (IHK training)* · **Administrative Support:** *Bürokraft, Kaufmann/-frau für Büromanagement, Sachbearbeiter/in (Büro, Verwaltung), Verwaltungsangestellte/r, Teamassistenz, Office-Assistenz, Sekretär/in* · **Social Media:** *Social-Media-Manager/in (Junior), Social-Media-Redakteur/in, Online-Community-Manager/in, Content-Manager/in, Assistenz Marketing & Social Media*

FREE SUPPORT
Ask **your Jobcenter or employment agency**. An education voucher (Bildungsgutschein) can pay for **approved (AZAV-certified) courses**, travel and childcare; eligibility is decided individually. The extra EUR 150 a month is paid only for training that leads to a vocational qualification. Courses: mein-now.de. People on unemployment benefit (Arbeitslosengeld) who start a business may apply for a start-up grant (Gründungszuschuss); it is discretionary and not available to people on basic income support (Grundsicherungsgeld, SGB II).

Sources: Federal Employment Agency (Sep 2026; shortage analysis May 2026; education voucher and start-up grant pages); Destatis (Nov 2025; Sep 2026); IAB research report 23/2025; Eurostat.

IT Italy

DATA CHECKED 10 NOV 2026

6.3%
unemployment rate, September 2026 (6.2% in August; 5.0% in May)
ISTAT, 2 Jul and 29 Oct 2026

16.4%
of Italian enterprises with 10+ persons employed used AI in 2025 (8.2% in 2024; EU: 20.0%)
ISTAT; Eurostat

47.5%
of unemployed people aged 16–74 have at least basic digital skills in 2025 (EU unemployed: 54.4%)
Eurostat, 2025

JOBS AND AI
About 8% of people aged 16–74 used generative AI for work in 2025 (EU: about 15%). In the Ministry's C-AIOE occupational-exposure index, non-sales call-centre information staff ranked 4th and secretarial staff 7th among 796 occupations. Exposure does not mean inevitable job losses. Firms planned 565,100 entries across all occupations in September 2026.

WHERE TO LOOK
it.indeed.com · linkedin.com · subito.it/lavoro · SIISL (siisl.lavoro.gov.it) · local Centro per l'impiego

FREE SUPPORT
Centri per l'impiego offer guidance and access to eligible training. By June 2026, GOL had trained 1,056,403 people, including 721,661 in digital skills; EDO supports online learning. The SFL allowance is EUR 500/month only for eligible people aged 18–59 who take part in qualifying activities.

Sources: ISTAT (May and September 2026; ICT 2025); Eurostat (2025 datasets); Ministry of Labour (AI occupational exposure, February 2026; GOL, July 2026); Excelsior (September 2026); INPS (SFL).

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CHAPTER 4 · COUNTRY SNAPSHOTS

LT Lithuania

UPDATED 9 NOV 2026

6.2%
unemployment rate, September 2026, seasonally adjusted (registered: 7.7% of working-age people, 1 Oct 2026)
State Data Agency; Employment Service

21.3%
of companies used AI in 2025 (EU: 20.0%). National data: 34.7% in 2026
Eurostat; State Data Agency

40.5%
of unemployed people have at least basic digital skills (all adults in Lithuania: 53.8%; EU: 54.4%)
Eurostat, 2025

JOBS AND AI

Digital skills are the key: the gap between unemployed people and all adults (13 points) is the second largest among the ReSTART countries. 18.8% of people use generative AI for work (EU: 15.4%). In 2025 there were about 2 jobseekers for every vacancy registered with the Employment Service in specialist and office jobs, 3.4 for administrators and 3.8 for advertising, marketing and sales specialists. In its survey of about 2,600 employers (Nov–Dec 2024), a third had no opinion on AI and 34% expected new business opportunities, but many expected more layoffs than new jobs. The average gross wage was EUR 2,411 per month in 2025 (State Data Agency measure; p. 10 uses Eurostat's comparable measure).

WHERE TO LOOK

cvbankas.lt · cvonline.lt · cvmarket.lt · Employment Service (uzt.lt). Search terms: *biuro administratorius (-ė), administratorius (-ė), klientų aptarnavimo specialistas / vadybininkas (-ė), skambučių operatorius (-ė), socialinių tinklų administratorius (-ė), rinkodaros / marketingo asistentas (-ė)*

FREE SUPPORT

If you are registered with the Employment Service (Užimtumo tarnyba), it can pay for a course you choose on the national platform Kursuok.lt. Free remote career advice (Krypties kompasas) is open to all adults; the Kursuok voucher (up to EUR 500) is only for people in work. Prisijungusi.lt has 40 free online lessons on using public e-services.

GOOD TO KNOW

Misuse of your personal data: ask the employer or platform first, then complain to the State Data Protection Inspectorate (vdai.lrv.lt).

Sources: State Data Agency (open data, Jul–Oct 2026); Employment Service (annual report, Feb 2026; monthly data, Oct 2026; employer survey, Feb 2025); Kursuok.lt; Prisijungusi.lt; VDAI; EC Digital Decade 2026; Eurostat.

PL Poland

UPDATED 29 OCT 2026

5.8%
registered unemployment, end of September 2026 (Lubelskie: 8.0%)
GUS

8.4%
of companies used AI in 2025 (EU: 20.0%)
Eurostat

39.9%
of unemployed people have at least basic digital skills (EU: 54.4%)
Eurostat, 2025

JOBS AND AI

All four ReSTART jobs are "balanced" occupations in 2026, but there are more office-job candidates than offers in 47 counties. 71.2% of office workers are in jobs exposed to generative AI.

WHERE TO LOOK

pracuj.pl · olx.pl/praca · oferty.praca.gov.pl (public job offers) · county labour office (powiatowy urząd pracy). Search terms: *pracownik administracyjno-biurowy, asystentka biura, sekretarka, konsultant obsługi klienta, konsultant call center, specjalista ds. social media, asystent marketingu, wirtualna asystentka*

FREE SUPPORT

Through the county labour office: training of up to 24 months, a lifelong learning voucher and an interest-free education loan. Free Digital Development Clubs help adults with digital skills.

Sources: GUS (Oct 2026); Barometr zawodów 2026; NASK–ILO (2025); Act on the labour market of 20 Mar 2025; Ministry of Digital Affairs (Mar 2026); Eurostat.

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05
Career pathways and job search tips



Your pathway in six steps

1

Check yourself
The ReSTART self-assessment tool (28 questions, about 10 minutes) helps you see where you are. You can also take the free Europass digital skills test.

2

Choose a profile
Pick the job profile that fits you best (Chapter 2).

3

Learn by doing
The ReSTART platform (restart-learn.rrinova.eu) offers 20 lessons, five per job profile, each with a real task or scenario.

4

Collect proof
You earn a digital badge for each lesson (scenario exercise and quiz) and a certificate after five badges and a final test. Keep your best work as a portfolio.

5

Show it
Update your CV and online profiles with concrete AI skills (next pages).

6

Apply and grow
Apply, ask for public support and keep learning — skills change fast.

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CHAPTER 5 · CAREER PATHWAYS AND JOB SEARCH TIPS

Proof of your skills: micro-credentials

A short course is worth more when you can prove what you learned. The EU has a common approach to **micro-credentials** — short, certified pieces of learning.

What is a micro-credential?

In EU terms, a micro-credential is "the record of the learning outcomes that a learner has acquired following a small volume of learning", assessed against clear criteria. It belongs to you, you can share it, and you can combine several into a larger qualification.

ReSTART digital badges show which lessons you have completed. They meet the EU definition of a micro-credential only if they describe the elements that the Council Recommendation lists, such as learning outcomes, workload, level, type of assessment and quality assurance.

Source: Council Recommendation on a European approach to micro-credentials, 16 June 2022.

Free EU tools for your job search

EUROPASS.EUROPA.EU

Europass

- Totally free CV builder: create, store and share CVs in 31 languages.
- Digital skills self-test based on the EU digital competence framework.
- Cover letter builder, job and skill trends, and a course finder.

EURES.EUROPA.EU

EURES

- The European job mobility portal with vacancies from all EU countries.
- You can share your Europass profile with EURES, so registered employers can find you.
- EURES advisers offer personal, human support.

TIP

Only **europass.europa.eu** is the official Europass. Some commercial websites use similar names — you never need to pay for Europass.

Learning you can prove **opens more doors than learning you can only describe.**

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CHAPTER 5 · CAREER PATHWAYS AND JOB SEARCH TIPS

Your CV with AI skills

Do not just write "AI" in your skills list. Show **what you did**, **which tool category** you used and **how you checked the result**.

VIRTUAL ASSISTANT

WEAK

"Good with ChatGPT."

STRONG

"Drafted client e-mails with an AI assistant; checked dates, names and tone before sending; removed personal data from prompts."

CUSTOMER SERVICE AGENT

WEAK

"Customer service, AI tools."

STRONG

"Answered customer e-mails using AI reply suggestions; corrected wrong information and escalated complex complaints to a supervisor."

ADMINISTRATIVE SUPPORT SPECIALIST

WEAK

"Office work, Excel, AI."

STRONG

"Used an AI tool to extract invoice data into a spreadsheet; checked every total against the original document and kept a log of corrections."

SOCIAL MEDIA ASSISTANT

WEAK

"Social media, Canva, AI."

STRONG

"Planned a month of posts; drafted captions with AI, edited them for brand voice, checked image rights and labelled AI-generated images."

Europass CV tips

- **Tailor** your CV to each job.
- Use clear, simple language and **strong verbs** ("managed", "developed", "increased").
- Check spelling and grammar; use a professional e-mail address.

Source: Europass, Create your Europass CV.

Where to put AI skills

- In your **experience** – as results (see examples).
- In **skills** – tool categories and DigComp areas.
- In **training** – courses you completed, with badges or certificates (for example from ReSTART).

Concrete examples **show** employers that you use AI responsibly.

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CHAPTER 5 · CAREER PATHWAYS AND JOB SEARCH TIPS

Returning to work after a break

Many ReSTART learners return to work after caring for family, illness, unemployment or a move. A break is part of your story — show what you can do now.

Your break on your CV

- Explain the break in one line, for example "2022–2025: family care".
- Add what you did in that time: courses, volunteering, organising a household budget or a community event.
- Put your newest skills first — including the AI tasks you practised (see the CV examples on the previous page).

Flexible ways back in

- Part-time, temporary or hybrid jobs can be a first step.
- Freelance work is common for virtual assistants (Chapter 2).
- Ask your public employment service about funded training and support before you start (Chapter 4).

Experience counts

AI tools are new for almost everyone. What makes the difference is **judgement**: noticing when an answer is wrong, talking to an upset customer, knowing what is confidential. These come from life and work experience — at any age.

For women returning to office work

Jobs mainly done by women, such as clerical support, are almost twice as likely to be exposed to generative AI (Chapter 1). Build the skills that AI changes least: checking, coordinating and customer contact.

Source: ILO (2026), Gen AI, occupational segregation and gender equality.

START SMALL

Choose one tool and one task — for example, drafting a short e-mail — and practise it every day for a week. Confidence grows with practice.

Your experience is an asset. **Add new skills to it, step by step.**

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CHAPTER 5 · CAREER PATHWAYS AND JOB SEARCH TIPS

Using AI in your job search

EURES lists five ways AI can help you: writing tailored CVs and cover letters, organising your job search, mock job interviews, finding your skill gaps and personal career guidance. But you must review everything AI writes and protect your personal data.

✓ Do

- Ask AI to compare your CV with a job ad and list missing skills.
- Practise interview questions with an AI chat — out loud.
- Let AI suggest a structure for your cover letter, then write it in your own words.
- Check every fact, date and company name.

✗ Don't

- Send an AI text without reading and editing it.
- Paste your ID number, address or other private data into AI tools.
- Claim skills in your CV that you cannot show in an interview.
- Trust job information from AI without checking a current, official source.

Interview: be ready for AI questions

They may ask you

- "Tell me about a time an AI tool made a mistake. What did you do?"
- "How do you protect customer or company data when you use AI?"
- "Which tasks would you not give to AI — and why?"

You can ask them

- "Which AI tools does the team use?"
- "Is there training or a guideline for using AI?"
- "Who checks AI-generated work before it goes to customers?"

Source: EURES, Five ways AI can help your job search.

AI on the employer's side

More and more companies use AI in hiring, "from CV screening to interviews". What you may meet:

- **CV screening by software:** use the words of the job ad for skills you really have, a simple layout and clear headings.
- **Interviews led by AI or recorded on video:** test camera and sound, answer in full sentences. If the tool interrupts or misunderstands you, tell the employer.
- **Chatbots that ask the first questions:** answer honestly and keep a copy of what you sent. Your rights: Chapter 3.

Source: EURES, Jobseekers – know your rights in the age of AI hiring (Aug 2026).

Use AI as a coach, not as a ghost-writer. **The interview is always you.**

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CHAPTER 5 · CAREER PATHWAYS AND JOB SEARCH TIPS

Stay safe: spot fake job offers

Remote and online jobs attract fraudsters. EURES gives clear warning signs.

- If an offer claims to be from an employer, **check the official domain** of the e-mail and the website — including the spelling.
- **Never** accept a "job" that involves forwarding or receiving money for someone else.
- **Never** give bank or card details in online forms during recruitment. No reputable company starts by asking for them.
- Check a phone number before you call it — it may be an expensive premium-rate number.
- Be careful with videos and posts on social media: some give false information — for example, claiming that EURES supplies visas.
- **AI makes fakes easier:** fraudsters can copy a company's logo, write a perfect job ad or imitate a recruiter's voice or face in a video call. Check the person through the company's official contact details.
- **Never share PIN codes** of your ID-card, Mobile-ID or Smart-ID (Estonia) or of your bank login. No employer, bank or labour office will ask for them.

Source: EURES, How to spot fraudulent job offers and misinformation.

Ask for help — it is free

Public employment services

Your local labour office can offer career advice, training funding and job offers. In every partner country, unemployed people can get funded training (see Chapter 4). In Estonia, Töötukassa career counselling is free for everyone.

Adult learning and digital skills

Public digital-skills programmes for adults run in the partner countries — for example the Digital Development Clubs in Poland, the "Digital Skills" project in Bulgaria, in Lithuania the Kursuok.lt platform, where the Employment Service can fund courses, and the free online lessons of Prisijungusi.lt, and in Italy the GOL programme of the job centres, with EDO online courses for its participants (eligibility and offer depend on the region).

KEEP LEARNING

Skills change fast: the World Economic Forum expects 39% of workers' skills to change by 2030. Plan one small learning step every month — a short course, a new tool, or a practice project.

If an offer looks too good to be true, **check it before you share anything.**

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YOUR NEXT STEPS

Your action checklist

This week

- [ ] Take the free Europass digital skills test.
- [ ] Choose your job profile in Chapter 2.
- [ ] Read three current job ads for that profile in your country.
- [ ] Write down which skills appear most often.

This month

- [ ] Start the lessons for your profile on the ReSTART platform (restart-learn.rrinova.eu).
- [ ] Practise one task with an AI tool and check the result.
- [ ] Update your CV with two concrete AI examples.
- [ ] Ask your labour office about funded training.

Before every application

- [ ] I have adapted my CV to this job ad.
- [ ] I have checked every AI-written sentence myself.
- [ ] I have checked that the employer and the offer are real.
- [ ] I can give one example of how I use AI safely and check its results.

Glossary

AI (artificial intelligence)	Computer systems that do tasks such as writing, recognising speech or sorting information.
Generative AI	AI that creates new text, images, sound or code from an instruction.
Prompt	The instruction or question you give to an AI tool.
Hallucination	A wrong answer from AI that sounds correct.
AI agent	An AI tool that completes a task in several steps with little human input.
AI literacy	The knowledge and skills to use AI safely, critically and effectively.
Chatbot / voicebot	An AI system that answers people in writing or by voice.
Exposure to AI	How many tasks of a job AI can do or change. High exposure does not mean the job disappears.
Micro-credential	A certified record of what you learned in a short course.
DigComp	The EU framework of digital competences (version 3.0, 2025).
AI Act	The EU law on artificial intelligence.
Hybrid work	Working partly from home and partly at the workplace.
Gross pay	Pay before income tax and the employee's own contributions are deducted. Contributions paid by the employer on top of your pay are not included.

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ReSTART

Rebuilding Careers with AI Skills and Problem Based Learning

AI Job Market Trends

A ReSTART guide for adults returning to work



ReSTART — Rebuilding Careers with AI Skills and Problem-Based Learning
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