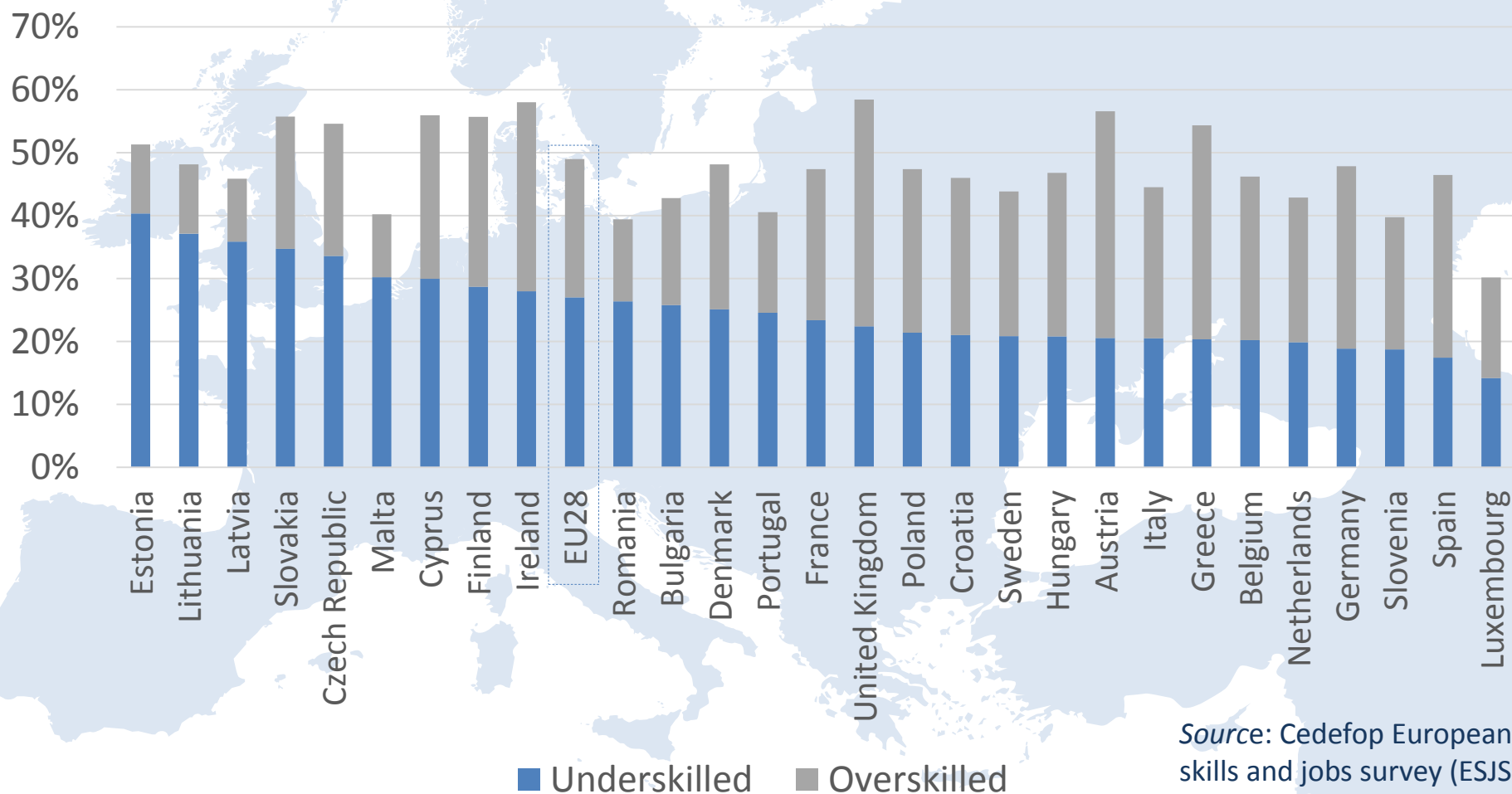# Monitoring skill needs – challenges and opportunities

Jasper van Loo
Department for skills and the labour market

Mutual Learning Programme - peer review on 'monitoring skills needs'
Warsaw, November 14-15 2016

Adult employees mismatched when hired (2014)

Legend: ■ Underskilled ■ Overskilled

Source: Cedefop European skills and jobs survey (ESJS)

LM and skills info – powerful but underused?

| job choice and mismatch | 44% of EU citizens have looked for skill intelligence |

choosing job based on
skills/qualifications
pay and benefits
lower mismatch probability
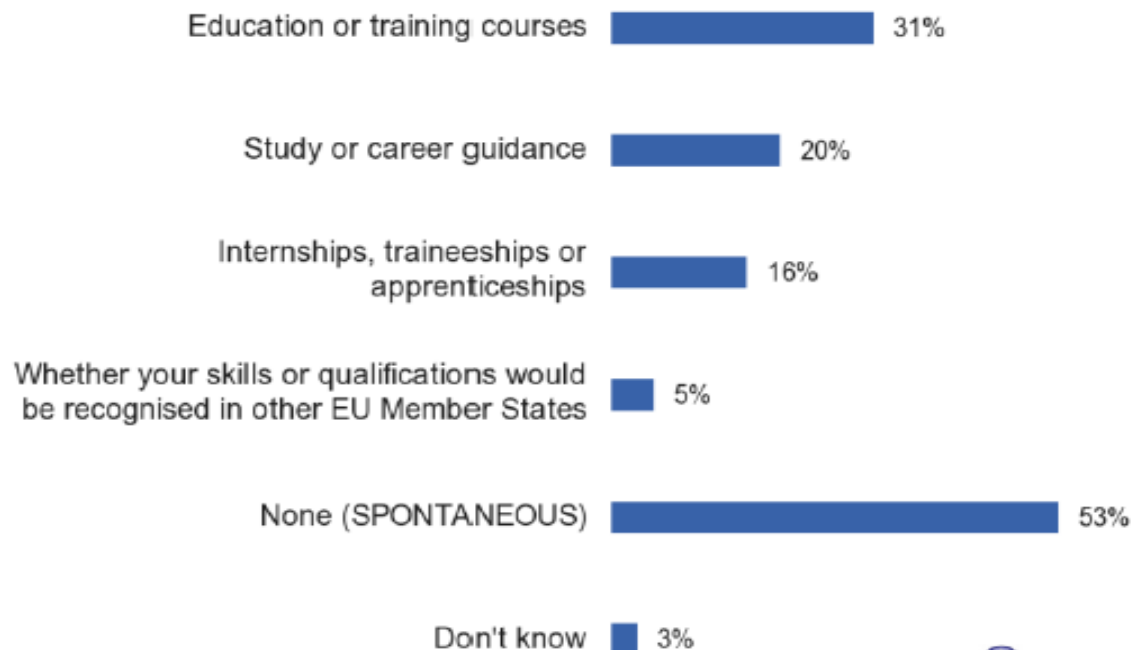
choosing job based on
work-life balance
job security
higher mismatch probability

European skills & jobs survey

QB21. Have you ever looked for information about any of the following?

Education or training courses — 31%

Study or career guidance — 20%

Internships, traineeships or apprenticeships — 16%

Whether your skills or qualifications would be recognised in other EU Member States — 5%

None (SPONTANEOUS) — 53%

Don't know — 3%

EU28

Sources: Eurobarometer 417; EU COM (2014), Cedefop ESJ survey (2014); marginal probabilities

Informing better education & training policies

Informing standards
Updating **qualification frameworks**/learning outcomes; designing new qualifications; **occupational standards**
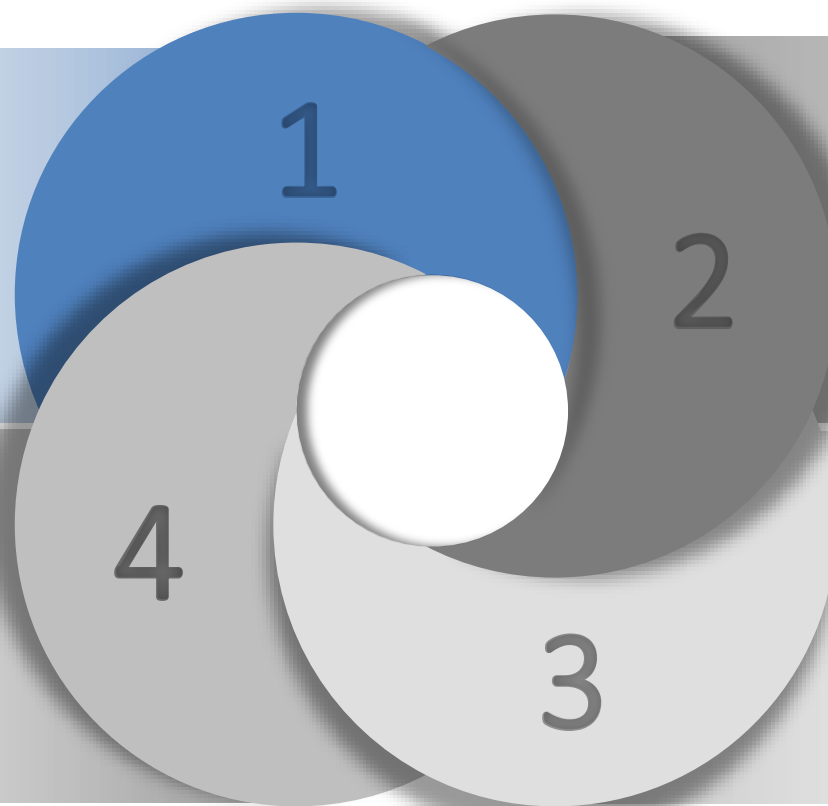
Updating VET
Development of **apprenticeship** programmes; funding VET schools and programmes

1

2

4

3

Responsive activation
On-the-job **training** and re-training programmes; identification of shortage areas
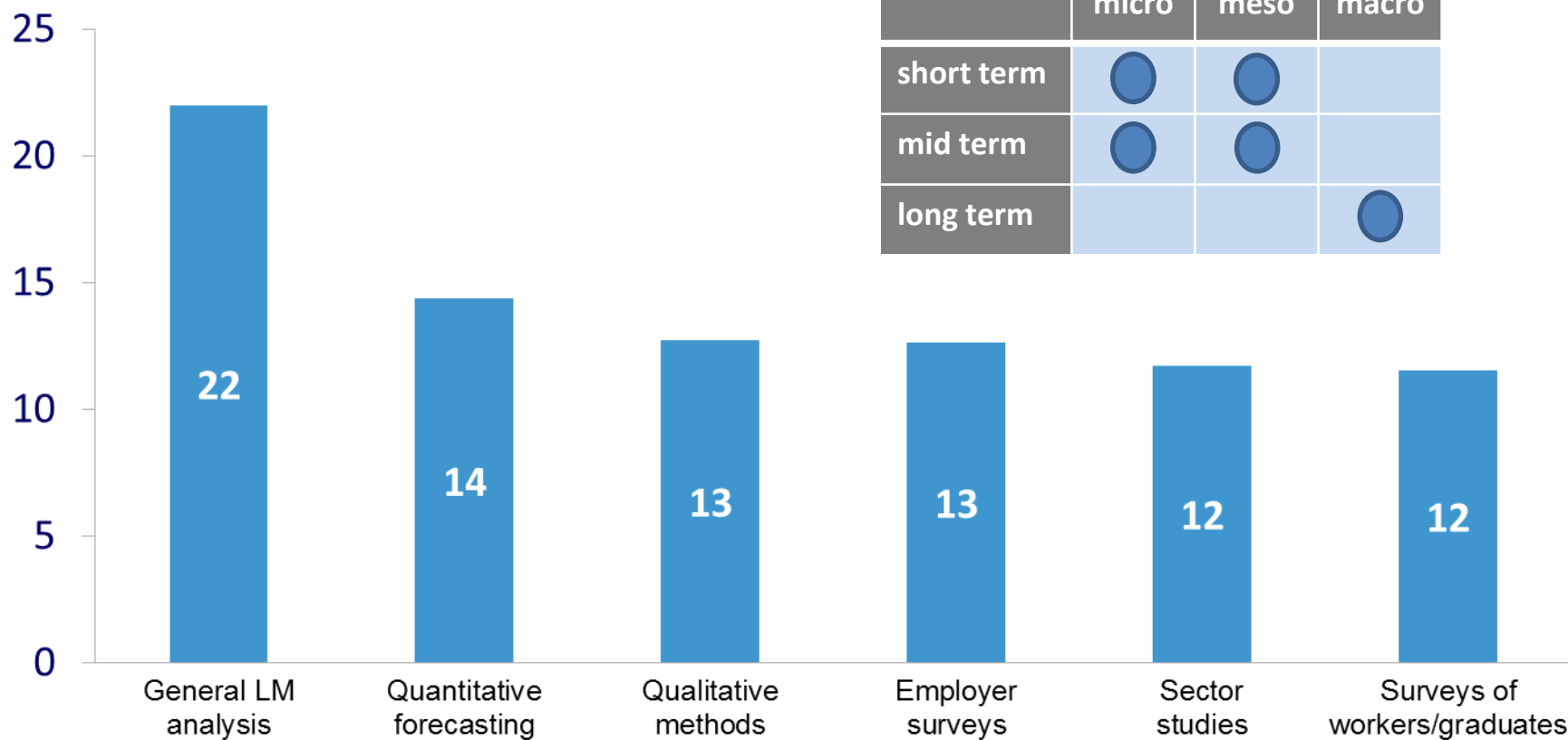
Informing careers
updating **career guidance** and/or training career advisors

Source: European Commission (2015); Cedefop Skillsnet network; OECD inter-institutional survey

40 years

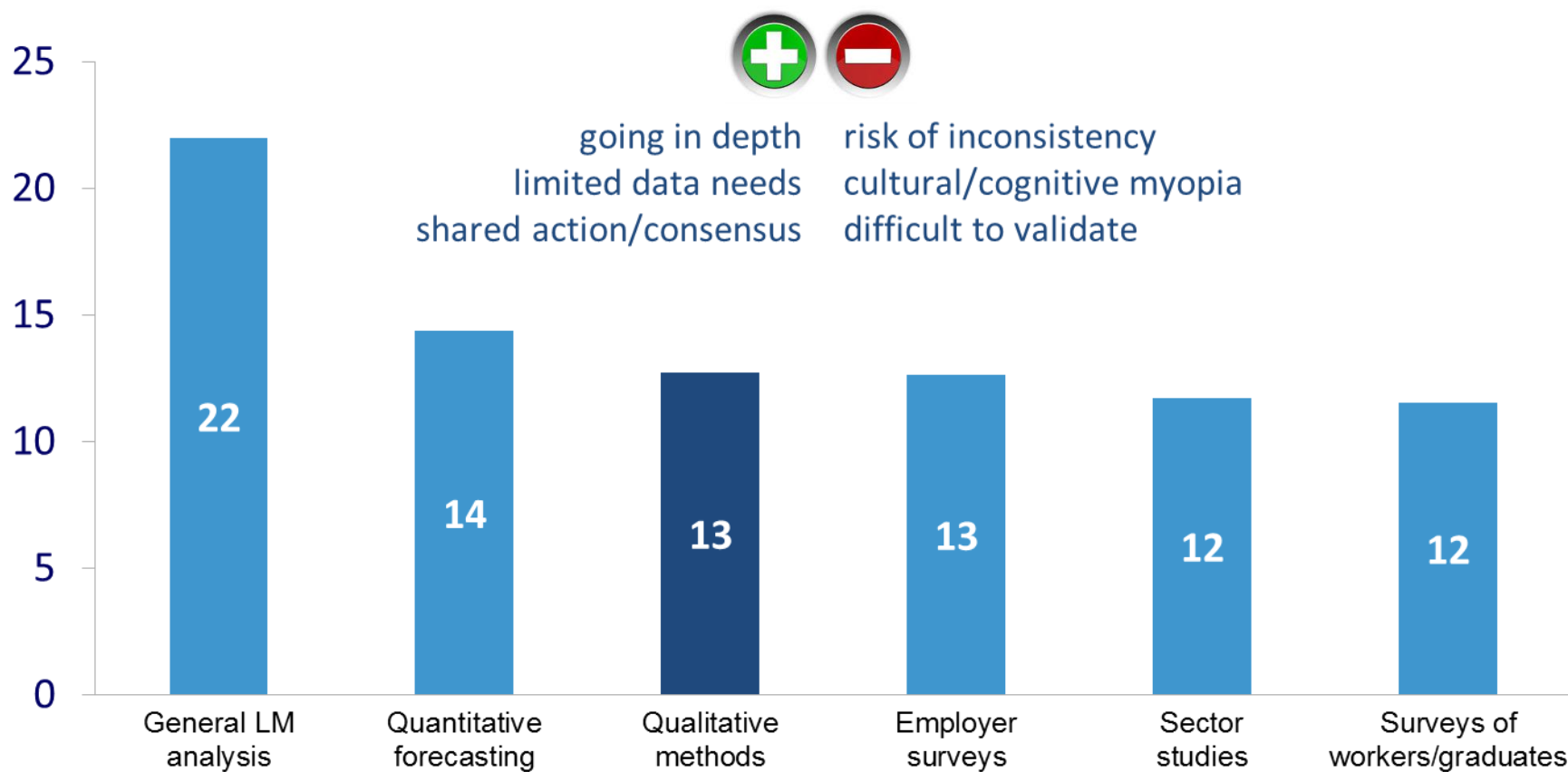# Monitoring methods

	micro	meso	macro
short term	●	●	
mid term	●	●	
long term			●

Source: Cedefop (2016) based on *Assessing and responding to changing skill needs; EU COM (2015)*

40 years

Monitoring methods

	⊕	⊖
	comprehensive	data-hungry and costly
	consistent	not everything can be quantified
	theory grounded	false impression of precision
	transparent	backward looking

Bar chart values:
- General LM analysis: 22
- Quantitative forecasting: 14
- Qualitative methods: 13
- Employer surveys: 13
- Sector studies: 12
- Surveys of workers/graduates: 12

Source: Cedefop (2016) based on *Assessing and responding to changing skill needs; EU COM (2015)*

Monitoring methods

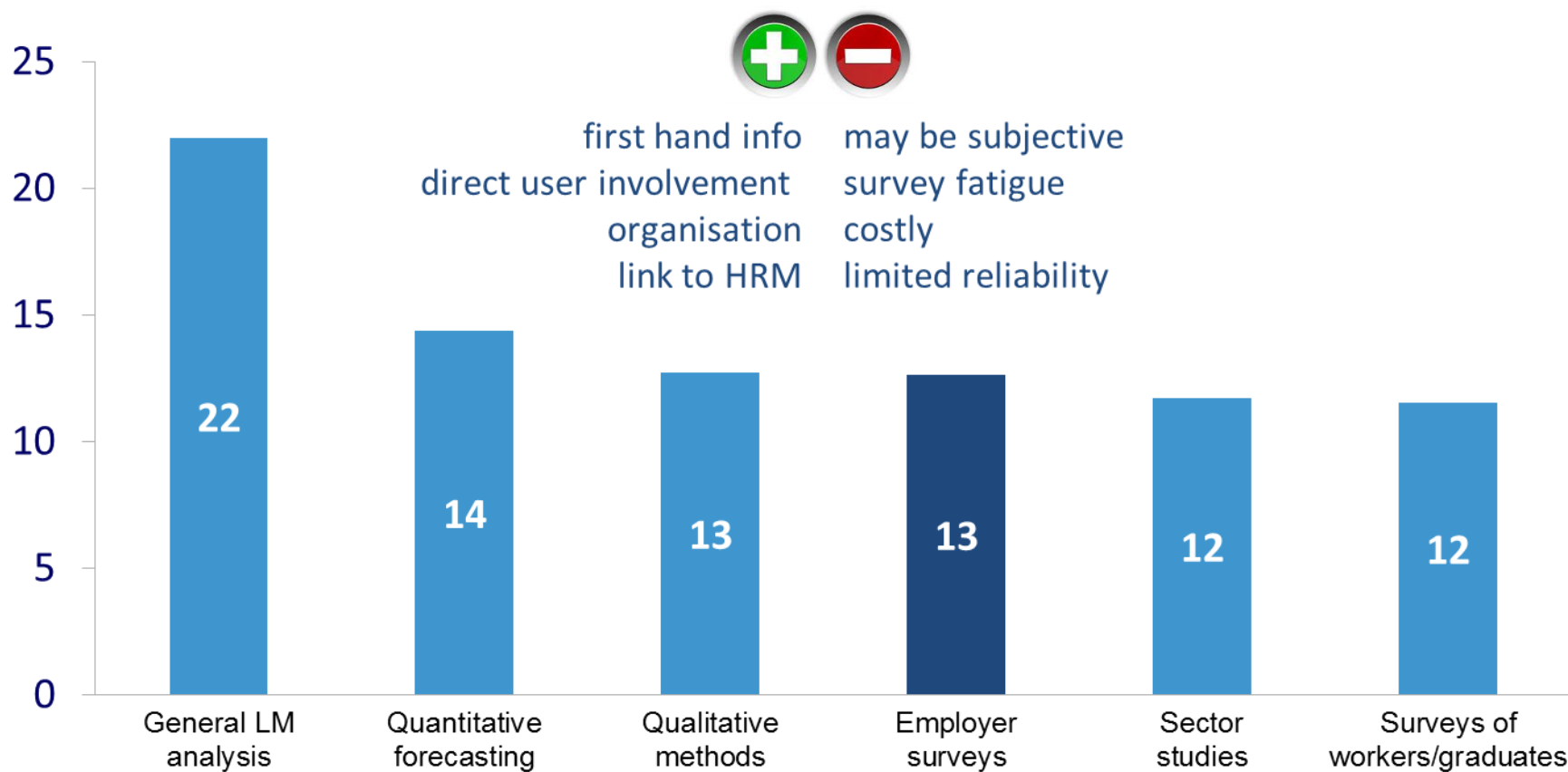going in depth — risk of inconsistency
limited data needs — cultural/cognitive myopia
shared action/consensus — difficult to validate

Method	Value
General LM analysis	22
Quantitative forecasting	14
Qualitative methods	13
Employer surveys	13
Sector studies	12
Surveys of workers/graduates	12

Source: Cedefop (2016) based on *Assessing and responding to changing skill needs; EU COM (2015)*
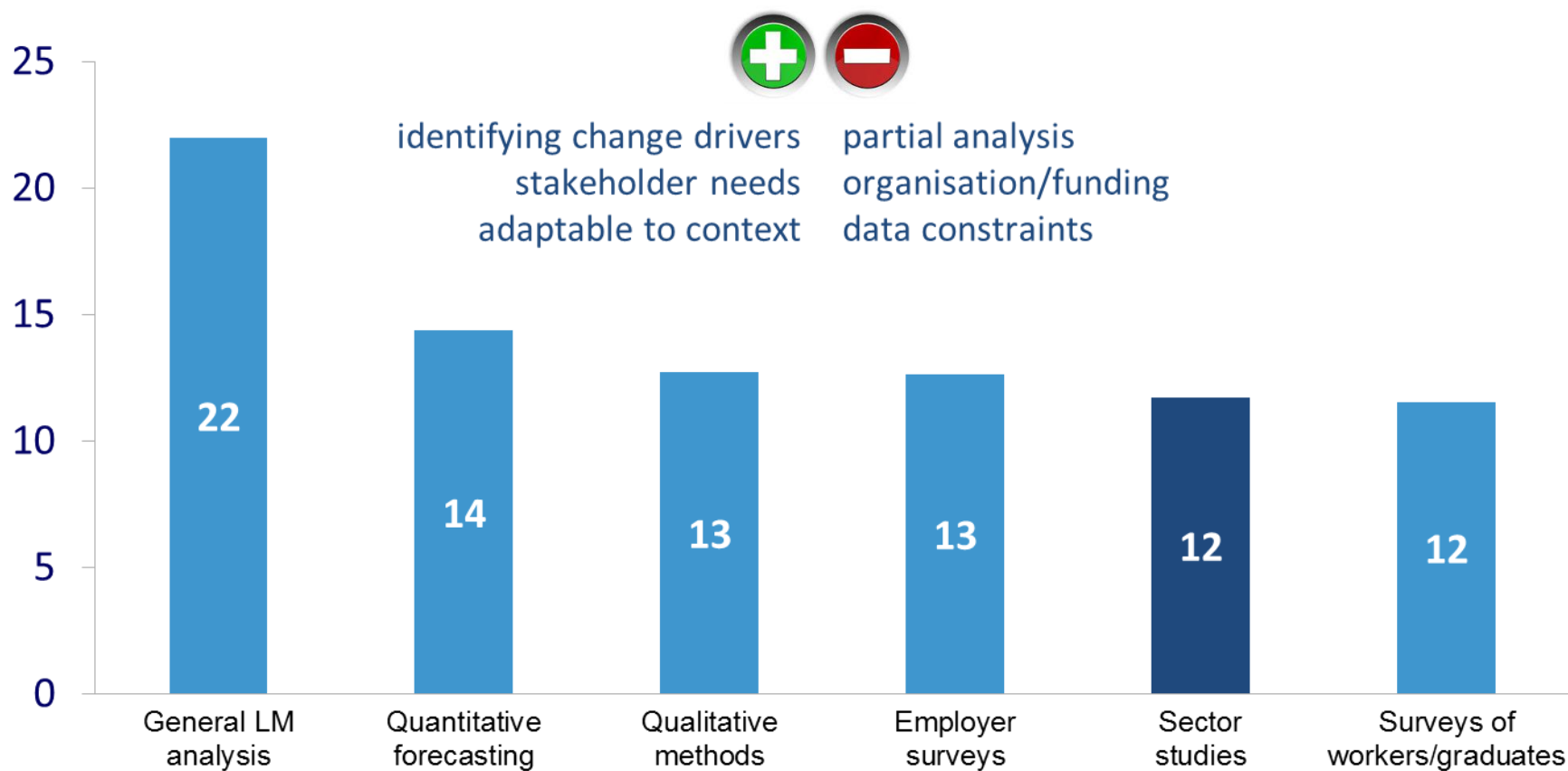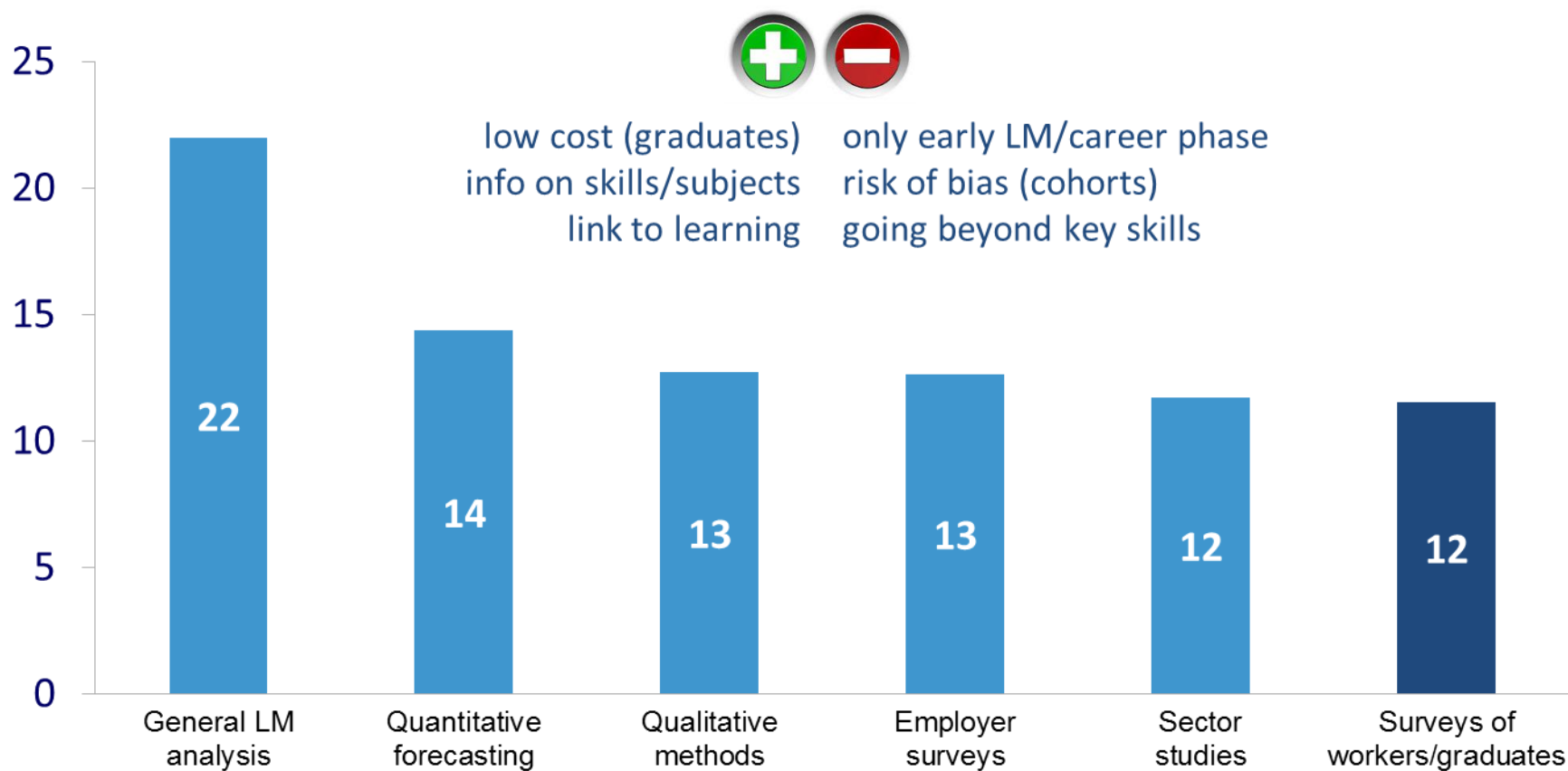
Monitoring methods

first hand info   may be subjective
direct user involvement   survey fatigue
organisation   costly
link to HRM   limited reliability

Chart values:
- General LM analysis: 22
- Quantitative forecasting: 14
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Source: Cedefop (2016) based on *Assessing and responding to changing skill needs; EU COM (2015)*
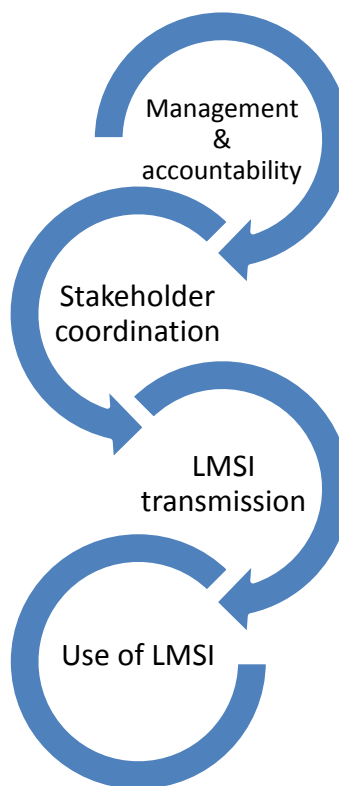
Monitoring methods

identifying change drivers   partial analysis
stakeholder needs   organisation/funding
adaptable to context   data constraints

Chart values:
- General LM analysis: 22
- Quantitative forecasting: 14
- Qualitative methods: 13
- Employer surveys: 13
- Sector studies: 12
- Surveys of workers/graduates: 12

Monitoring methods

low cost (graduates)
info on skills/subjects
link to learning

only early LM/career phase
risk of bias (cohorts)
going beyond key skills

Chart values:
- General LM analysis: 22
- Quantitative forecasting: 14
- Qualitative methods: 13
- Employer surveys: 13
- Sector studies: 12
- Surveys of workers/graduates: 12

Source: Cedefop (2016) based on *Assessing and responding to changing skill needs; EU COM (2015)*

Skills monitoring/anticipation – governance

Foundations

- Policy context
- Regulatory framework
- Infrastructure & resources
- Methods & tools

Processes

- Management & accountability
- Stakeholder coordination
- LMSI transmission
- Use of LMSI

Sustainability

- Incentives
- Updates
- Impact assessment
- Competencies
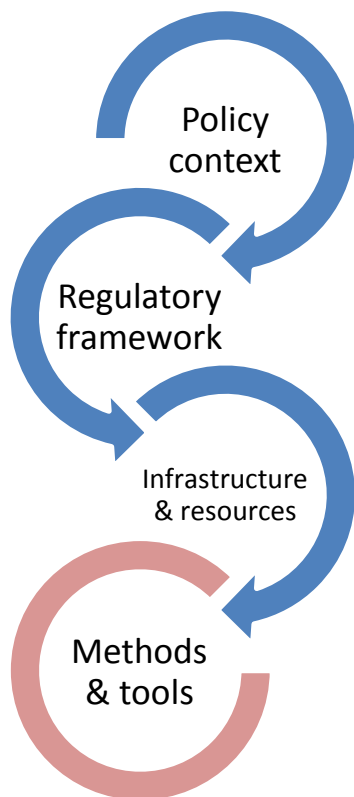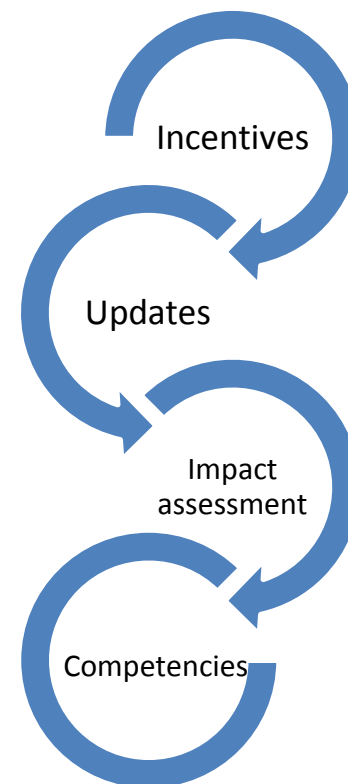
Source: Cedefop 2016-2021 country reviews of skills governance

Moving toward better skills anticipation systems

Organisational structures

dedicated SLMRU unit (IE)
26 E&T committees (FI)
committee on new skills (AT)
regional skills fora (SE, IE)

1

Data infrastructure

Augment forecasts with
qualitative information (FI, EE)
Competency-matching (BE)

2

Clear policy intent

MyCompetence (BG)
Momentum (IE)
MITENNA (FI)

3

Social partner inclusion

extending regional/local reach of
systems (NL, DE)
Better sectoral coverage (IT)

4

Sustainability

replacing of old activities with
new ones (CZ, PL)
employment/skills network (FR)

5

Dissemination

eGuidance service (DK)
LMI for All (UK)
Skills Panorama (EU)

6

Source: Cedefop skills governance in EU project

# Disseminating skills intelligence – the 'weakest link'
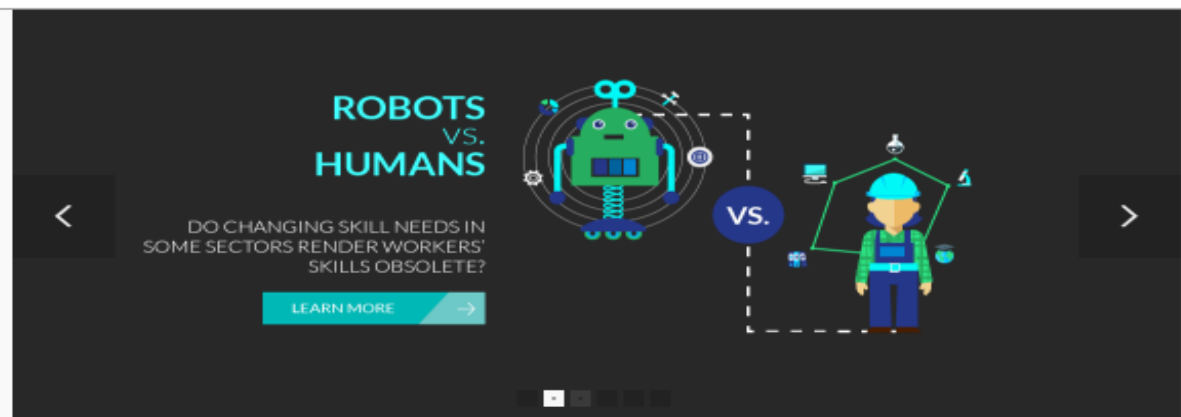
- unsystematic
- technical jargon
- not tailored to user needs
- underfinanced
- limited monitoring of usability
- inadequate use of technology
- timeliness
- career guidance counsellors 'forgotten'

http://www.skillspanorama.cedefop.europa.eu/

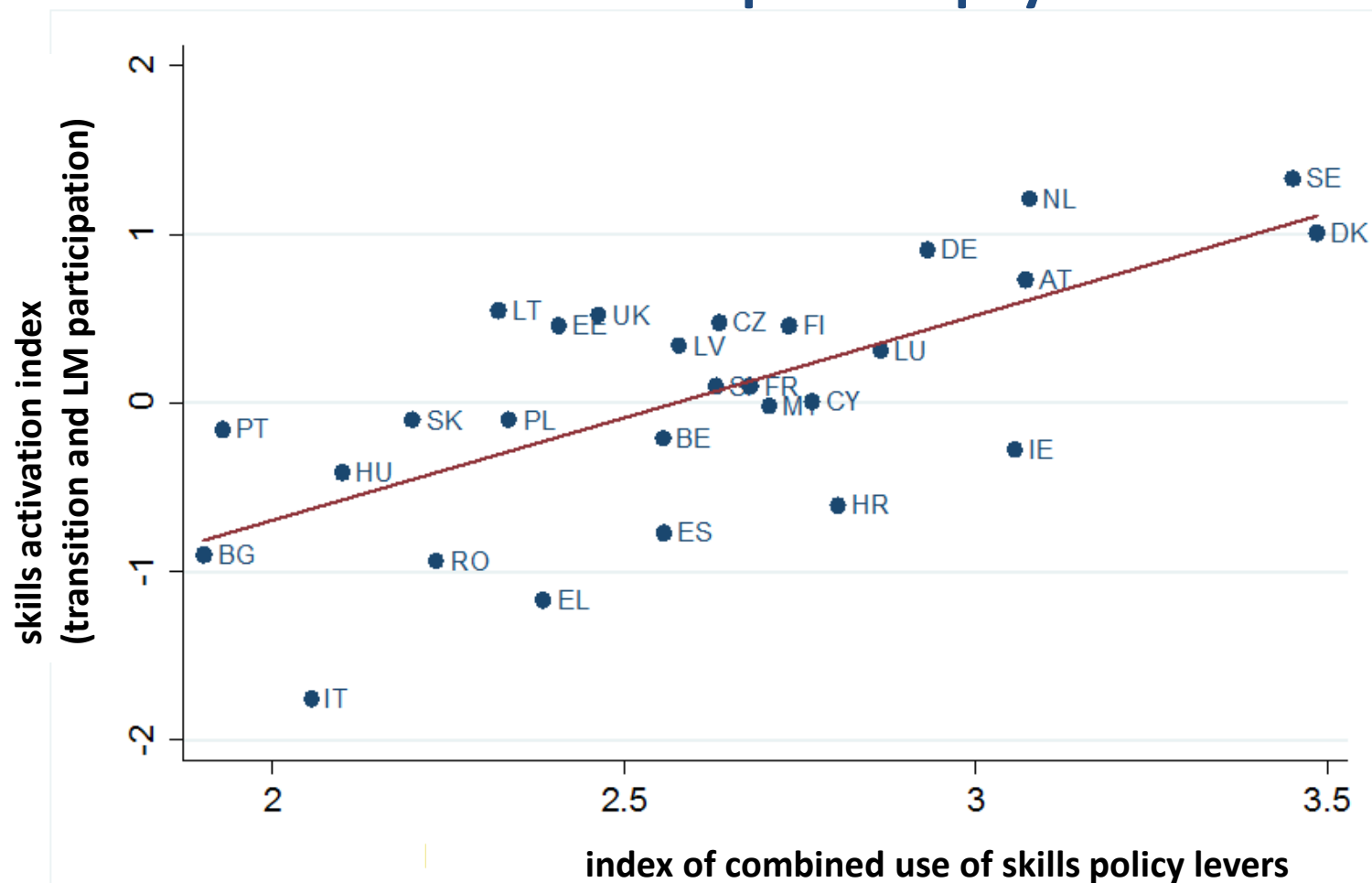# Performance of EU skills formation and matching systems

- Development: education and training (11)
- Activation: LM participation and transition (6)
- Matching: successful matching (5)

making skills work index
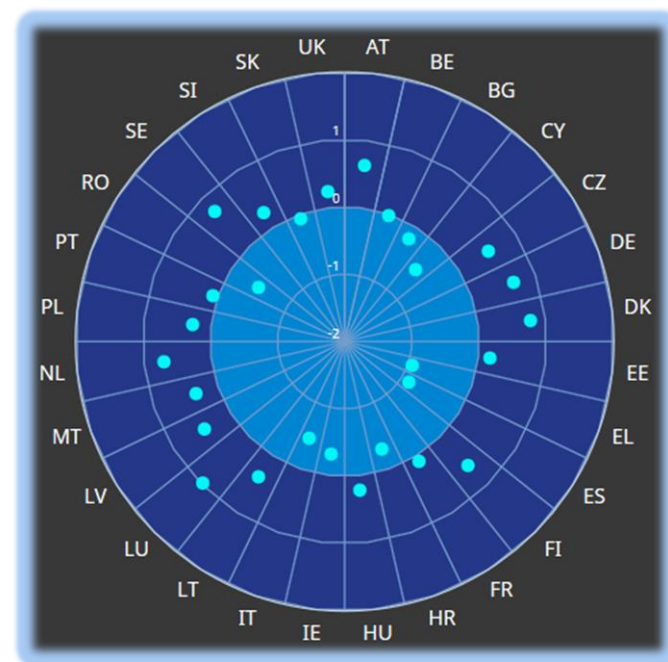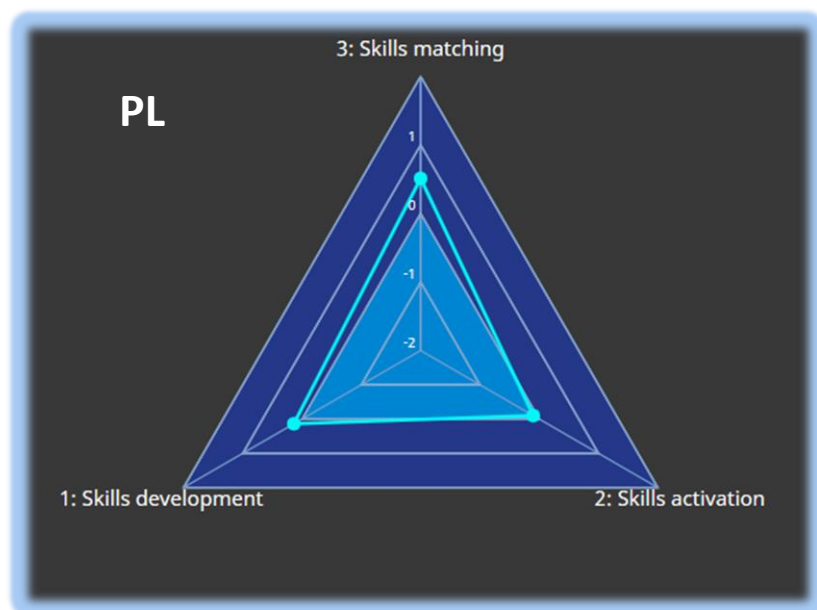
Source: Cedefop's Making skills work index (2016)

Better skills policies pay off

Source: Special Eurobarometer 417 (microdata) and Cedefop's Making skills work index (2016)