



Skills for Service Innovation and new Jobs Scenarios & Recommendations for 2030

Tobias Hüsing

Senior Research Consultant, empirica

The Main Three Scenarios for 2030

- Up- and reskilling as a default, especially for new business processes and smart services
- Innovative, attractive, fast and adaptive just-in-time personalised training systems
- Stakeholders aligned & balanced, demand-led approach and shared leadership
- All enablers (funding, guidance, ILAs, Micro creds, QA etc.) smoothly operational

- Mostly fragmented approach
- Scattered successes, with many failures and duplication
- Scalability and sustainability remain elusive in many cases

- Partly failed up- and reskilling efforts
- Two tier workforce & training systems
- Benefits accrue to the already better-off
- Focus remain mostly supply side targeting mostly VET incumbents: More of the same

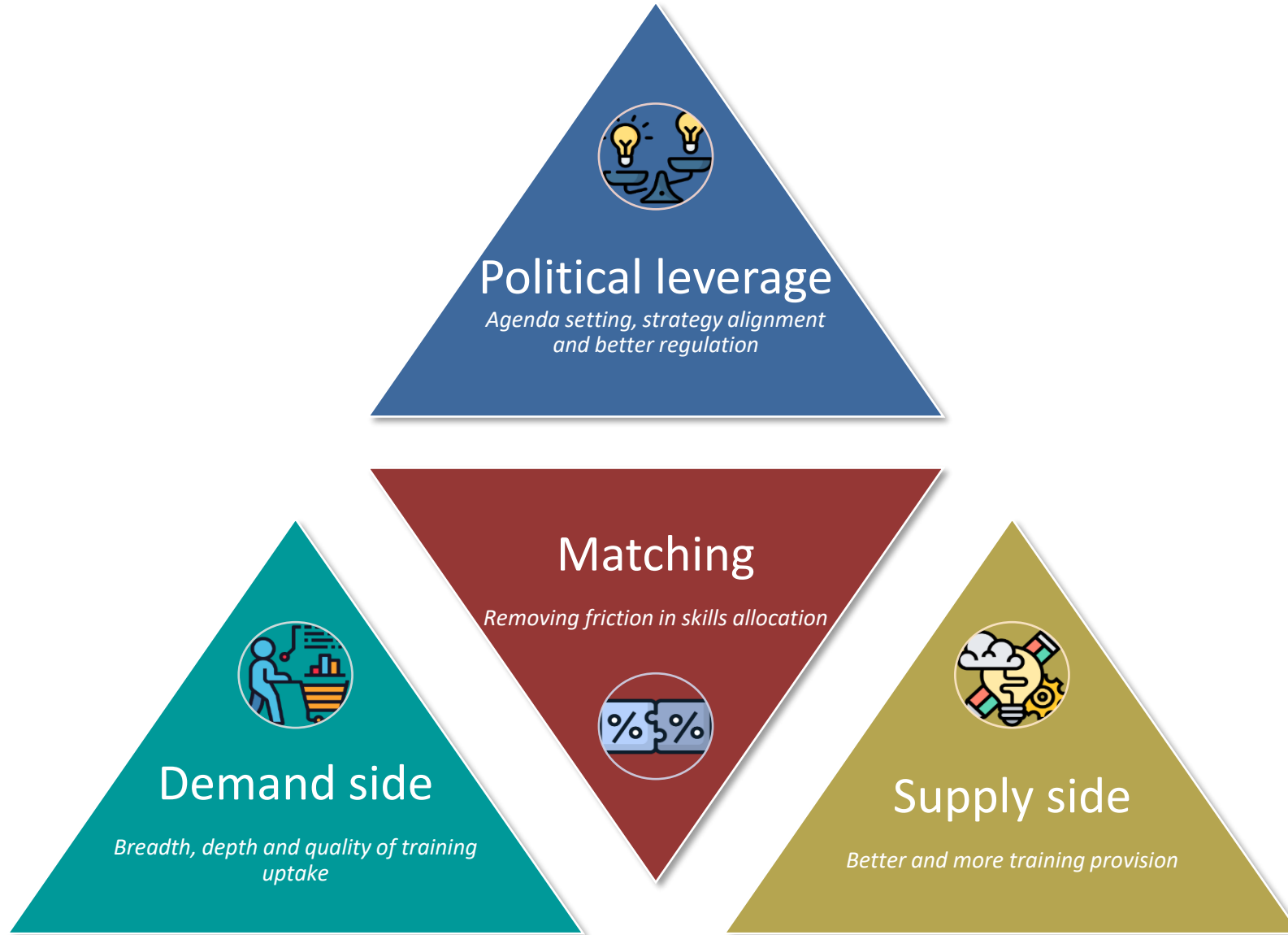


- Strictly demand based innovation
- Empowered learners making mindful & responsible investments
- Utmost focus on inclusion, gender balance and diversity
- Sectoral & regional ecosystems and clusters adapted approaches
- Leaps in skills and training foresight and intelligence to manage change

- In general: somewhere in-between the Vision and Muddling-Through
- Potential for improvement if serious evaluation is undertaken

- Lack of sustainability and scaling
- Patchwork instead of orchestration
- Insufficient industry focus
- Increasing skills gulf and polarisation within the economy
- Tech invests in and skims talent

Recommendations for Action – Four Areas



Recommendations for Action – Political Leverage

Challenge for policy making to hit the ground running

Danger to remain with the known and established

Rapid capacity building needed

Stakeholders must be included, yet swift action is needed

WHY?

Agenda setting, strategy alignment and better regulation

- 1. Member State vision and strategy alignment**
- 2. Skills and training intelligence**
- 3. Service Innovation Roadmaps for smart policy design**
- 4. National upskilling agencies**
- 5. Policy toolbox**



Actions

5. Policy toolbox

Develop a toolbox with adaptable how-to's on emerging and promising measures - Library of best and emerging practice, e.g.:

- *Policies, initiatives & projects*
- *Stakeholder engagement*
- *Programme design*
- *Assessment tools*
- *Counselling & matching services*
- *Skills & training intel*
- *Training and certification market*
- *Platforms*
- *Standards & quality labels etc.*

Example

Recommendations for Action – Demand Side

*Participation in training is low and uneven
Especially for SMEs
Demand side knows better what's needed (bottom-up)
Many in a phase of re-orientation after COVID -> The Great Reset?
Drafting individual SIR is a complex process that may need help*

WHY?

Breadth, depth and quality of training uptake

- 6. Prioritise demand side funding for true upskilling**
- 7. Upskilling roadmaps for everyone**
- 8. Electronic Skills Records (ESR)**
- 9. European skills platform for citizens**
- 10. Corporate upskilling responsibility**



Actions

7. Upskilling roadmaps for everyone

Enable and facilitate the development and use of analytics-based frameworks for change
(aka SIR – Service Innovation Roadmaps)

Both firm level and worker level

Including counselling and training in drafting these.

Example

Recommendations for Action – Supply Side

*Scaling, scaling, scaling!
Short half lives of usefulness –
need for speed
Must be increasingly individual,
situational, just in time
Requirements sector specific,
often even company specific
Co-creation is sine-qua-non – but
help needed to midwife these
projects and ensure broad
benefits (SMEs!)
Existing gems still overlooked*

WHY?

*Better and more training
provision*

- 11. Develop in-workplace systems for “Just enough, just in time, just for me” learning**
- 12. Scale up ‘Stars’!**
- 13. Root co-creation funding in national upskilling schemes**
- 14. Sectoral eco-system solutions**



Actions

11. Develop in-workplace system for “Just enough, just in time, just for me” learning

Include the development of “just enough, just in time, just for me” learning systems in funded projects, multi-stakeholder partnerships for upskilling. Fund research on “3J”-systems.

Example

Recommendations for Action – Matching

Skills the new language & currency of labour market
Degrees and job titles insufficient
Micro-credentials can help
Vast opportunities for smart matching, better anticipation, better planning of activity
Better fit of tools, programmes, tailored learning, career counselling
Universal language ensures frictionless passage between sectors and geographies

WHY?

Removing friction in skills allocation

- 15. *Redefine skills credentialing!***
- 16. *Boost skills efficiency and regional development through smart and regional brokerage***
- 17. *Sectoral skills ontologies to feed into ESCO***



Actions

17. *Sectoral skills ontologies to feed into ESCO*

Further sectoral skills ontologies such as the e-CF, based on industry stakeholder needs for use in recruitment, career counselling, training provision, curricula design, and skills assessment.

Base these taxonomies on stakeholder input, data-based skills intelligence and feed them into ESCO.

Consider 2-speed systems to allow for timeliness

Example

