The skills of tomorrow and learning experiences needed today
Workers are worried about their future, creating pressure on governments and businesses

55% of people are worried automation and/or other innovations will take their job away.¹

60% think ‘few people will have stable, long-term employment in the future’.²

37% of workers are worried about automation putting jobs at risk.²

30% of jobs at high risk of displacement by automation by 2030.³

¹ Edelman Trust Barometer 2019
² PwC Workforce of the future survey, 2017
³ PwC Economics Analysis, 2018
Organisations are challenged to deliver productivity

€3 trillion in tech investment each year.\(^4\)

Growth in workforce productivity, by any measure, remains low.\(^6\)

79% of CEOs are worried about the availability of key skills— it’s a ‘top 3’ concern for them.\(^5\)

46% of CEOs say their first priority to remedy the issue is reskilling workers they currently have.\(^5\)

\(^4\) Forrester Forecast 2019  
\(^5\) PwC CEO Survey, 2019  
\(^6\) OECD
The local context

38%
Of total workforce are low skilled workers.\textsuperscript{10}

17.5%
Are early school leavers.\textsuperscript{11}

7%
Of population aged 25 to 64 is participating in education and training.\textsuperscript{12}

\textsuperscript{10} Jobsplus CEO Clyde Caruana, 2019
\textsuperscript{11} Time of Malta, 2019
\textsuperscript{12} Eurostat, 2012
Upskilling: learning new competencies to stay in current role, due to the change in skills required, or adding certain competencies for career progression, thereby fulfilling the talent needs of a rapidly changing economy.

Reskilling: learning new sets of competencies to transition to a completely new role.
What do we mean by ‘Upskilling for the digital world’?

It’s not just about Digital Skills

Upskilling is more than just providing access to training

Planning for the 5 to 10% of roles that radically change annually
Why Upskilling?

Skills landscape

- To **enhance human skills** required for tasks which technology will not replace and to adapt mindset.

- To support those whose roles to be transformed and those who will be **displaced** due to a growing skills gap.

- To develop digital skills to **leverage technology** to avoid a skills gap hampering business growth and productivity.

- **Creation of new roles** and emerging professions which is set to increase its share of employment.
Upskilling requirement

54% of all employees will require significant re- and upskilling.

35% of these are expected to require additional training of up to 6 months.

9% will require reskilling lasting 6 to 12 months.

10% will require additional skills training of more than a year.
What could trigger your need to Upskill?

- Failing to deliver value from technology investment
- Misaligned costs due to employees in redundant roles or with a lack of necessary skills
- Need to rapidly transform business due to competitive pressures

- Slow or no growth in workforce productivity
- People costs growing faster than expected
- Need to integrate new acquisition and deliver target synergies

- Poor ability to innovate
- Poor employee engagement scores
- Need to rapidly respond to changes in regulatory landscape
A lack of skills impacts business performance, innovation and pushes people costs

Question:

What impact is ‘availability of skills’ having on your organisation’s growth prospects?

Source: PwC, 22nd Annual Global CEO Survey
Why Upskilling?

The expense of upskilling should be considered in the context of the alternatives:

- **Severance costs** for laid-off workers
- Time and costs involved in **finding, recruiting, and on-boarding new people** with the skills most in demand
- **Talent attraction** issues
- **Unproductivity** costs
- **Uncompetitive** costs
The upskilling need across industries

Technology requires new skills.

All parts of an organisation need new skills.

Organisations failing to deliver through current upskilling efforts.

Jobs at a high risk of automation by 2030
Clusters of jobs in the digital age

**Stable Roles**
- Managing Directors and Chief Executives
- General and Operations Managers
- Software and Applications Developers
- Sales and Marketing Professionals
- Human Resources Specialists
- Database and Network Professionals
- Risk Management Specialists
- Information Security Analysts
- Organizational Development Specialists
- Compliance Officers
- Robotics Specialists and Engineers

**New Roles**
- Data Analysts and Scientists
- AI and Machine Learning Specialists
- Big Data Specialists
- Digital Transformation Specialists
- Information Technology Services
- Process Automation Specialists
- Innovation Professionals
- User Experience and Human-Machine
- Robotics Specialists and Engineers
- People and Culture Specialists

**At Risk or Redundant Roles**
- Data Entry Clerks
- Administrative and Executive Secretaries
- Assembly and Factory Workers
- Customer Service Workers
- Business Services and Administration Managers
- Accountants and Auditors
- Financial Analysts
- Cashiers and Ticket Clerks
- Car, Van and Motorcycle Drivers
- Statistical, Finance and Insurance Clerks
- Lawyers

World Economic Forum, 2019
Examples of companies investing in upskilling

Already **15,500** employees have been upskilled through the Digital Upskilling Plan.

Mobilised **55k people in US firm** to take ownership of their digital upskilling journey - now being rolled out globally.

**€160 million** investment for upskilling staff.

**$700 million** in retraining its workers across the U.S.
A national priority

World Economic Forum - Recommendations from “Towards Reskilling Revolution Report” 2019

- Leverage strategic workforce planning
  - Conduct strategic workforce planning
  - Establish strategic skills mapping within jobs
  - Close management knowledge gap

- Shape the future talent pipeline
  - Develop targeted reskilling programmes
  - Upskill on a large scale
  - Homogenize skilling landscape
  - Align educational curricula with skills needs

- Optimise talent ecosystem conditions
  - Rethink organizational structures
  - Transform culture to attract and retain next generation talent
  - Develop a culture of lifelong learning
  - Boost diversity
**Workforce of the Future Framework**

**External Considerations**
- Social
- Technology
- Demographic
- Tax / Legal / Regulatory
- Government support for skills building

What social trends impact our business? How can technological advancements benefit us? How do changing demographics impact availability of talent? What is our corporate tax strategy? How do we structure legal entities? How do regulatory developments impact us? What legal or financial support is provided by authorities for training or job transfer?

**Business Strategy**
- What is our Organisational Purpose? What is the business going to look like in the future? What are our competitors doing? What products/services will it offer? What is the profile of its customer base?

**Workforce Strategy**
- What type of/how many employees do I need - buy, build, or rent? What skills do I need? How am I considering diversity? What do I need to do to execute on the workforce strategy? Where will my people be located? What will my operating model look like?

**Organisational Capabilities**
- What is the impact of business strategy on organizational capabilities and skills required? What is my target purpose, values, and behaviors? Which signature capabilities will provide a competitive advantage?

**Workforce Experience & Performance**
- How do I unleash greater employee productivity? What can I do to increase employee attraction and engagement, and ultimately drive better performance?

**Physical & Digital Workplace**
- How do we optimise worker performance through physical and virtual working? How do we optimise our use of digital technologies to aid collaboration and reduce costs? What physical workplaces meet our business (cost, risk, productivity) needs?

**Action Planning & Roadmap**
- How will we deliver on workforce plan, work environment, and talent strategy? What are the operating model implications? What does the roadmap look like? What change management is required?

**Measurement & Monitoring**
- How do I know my workforce strategy is effective? What tools enable the monitoring of my workforce? What KPIs am I monitoring?

**Upskilling for the digital world**
L&D challenges

1. Experiential learning that brings about a change in mindset from a fixed one to a growth/exponential mindset

1. A sharp growth curve at the speed of technology

3. Not in vacuum but in a digital context
Characteristics of learning plans

**Mindset**
Aims to change culture around digital, creating a digital mindset and digital-first approach to how organisations service their clients.

**Blended**
Includes classroom teaching together with additional e-learning and online resources to address challenging topics and reinforce learning.

**Project Based**
Project-based courses which will ensure participants put their newly acquired skills into action.

**System Wide**
A digital capability roadmap and learning planner that is aligned to business strategies and objectives.
Meet Joe:

Joe is a 30 year old accountant. He has studied hard at university to obtain his qualification and is progressing very well in his career however he needs to transform the way he works to remain relevant for his company. He also fears that his job of an accountant is changing and needs to prepare himself for this change.

Human Literacy Bootcamp
- Agile Project Management
- Change Management

Data Analytics Academy
- Power BI/Power Query
- Design thinking
- Innovation
- Digital Fitness App

Guided Simulation finance function sprint

Design TNA & Case Studies

Pilot sprint

Total = 6 months

Change Mentoring

Legend
- Learning
- Project

Full Scale Deployment of defined processes
Meet Jake:
Jake has left MCAST 3 years ago with a diploma in Computer Engineering. He is passionate about emerging technology and would like to change his job and better his pay. He currently works as an IT support team member and handles a few IT projects.

Learning Sprint 2
- People management
- Data gathering
- Concepts of blockchain architecture

Learning Sprint 3
- Emotional intelligence
- Cloud
- Critical thinking & problem solving
- Blockchain security principles

Building Blocks of Digital Transformation Checkpoint

Learning Sprint 4
- Systems design
- Business process – reengineering
- Working with the Ethereum platform

Learning Sprint 5
- Leading for change
- Data modelling
- Blockchain & data science

Learning Sprint 6
- Strategy for innovative & future technology
- Data analytics & visualisation

Total = 6 months 2/3 week sprints

Induction Day

Change Mentoring

Projects Learning in Practice – Learning Platform

Final project presentation
Meet Anna:
Anna is a manual working in the food & beverage industry. She is described by the store manager as a very hard working person but has never had the opportunity to continue learning. Her company is now opening a new logistics centre in Żebbuġ with high end automation. The store manager would like to upskill Anna to be his safe pair of hands at the new depo.

Employee Plan
- Assess skills & aspirations
- Match the most suitable job
- Assess skilling apps

Boot-camp Learning
- Digital skills
- Job related skills
- Human centric skills

Skills Development Plan
- Workforce planning
- Competency profiling

Total = 3 months
Thank you