Workshop

The skills of tomorrow and learning experiences needed today

Michel Ganado
Advisory Partner
PwC Malta

Pamela Mamo
Senior Manager
PwC's Academy

FHRD
all about people

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.[10]

17.5%

Are early school leavers.[11]

7%

Of population aged 25 to 64 is participating in education and training.[12]

[10] Jobsplus CEO Clyde Caruana,2019
[11] Time of Malta, 2019
[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.

A strategist's guide to upskilling, 2019

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

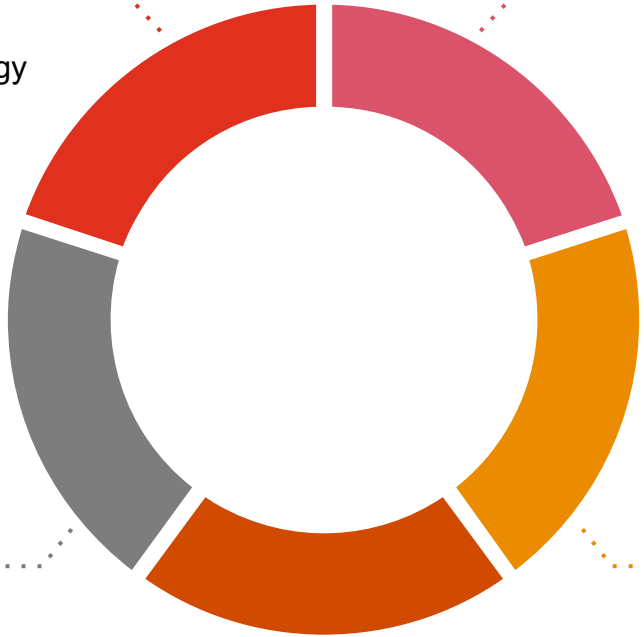
Planning for the 5 to 10% of roles that radically change annually

Why Upskilling?

Skills landscape

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

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



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

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

Upskilling requirement

World Economic Forum Future of Jobs Report 2018 - 2022

54%

of all employees will require significant re- and upskilling.

35%

of these are expected to require additional training of up to 6 months

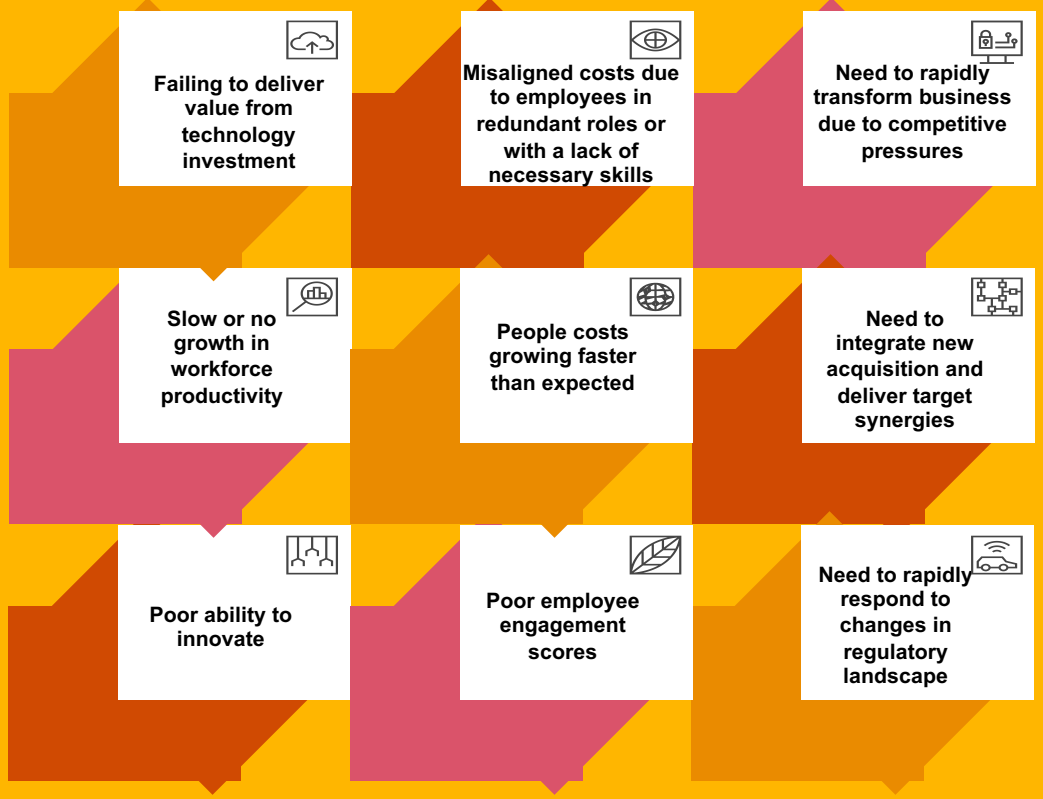
9%

will require reskilling lasting 6 to 12 months

10%

will require additional skills training of more than a year.

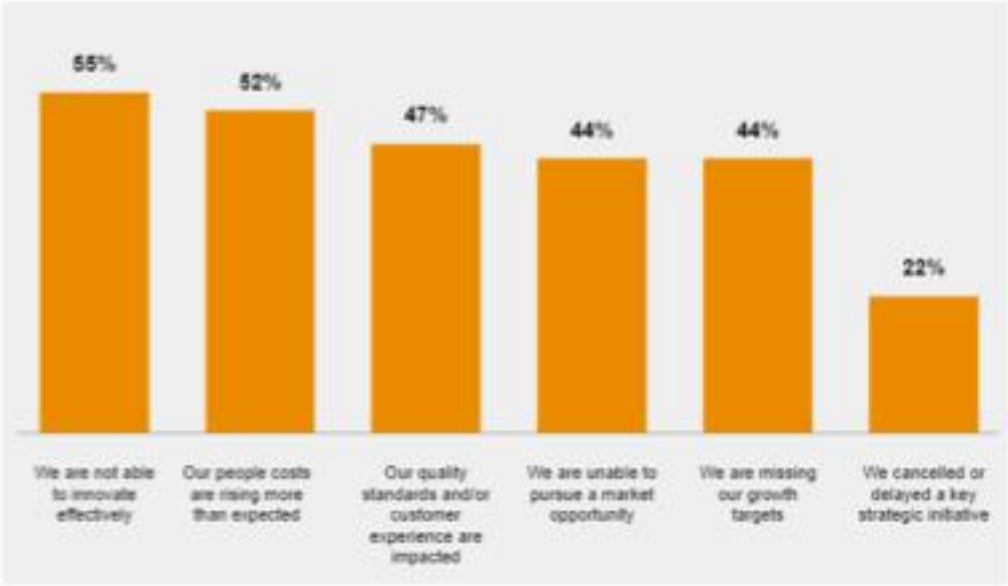
What could trigger your need to Upskill?



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:

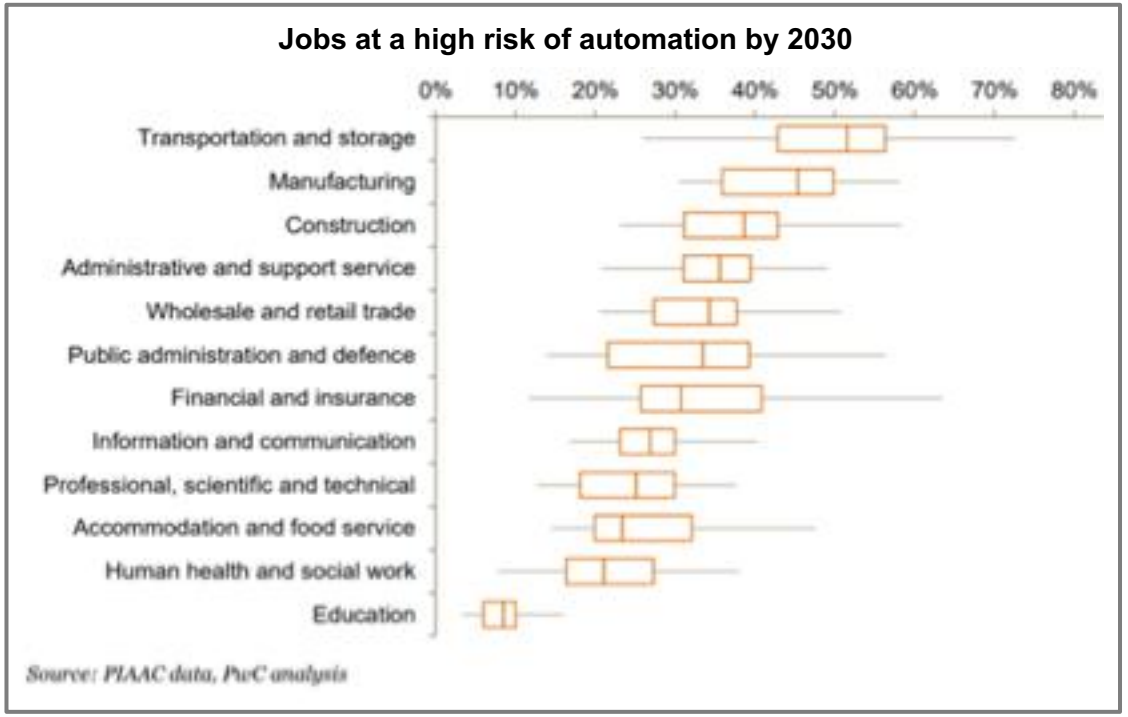
- **Severance costs** for laid-off workers
- Time and costs involved in **finding, recruiting, and on-boarding new people** with the skills most in demand
- **Talent attraction** issues
- **Unproductivity** costs
- **Uncompetitive** costs

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.



Clusters of jobs in the digital age

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

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

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

L'ORÉAL

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

Volkswagen

€160 million investment for upskilling staff.

pwc

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

amazon

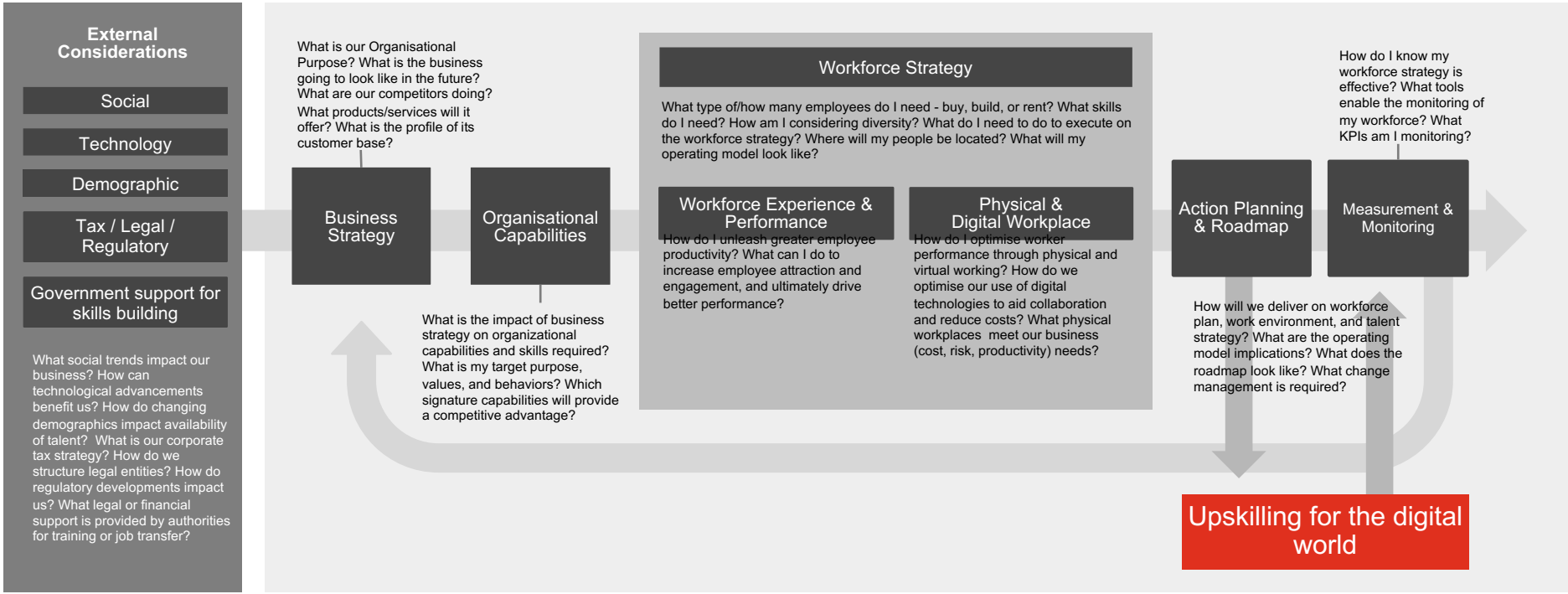
$700 million in retraining its workers across the U.S.

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



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

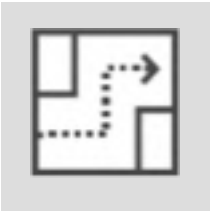
Aims to change culture around digital, creating a digital mindset and digital-first approach to how organisations service their clients.

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.



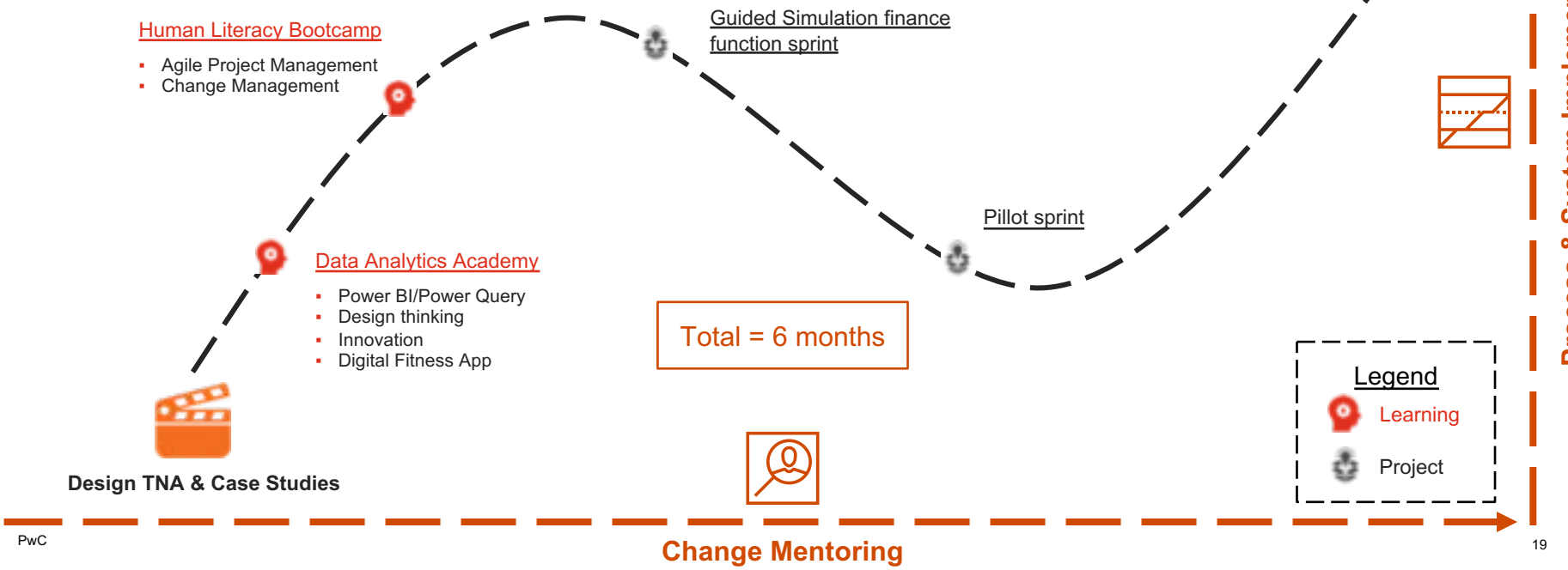
System Wide

A digital capability roadmap and learning planner that is aligned to business strategies and objectives

Upskilling a finance team for the digital age

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.



Transforming the semi-technical to technical

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.

Induction Day

Learning Sprint 1
- Agile project management
- Design thinking
- Data governance
- Blockchain business foundation

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

Final project presentation

Total = 6 months
2/3 week sprints

Legend
- Learning
- Project

Projects Learning in Practice – Learning Platform

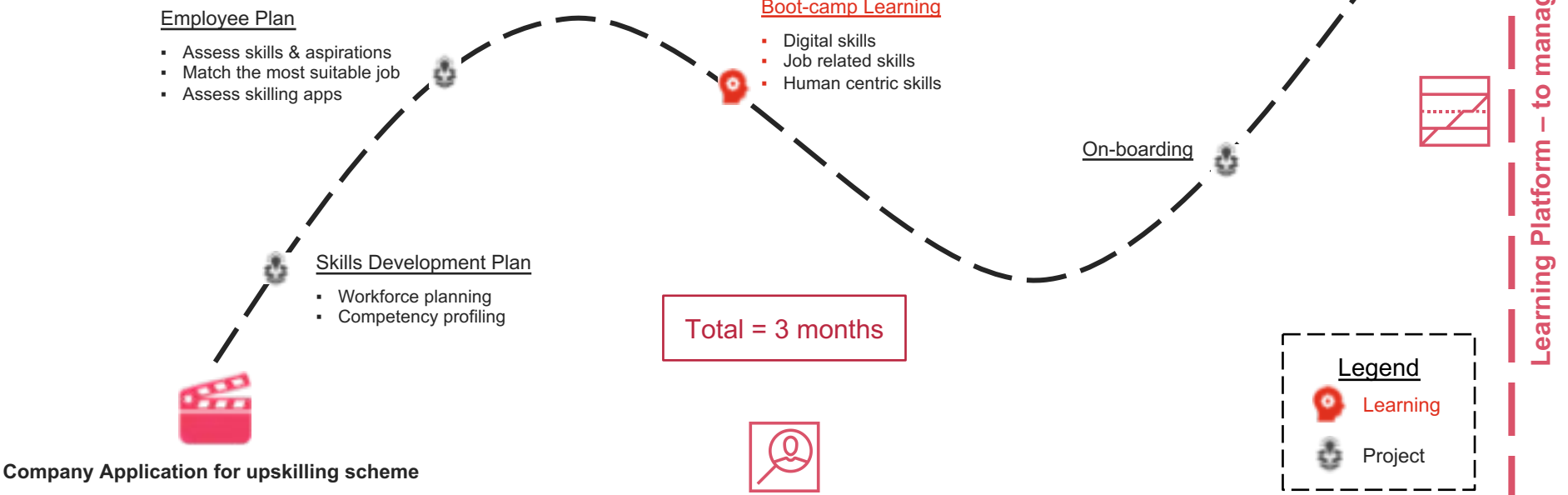
Change Mentoring

Upskilling manual labour for the digital age

Enhancing workforce mobility

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.



Workshop

Thank you

FHRD
all about people