

Workshop 2

Skills disruption in the digital age. How could HR tackle it?



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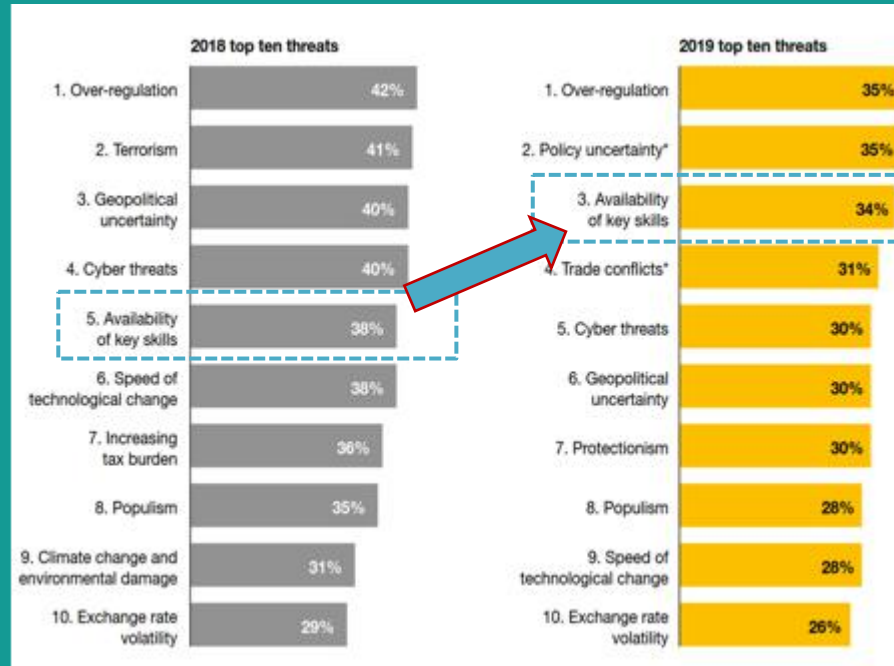


all about people

2022 Skills Outlook

		Growing	Declining
	1	Analytical thinking and innovation	Manual dexterity, endurance and precision
	2	Active learning and learning strategies	Memory, verbal, auditory and spatial abilities
	3	Creativity, originality and initiative	Management of financial, material resources
	4	Technology design and programming	Technology installation and maintenance
	5	Critical thinking and analysis	Reading, writing, math and active listening
	6	Complex problem-solving	Management of personnel
	7	Leadership and social influence	Quality control and safety awareness
	8	Emotional intelligence	Coordination and time management
	9	Reasoning, problem-solving and ideation	Visual, auditory and speech abilities
	10	Systems analysis and evaluation	Technology use, monitoring and control

Availability of key skills resonates to CEOs more than ever



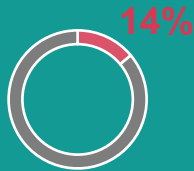
A lack of skills impacts business performance & innovation and pushes up people costs



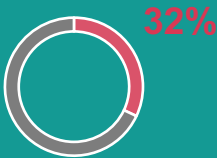
What impact is 'availability of key skills' having on your organisation's growth prospects? (Asked of those respondents 'extremely concerned' about availability of key skills.)

New skills for a new digital world

Jobs will change significantly in the next 15-20 years.



Completely automated



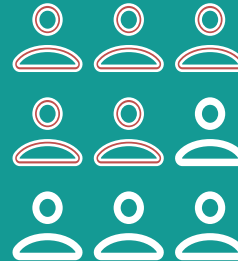
Change significantly

6 out of 10 adults lack basic ICT skills or have no computer experience.



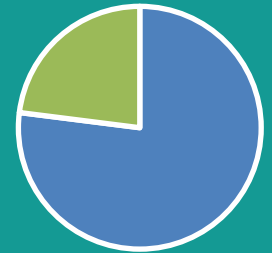
53%

of workers believe automation will significantly change or make their job obsolete within the next ten years.

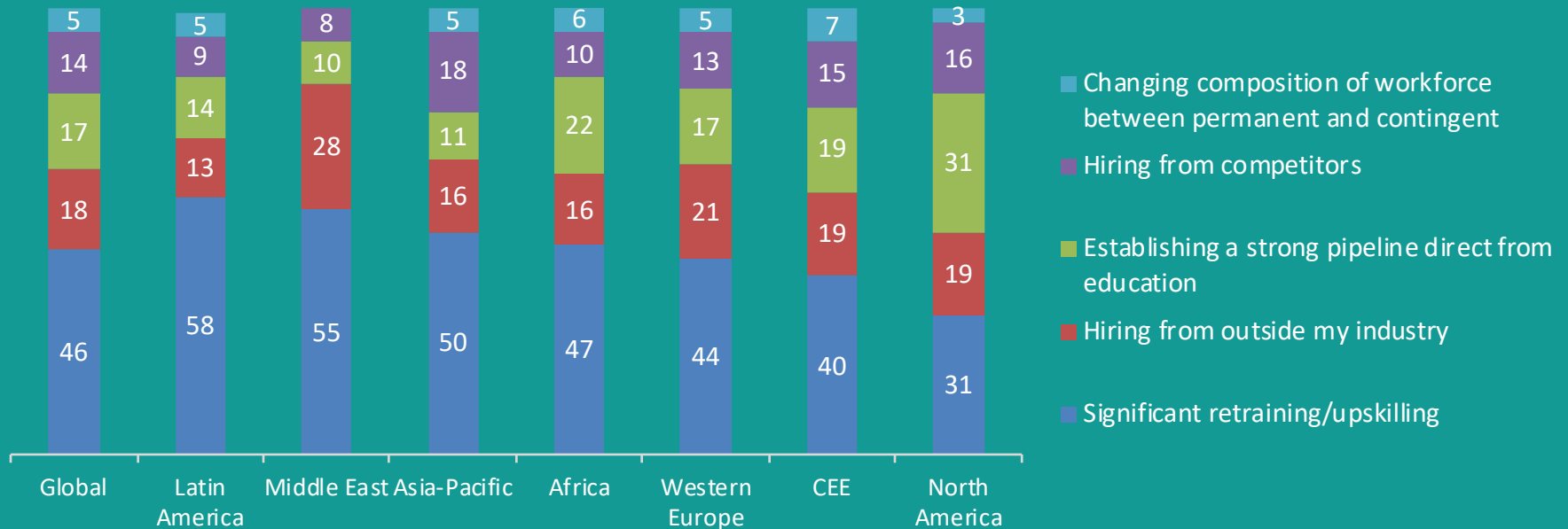


77%

of adults would learn new skills now or completely retrain to improve their future employability.

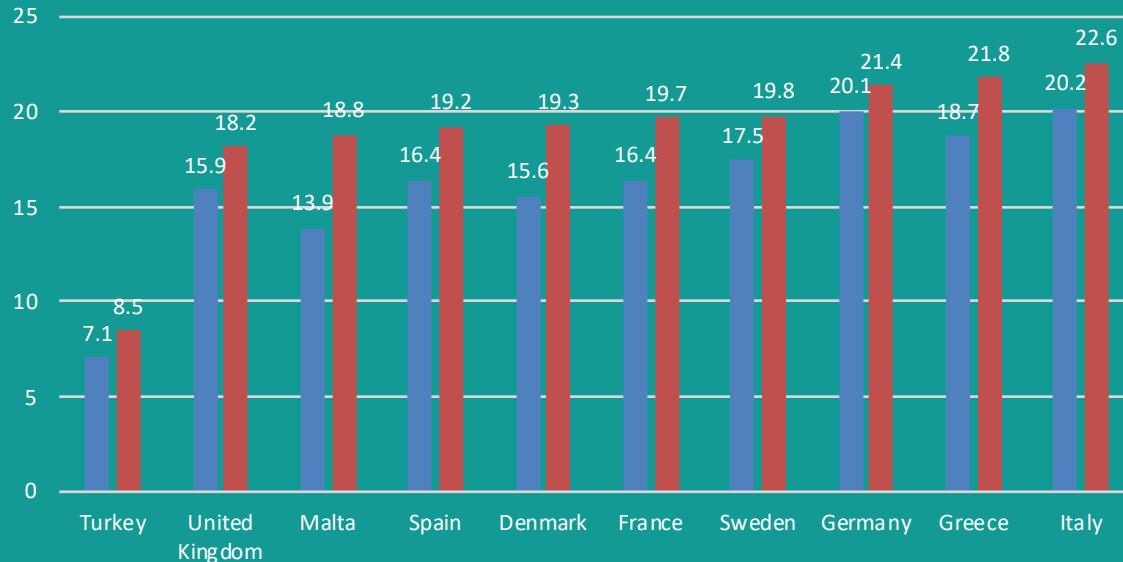


Significant retraining/upskilling among the efforts to close the skills gap



Aging population – Another challenge

Share of population aged 65 and over compared to the total population

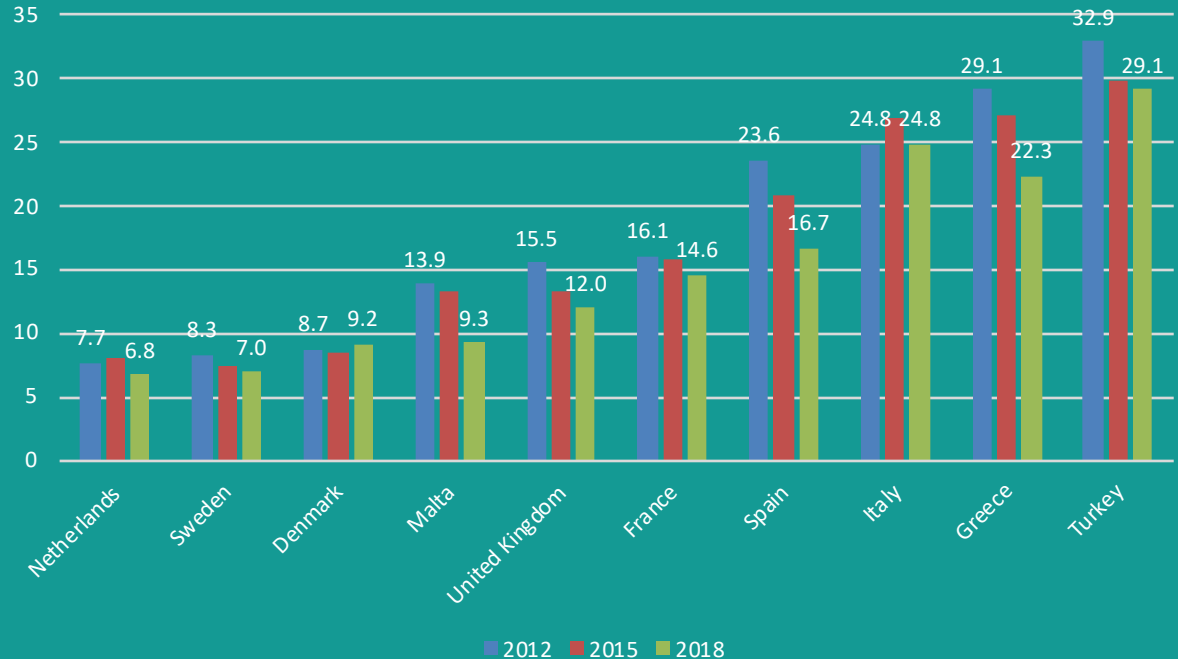


Source: Eurostat 2019

The aging of baby boomers (born 1946-1964) implies that **older people are projected to outnumber children by 2050**

The NEET – A potential untapped workforce

Percentage of NEETs from 15 to 34



Not in employment...

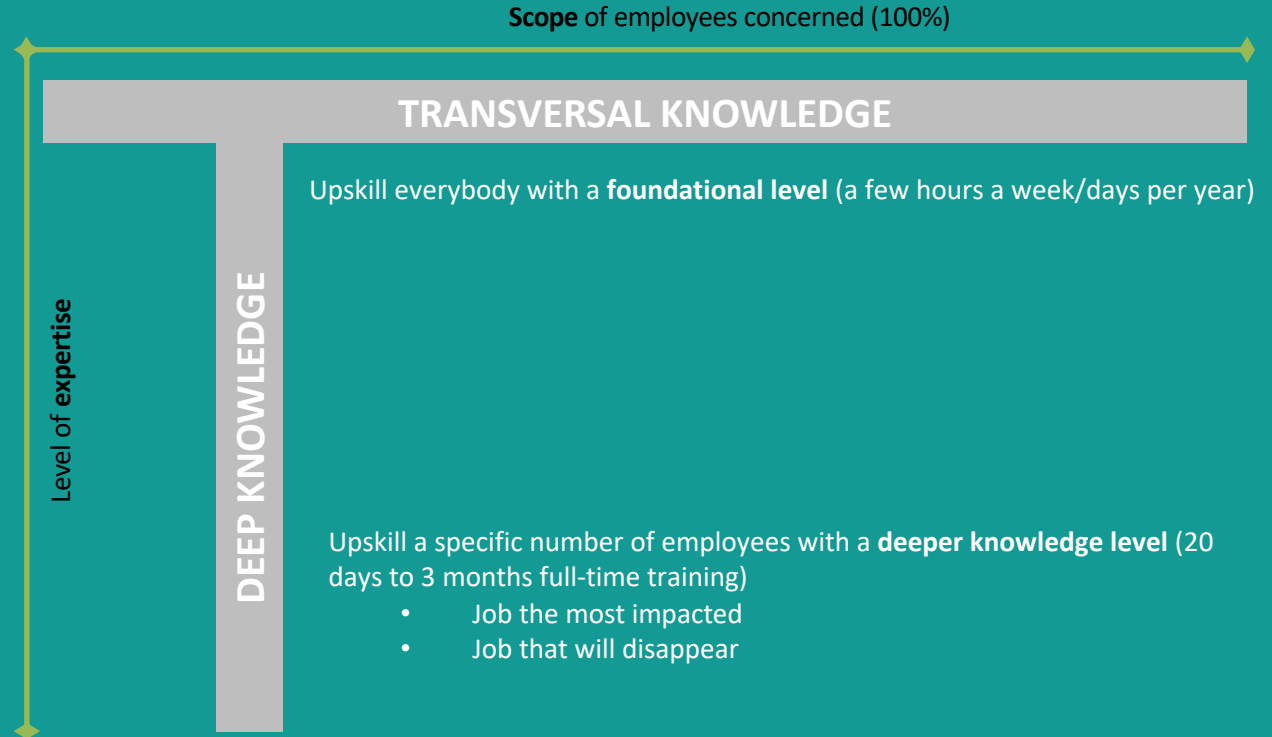
Not in education...

Not in training...

In 2015, Eurofound estimated the loss of European economies resulting from missed benefits and forgone earnings and taxes to be around €142 billion a year

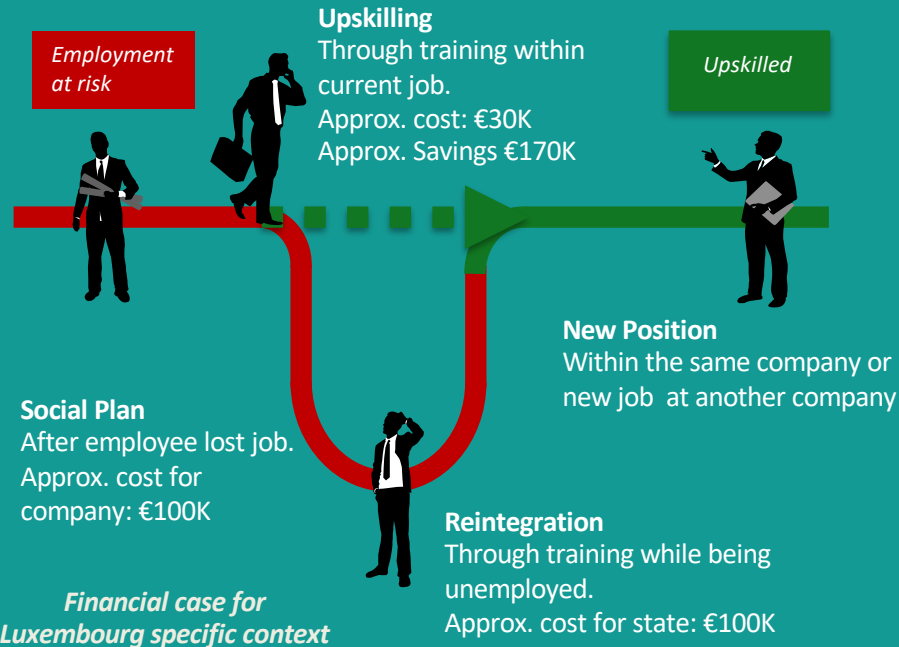
How do we define upskilling

“Providing a set of new knowledge, qualifications and skills (KQS) to enter into a new/ transformed function”

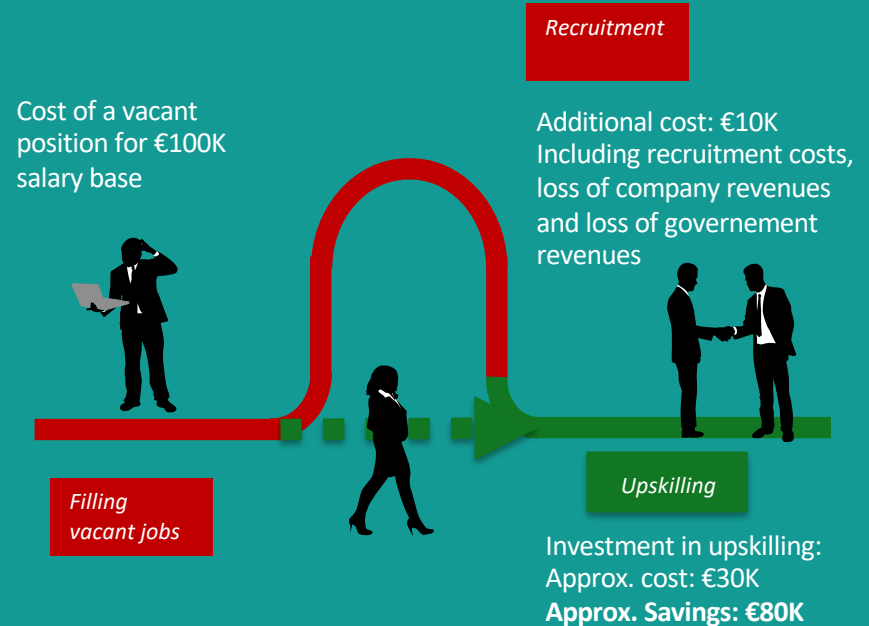


The financial case behind upskilling vs. firing/hiring

The cost of firing > upskilling



The cost of hiring > upskilling



An innovative approach for upskilling – Skills Expander



Step 1
Analyse & define the
Upskilling initiative

Preparatory steps:
budget, scope
precision, stakeholder
engagement plan



Step 2
Define the Future
Workforce taking into
account the impact of
the digitalisation and
automation

Accompaniment by a
strategic consultant,
Workforce Planning



Step 3
Assess current
**competencies of
impacted employees**

Accompaniment by a
personal advisor,
evaluation with AI-
tools



Step 4:
Find the best possible
job and training match
for the impacted
employees, either
internally or externally

Job-matching and job-
suggestion tools taking
into account vacancies
and the skills gap
towards new job



Step 5:
Train the new
**competencies to be
best prepared for the
new challenge**

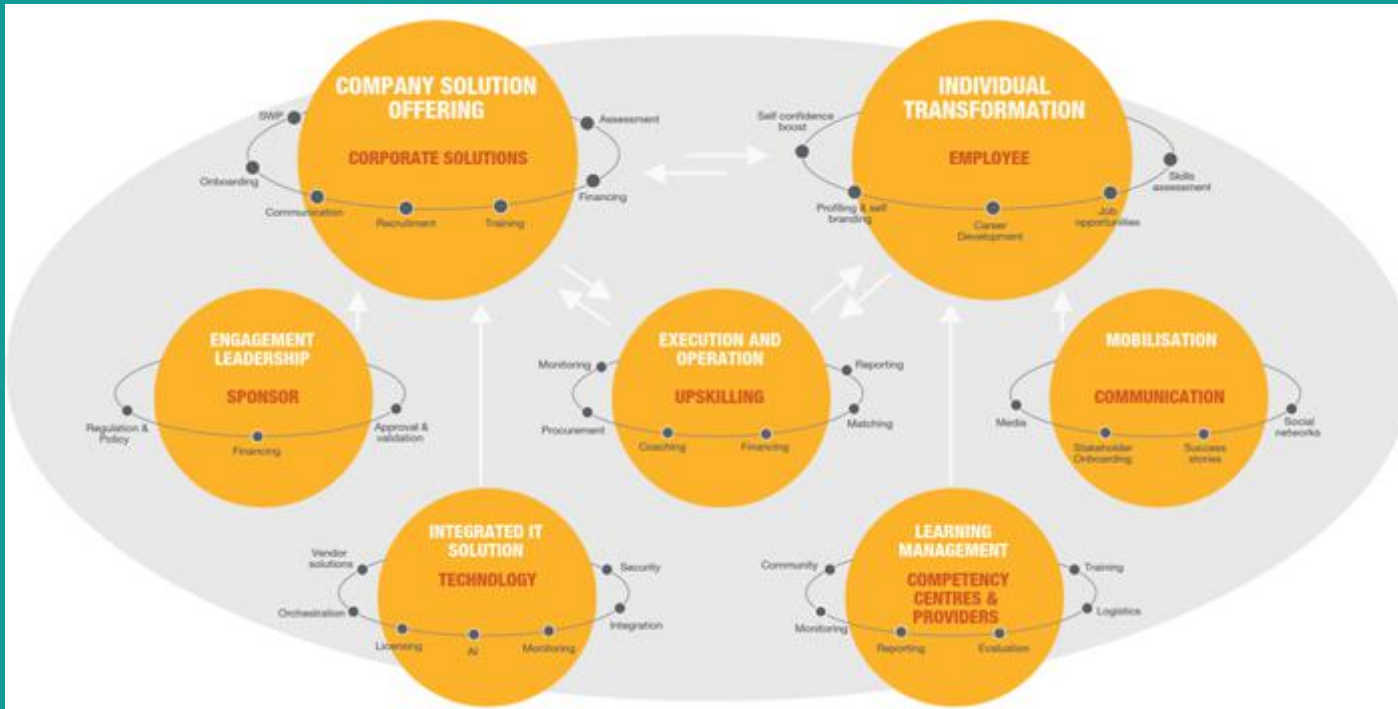
Definition of technical,
transversal, digital
needs and elaboration
of a training plan for
each employee



Step 6:
Monitor, evaluate &
improve policy
(transversal)

Communication,
improvement,
alignment, ROI

Skills Expander Ecosystem



Skills Expander – Different business models



Corporate solution

Objectives:

- Proactive response to face the impact of transformation
- Competitiveness
- Inclusion of the employees
- Methodological and technical expert assistance
- Retention of know-how and experience
- Access to newly qualified staff

Single corporates & organisations



Government solution

Objectives:

- Develop a common national strategy
- Support mechanism to aid in the upskilling of the national workforce
- Assist companies' in their response to the digital transformation

National programme for :
Companies
Migrants upskilling
NEETs upskilling



Multi-companies solution

Objectives:

- Develop a common strategy
- Build up a mechanism to aid in the upskilling of the workforce in the sector/industry
- Share and coordinate efforts

Sectorial upskilling (SMEs, automotive)
Regional upskilling

Advantages for the employee

Comprehensive overview /
**assessment of the employee's
skills, motivation and interests**

Individual guidance through
the upskilling process by
certified personal advisors

**Quality assurance of the
trainings** selected (recognized
certifications)

Employability

Acquisition of new
professional skills

**Matching of the employee's
skills assessment with new
employment opportunities**
(internal or external)

Advantages for the company

Proactive response to the impact the introduction of **new technologies** will have on workforce planning

Positive image both external (social innovation) and **internal** (positive impact on internal working climate)

Better understanding / **overview of the skills**, motivations and interests of the employees

Competitiveness

Methodological and technical expert assistance throughout the upskilling journey

Inclusion of the employees into the transformation process

Retention of know-how and experience within the company