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# Job Design, Skills Utilization, and Skills Development in the Workplace

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# ESJS on Skills Utilization

- Complex jobs demand\require skilled workers
  - Skills turn into productivity
- Skills Develop in the workplace (learning curve, opportunities offered by the way jobs are designed)
- Jobs (requirements) change too
  - Workers experience increasing job complexity
  - Driven by workplace changes (new products, processes, technologies,...)



# Firms: maintaining the balance

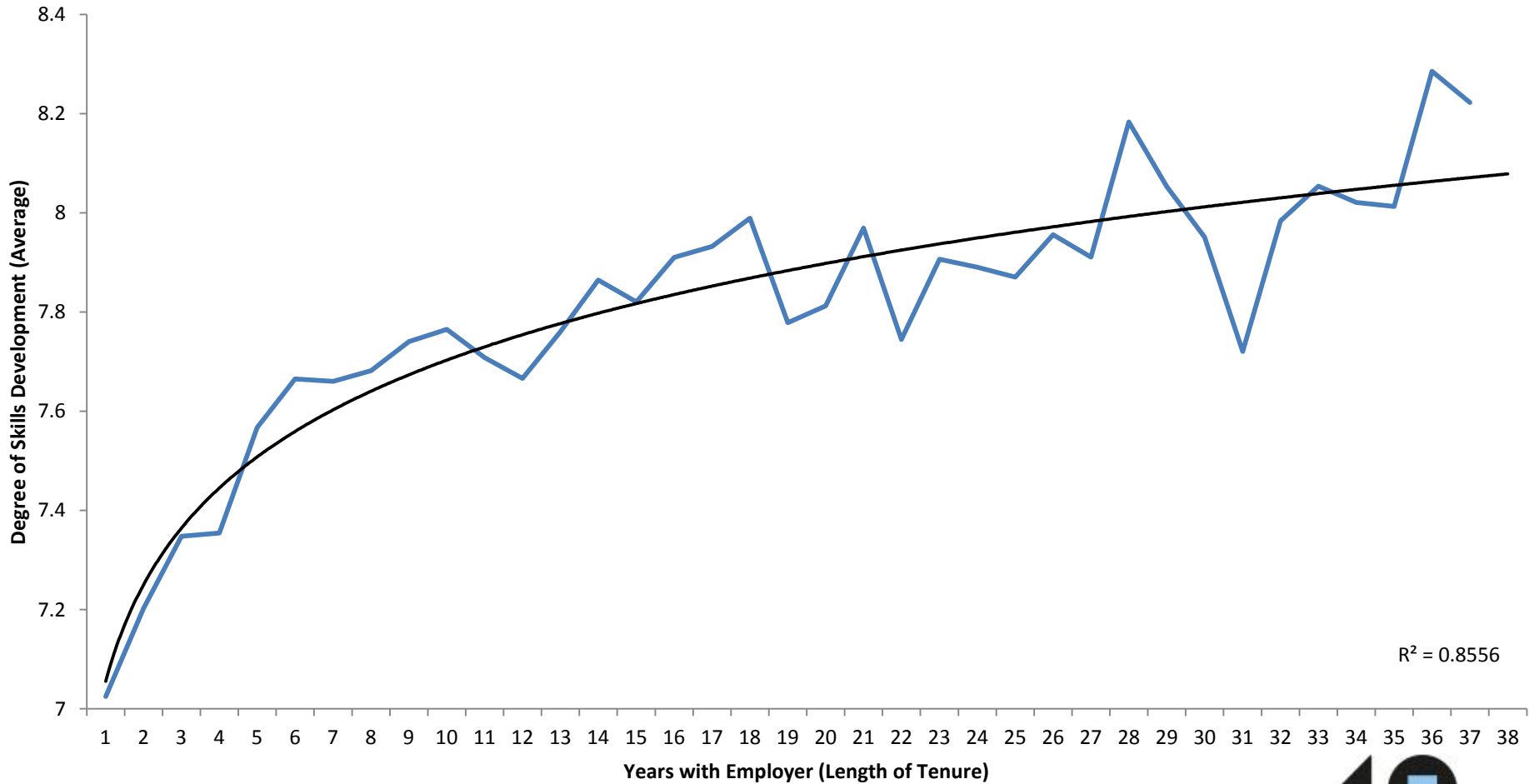
- Skills utilization is the result of a dynamic process driven by the relative speed of:
  - Skills development
  - Changes in job requirements

Beginning/Current	Overskilled	Matched	Underskilled	Total
Overskilled	80%	18%	2%	100%
Matched	26%	70%	4%	100%
Underskilled	21%	64%	15%	100%





# Skills Development Takes Time

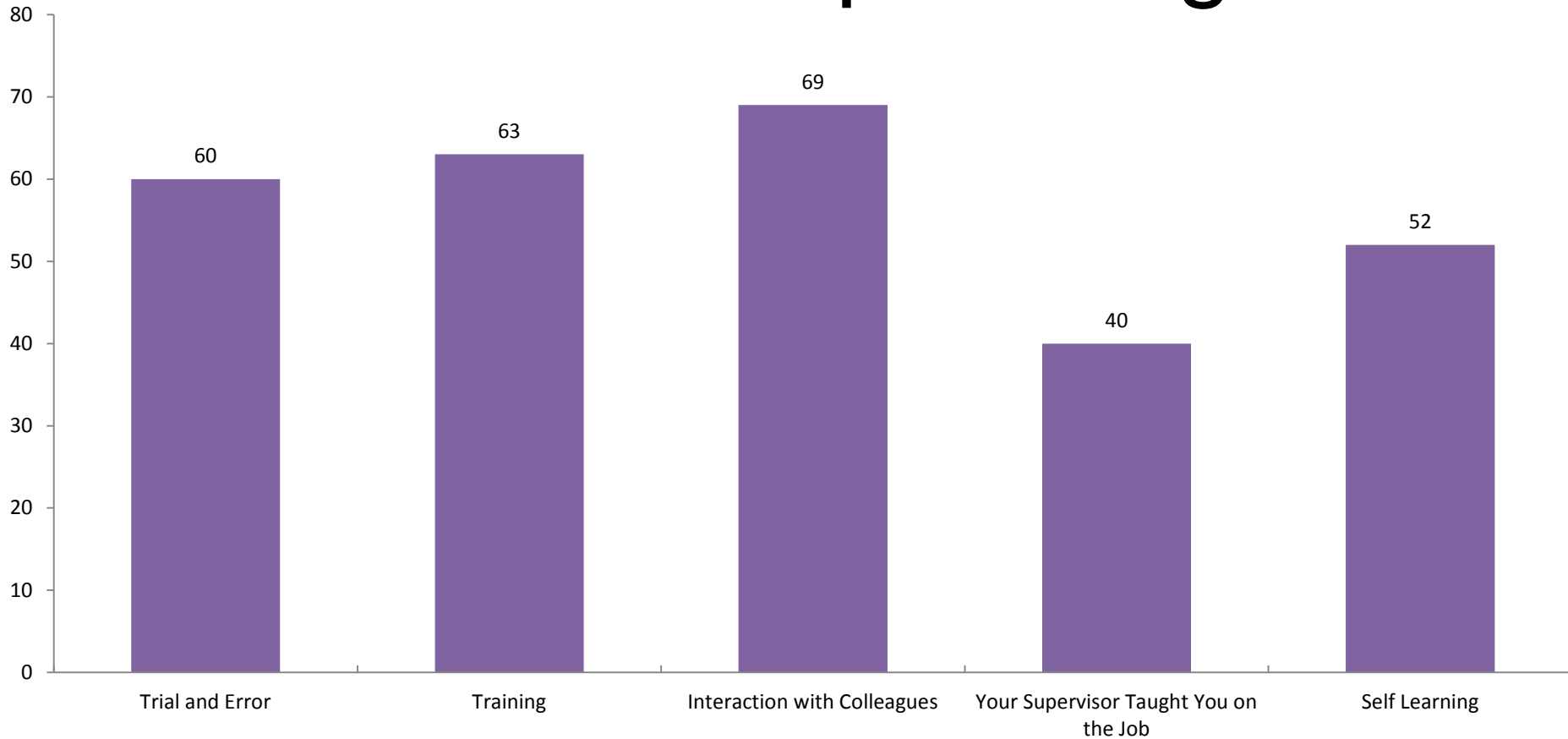


$R^2 = 0.8556$





# Skills Develop Through:





# Beyond skills... what is not in the European Skills and Job Survey

- Motivation, Opportunity (JD)
- Incentives: skills development and performance recognized and rewarded (not necessarily monetary)
- Workplace support to deploy and build skills
- Trust and Stability: cooperative climate, peaceful industrial relations



# Conclusions

- Skills turn into productivity when utilized
- A growth strategy based on skills
  - Skilled people/workers
  - Partnership with workplaces
    - Incentives and job design supporting:
      - skills utilization (dynamic)
      - skills development



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