

Core Questions on Skills Needs

by

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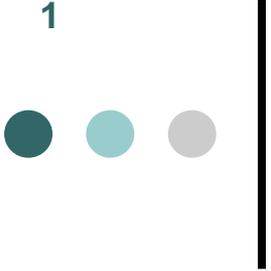
for

Skillsnet expert workshop

Employers' surveys

as a tool for identification of skill needs

22-23 May 2008, Paris, France



Criteria for 5 Questions

- Skills Classification
- Different Work Departments
- Recruitment Difficulties (The meaning of skills shortages)
- Educational Upgrading and / or Upskilling
- Screening / Credential creep

1. Which departments in your company (a) experiences the largest increase in skills requirements and (b) the largest skills shortages? (0=lowest, 10=highest)

	largest increase in skills requirements	largest skills shortages
Management and Administration		
Marketing & Sales		
Customer Service		
Logistics		
Financial		
IT		
Human Resources		
Production		
R&D		

2. Which of the following skills areas (a) experiences the largest increase in requirements and (b) the largest shortages? (0=lowest, 10=highest). *Note: skills list is illustrative*

	largest increase in requirements	largest shortages
Basic Skills		
Process Skills		
Social Skills		
Complex Problem Solving Skills		
Technical Skills		
System Skills		
Resource Management Skills		
Foreign Language Skills		
Basic ICT Skills		
High level or specific ICT Skills		
Work Experience		
Attitude, motivation or personality		

3. Referring to recruitment difficulties are these difficulties due to:

1. Low quality of applicants, due to:

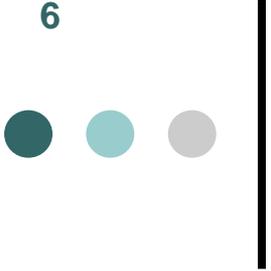
- (a) lack of technical skills
- (b) lack of professional expertise
- (c) lack of basic ability to build upon
- (d) poor attitude, motivation or personality
- (e) lack of qualifications
- (f) lack of work experience
- (g) Weak communications and presentation skills
- (h) Lack of commercial understanding and awareness
- (i) Other (specify)

2. Low number of applicants, due to:

- (a) Not able to pay high enough salary
- (b) Competition from other employers in the area
- (c) Work seen as unattractive/unpleasant
- (d) Work requirements very/too specialised
- (e) Lack of suitable qualified people
- (f) Location of company unattractive to graduates
- (g) Other (specify)

4. How capable or adequate have the job seekers of different education levels proved to be in recent years in the following areas: (1=inadequate, 5=very adequate). Note: skills list is illustrative

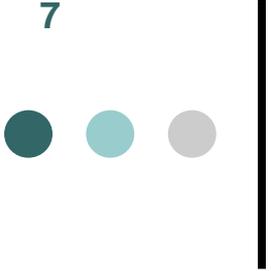
	ISCED 0_2	ISCED 3_4	ISCED 5_6
Basic Skills			
Process Skills			
Social Skills			
Complex Problem Solving Skills			
Technical Skills			
System Skills			
Resource Management Skills			
Foreign Language Skills			
Basic ICT Skills			
High level or specific ICT Skills			
Work Experience			
Attitude, motivation or personality			



5, If you are seeking more graduates, what would you say are the main reasons for?

1. Many jobs becoming more difficult and technically demanding
2. Graduates have better analytical and problem solving skills than non-graduates
3. Graduates are more adaptable than non-graduates
4. Graduates are better able to handle responsibilities than non-graduates
5. Graduates are better at absorbing and processing information
6. Degrees are now a professional requirement
7. Customers expect to deal with graduates

8. Expansion of company/specific department
9. Diversification of business
10. Graduates good value for money as compared to non-graduates
11. Graduates are 'more available' (large supply)
12. Shortage of competent people with qualifications below graduate level
13. Other (specify)



A simple but practical approach to skills shortages. Some illustrative points of the survey:

The Employability of Tertiary Education Graduates in Greece (2006-7)

Based on

- 200 employers and 500 employees (matched)

Employability Skills Classification

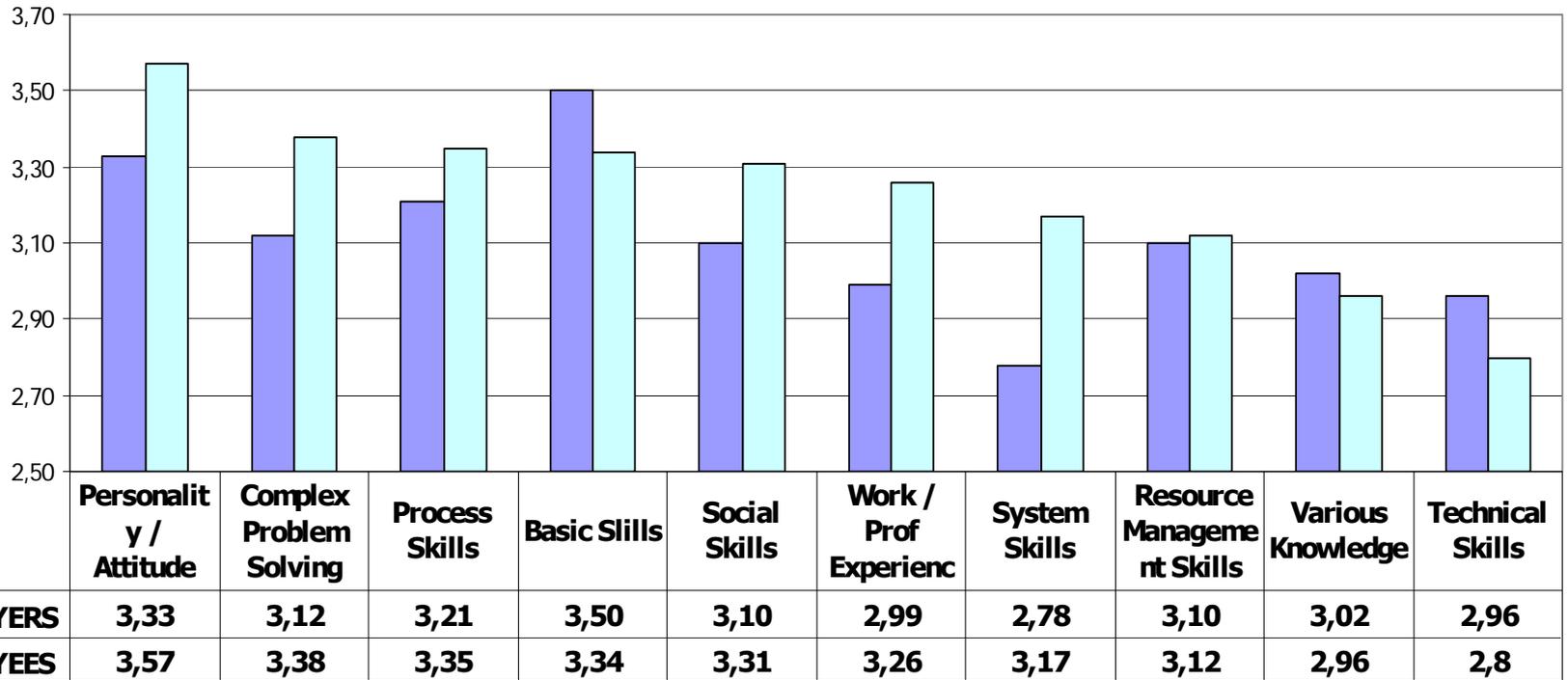
A	Various Knowledge	1	Foreign Language				
		2	Office ICT - BASIC				
		3	ICT - HIGH				
B	SKILLS / ABILITIES						
B1	Basic Skills	1	a. Reading Comprehension	B4	Complex Problem Solving Skills	1	a. Problem Identification
		2	b. Active Listening			2	b. Information Gathering
		3	c. Writing			3	c. Information Organization
		4	d. Speaking			4	d. Synthesis/Reorganization
		5	e. Mathematics			5	e. Idea Generation
		6	f. Science			6	f. Idea Evaluation
B2	Process Skills	1	a. Critical Thinking	B5	Technical Skills	7	g. Implementation Planning
		2	b. Active Learning			8	h. Solution Appraisal
		3	c. Learning Strategies				
		4	d. Monitoring				
B3	Social Skills	1	a. Social Perceptiveness	B6	Systems Skills	1	a. Visioning
		2	b. Coordination			2	b. Systems Perception
		3	c. Persuasion			3	c. Identifying Downstream Consequences
		4	d. Negotiation			4	d. Identification of Key Causes
		5	e. Instructing			5	e. Judgment and Decision Making
		6	f. Service Orientation			6	f. Systems Evaluation
Γ	Work / Professional Experience			B7	Resource Management Skills	1	a. Time Management
Δ	Personality / Attitude	1	extroversion			2	b. Management of Financial Resources
		2	Collaboration			3	c. Management of Material Resources
		3	Cooperation			4	d. Management of Personnel Resources
		4	conscientiousness				
		5	Adaptability				

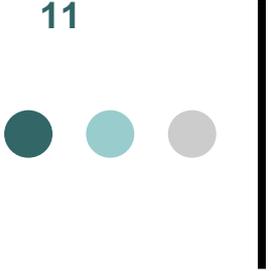
Most Important Employability Skills

Most Important Employability Skills				
Skills / Abilities	Scale 1=lowest 4=highest	Scale 1=lowest 4=highest	% of employees declaring that are very important	Units
	EMPLOYERS	EMPLOYEES		
Personality / Attitude	3,33	3,57	95%	4 Collaboration 4 Adaptability
Complex Problem Solving Skills	3,12	3,38	92%	4 Problem Identification 4 Information Gathering and Organization
Process Skills	3,21	3,35	90%	4 Critical Thinking 4 Active Learning
Basic Skills	3,50	3,34	90%	4 Active Listening 4 Speaking and Writing
Social Skills	3,10	3,31	90%	4 Συντονισμός (Η ρύθμιση των ενεργειών σε σχέση με τις ενέργειες των άλλων)
Work / Prof Experience	2,99	3,26		
System Skills	2,78	3,17	85%	4 Αναγνώριση Αιτιών 4 Κρίση και Λήψη Αποφάσεων
Resource Management Skills	3,10	3,12	80%	4 Ικανότητα Διαχείρισης Χρόνου
Various Knowledge	3,02	2,96	70%	4 Βασικές γνώσεις χρήσης σύγχρονου λογισμικού γραφείου με 3,6 (95%) 4 Foreign Lang 3,5
Technical Skills	2,96	2,8	60%	

Most Important Employability Skills

**Most Important Employability Skills
Employers and Employees**





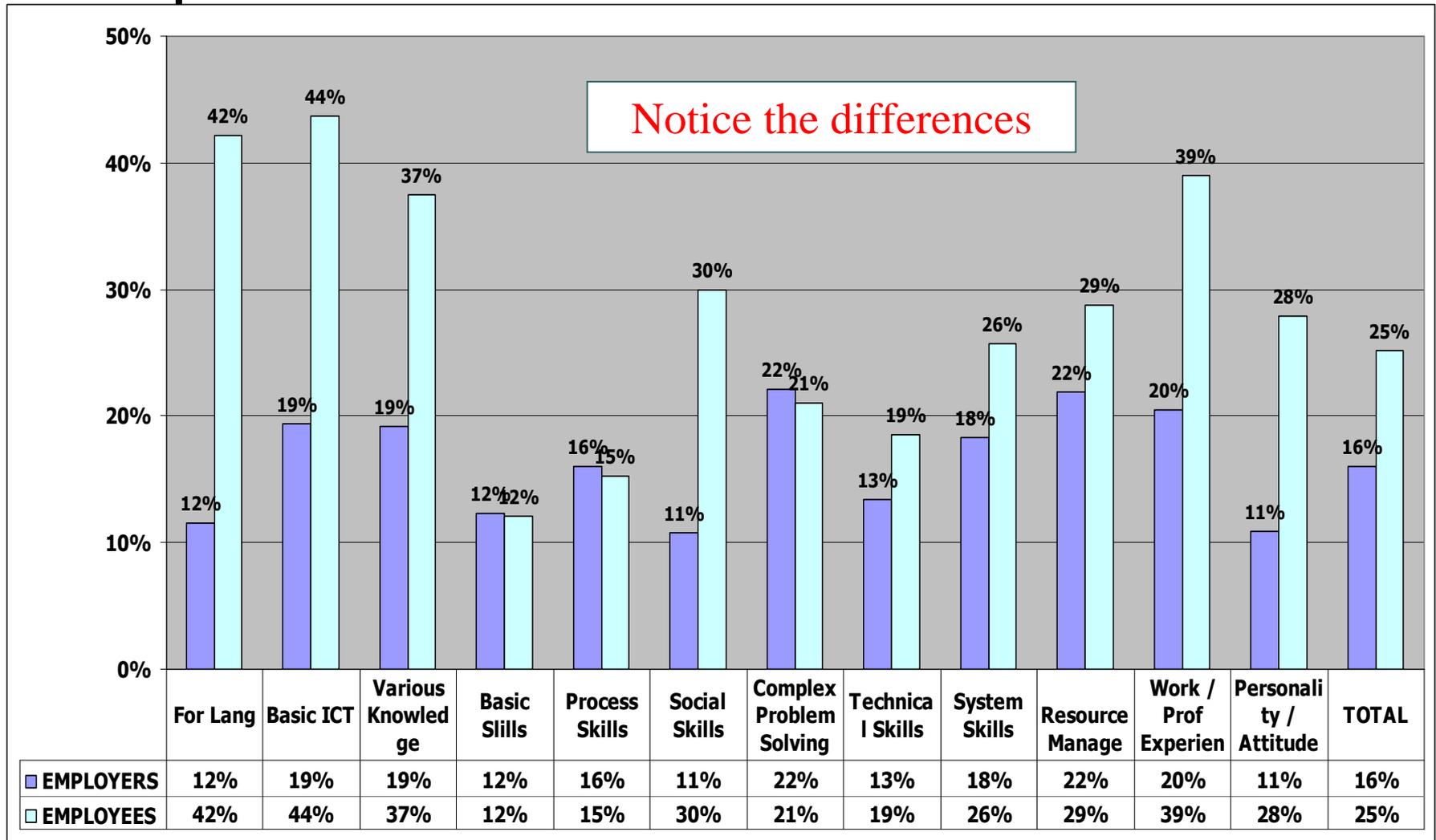
Skills Shortages Calculation

Simple (possibly simplistic) approach to calculate Skills Shortages:

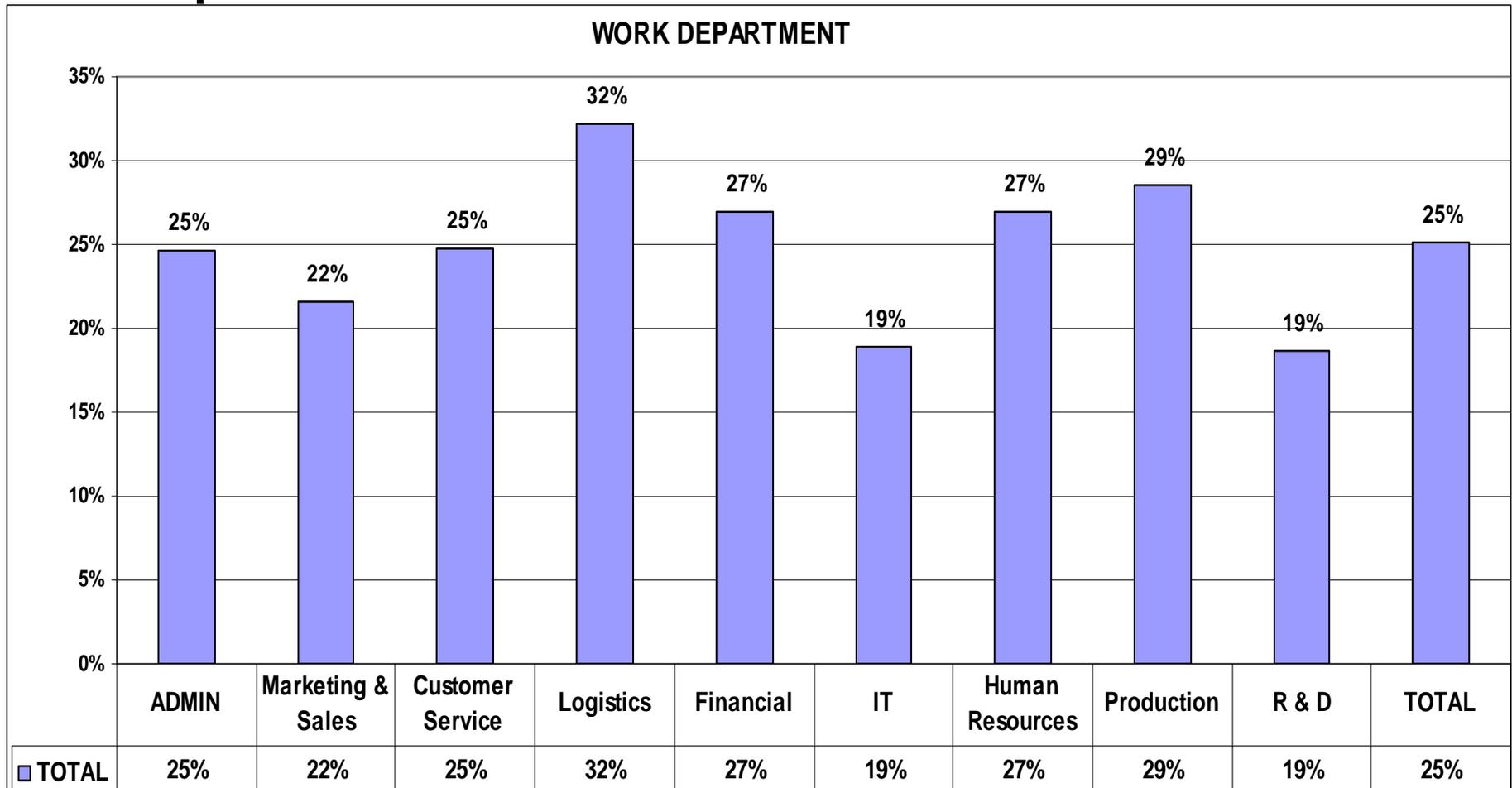
Employers: Difference (%) of Required Level to perform the job from Actual Level of New Entrants

Employees: Difference (%) of Required Level to perform the job from Actual Level

Employability Skills “Shortages” Employers and Employees

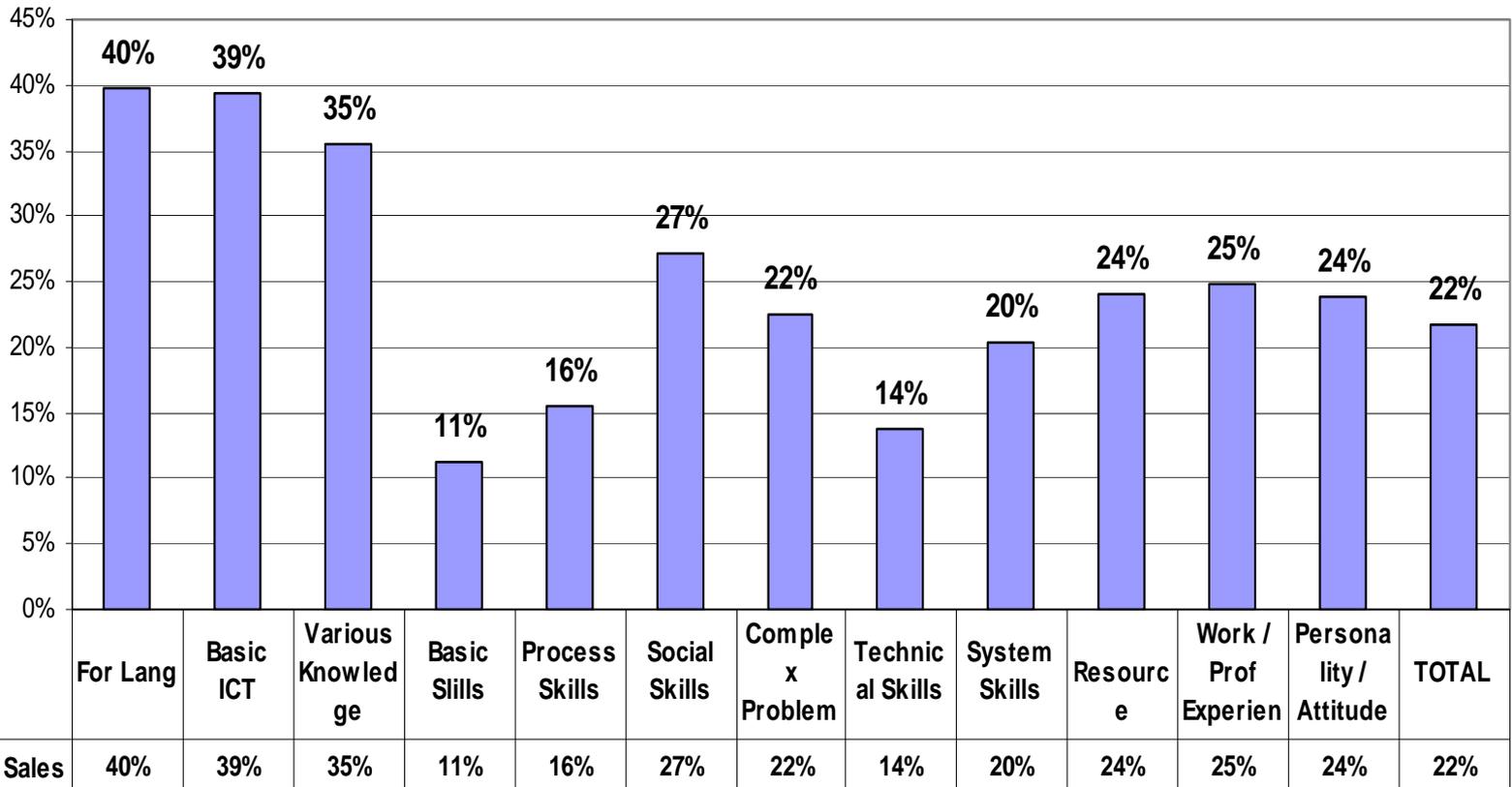


Skills Shortages by Work Department

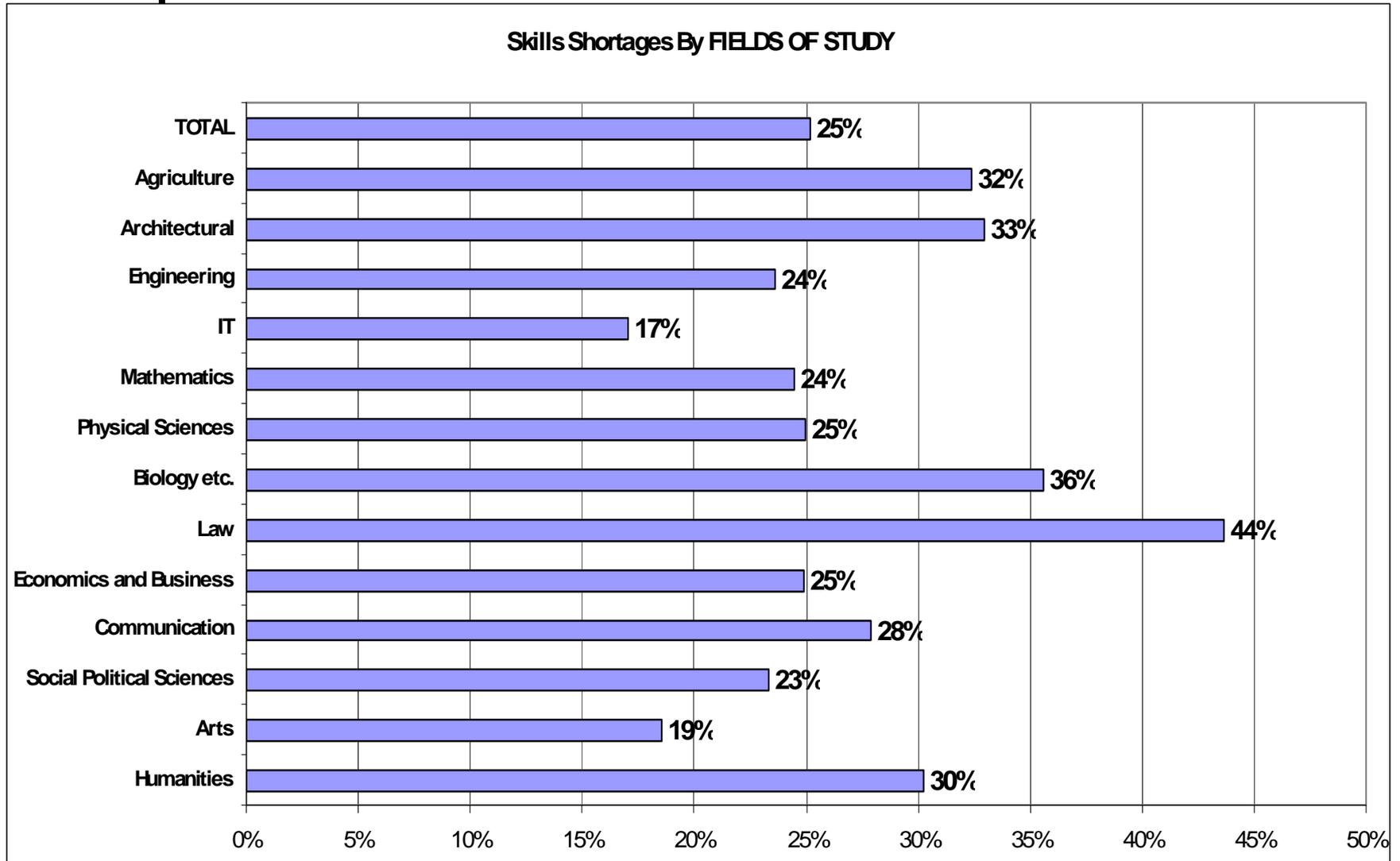


Skills Shortages within Work Departments

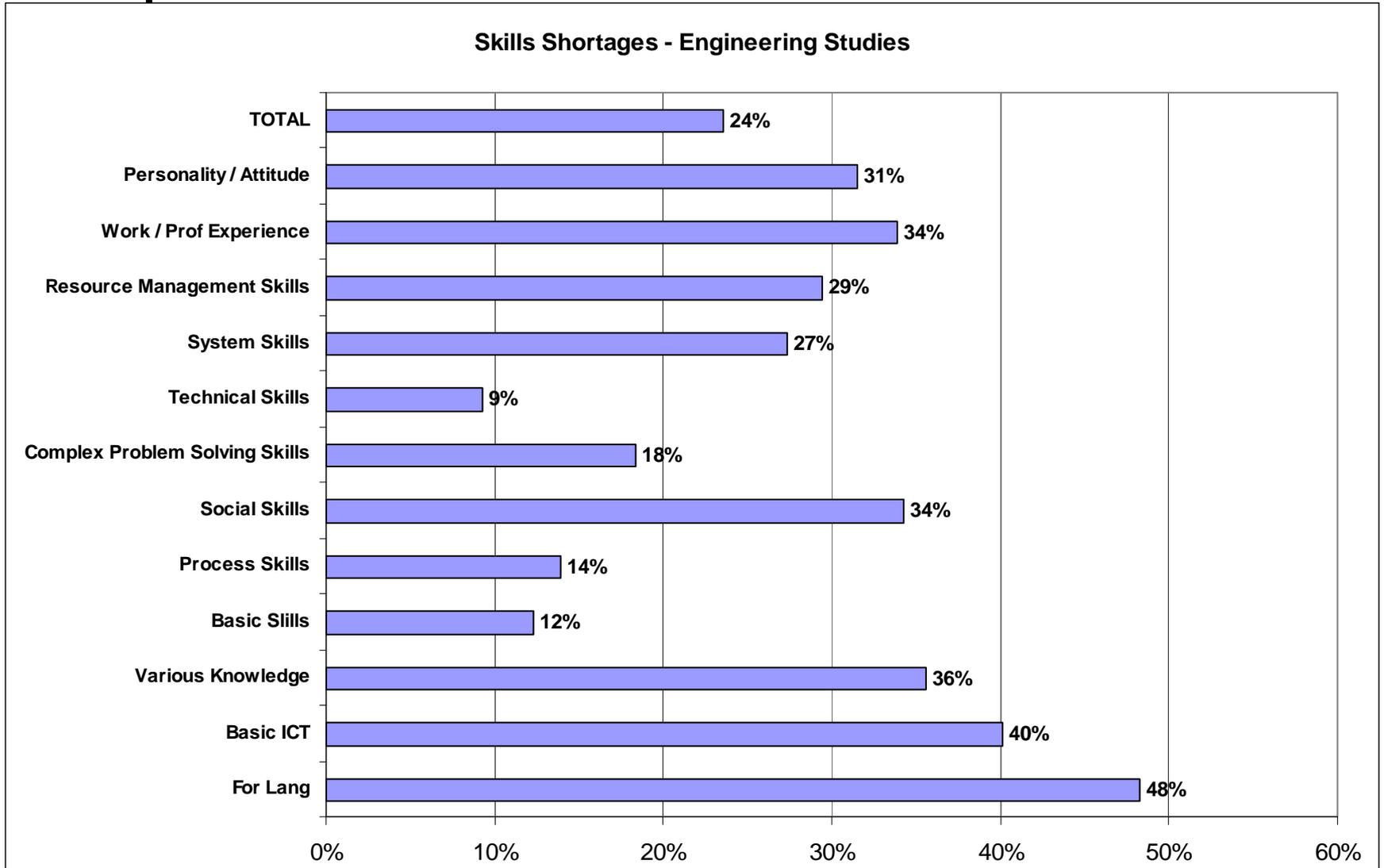
Marketing & Sales

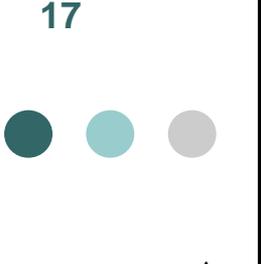


Skills Shortages by Fields of Study of Employees



Skills Shortages Within Fields of Study





Final Remarks

- A solid, simple and broadly accepted Skills Taxonomy, including Personality / Behavioral traits
- Matched employers and employees, if possible
- The Work / Enterprise departments should be included
- A classification of jobs (low, middle, high) in terms of education and skills would be an advantage