



Skills mismatch and firm dynamics:

Integrating skills with the world of work

Expert workshop

27 April 2012, London, UK

General information

Workshop venue	One Great George Street Westminster, London SW1P 3AA, UK Brunnel and Council meeting rooms Tel. +44 (0)20 7665 2323 Email: info@onegreatgeorgestreet.com
Organiser	Cedefop – The European Centre for the Development of Vocational Training, in cooperation with CRESS – The Centre for Research in Employment, Skills & Society.
No of participants	Max. 60
Type of event	Open event
Working language	English

Background note

The aim of the workshop is to obtain a clearer insight into the relationship between work-based training, work organisation/human resource policies (e.g. recruitment, training, wage policies and performance appraisals, career development, job design) and skill mismatch within enterprises. The objective is to strengthen our understanding of the incidence and impact of mismatch in different types of skills for firm performance, and of the underlying motives and incentives of enterprises with respect to the recruitment, training and career development of mismatched workers. The discussion of the workshop is intended to inform the European Commission's policy goal of anticipating and matching the skills of the European workforce with the current and future skill needs of enterprises (e.g. *Agenda for New Skills and Jobs*).

The main topics of the workshop are as follows

- How can the training and human resource policies of firms address the mismatch between the skills endowed by the European education and vocational education and training (VET) systems and the skills required by employers in modern job markets?
- What is the impact of skill mismatch on firm productivity and performance? Is it possible to identify the positive and/or negative spillovers associated with skill mismatch within firms?
- In which types of skills (e.g. generic, occupation-specific) is there a greater degree of mismatch within enterprises? Which type of skills mismatch has a greater effect on firm productivity and performance?
- What firm policies are employed in order to tackle skill mismatch?
 - Linking recruitment practices to skills mismatch;
 - Linking firm-based training and VET (initial and continuing) to skill mismatch;
 - Linking career development policies to skill mismatch.

Which is the best mix of hiring, training and career development practices adopted by firms in addressing the incidence and impact of skill mismatch?

- Is there a contrast between EU employment policies and legislation (e.g. on lifelong learning and flexicurity) and the incentives of enterprises for tackling skill mismatch?
- What are the best methods, tools and data sources to investigate the impact of skill mismatch on firm performance?
- What measures can be taken to eliminate inequalities in the incidence and consequences of skill mismatch within the workplace?

08:30-09:00	Arrival and registration of participants
09:00-09:05	Opening of the seminar <i>Professor Jean-Noel Ezingard, Dean Faculty of Business and Law, Kingston University</i>
09:05-09:15	<i>Dr. Jasper van Loo, Senior Expert, Cedefop</i>
	Session 1: Skill mismatch in enterprises: international evidence Chair: Dr. Jasper van Loo (Cedefop)
09:15-10:00	Who are the employers of mismatched workers? <i>Presentation by Professor Kostas Mavromaras (NILS, Flinders University)</i>
10:00-10:45	Management matters: Skill mismatch, management practices and firm performance <i>Presentation by Dr. Rebecca Homkes (CEP, LSE)</i>
10:45-11:15	<i>Tea/Coffee break</i>
	Session 2: Skill mismatch processes within the firm Chair: Dr. Konstantinos Pouliakas (Cedefop)
11:15-13:00	Who should we ask? Employer-employee perceptions of skill gaps within firms <i>Presentation by Dr. Seamus McGuinness (ESRI)</i>
	Skill shortages, skills utilisation and firm growth in the UK <i>Presentation by Professor Geoff Mason (NIESR)</i>
	Driving employee engagement through effective skills matching and career development <i>Presentation by Ms. Angela Baron (CIPD)</i>
13:00-14:00	<i>Light lunch served</i>
	Session 3: Skill mismatch: implications for the enterprise Chair: Dr. Konstantinos Pouliakas (Cedefop)
14:00-16:00	Skills mismatch in Europe: evidence from Eurofound's surveys <i>Presentation by Dr. Maurizio Curtarelli (Eurofound)</i>
	The impact of educational mismatch on firm productivity: evidence from linked panel data <i>Presentation by Dr. François Rycx (Université Libre de Bruxelles)</i>
	Assignment models and qualitative mismatches <i>Presentation by Professor Michael Sattinger (University at Albany, New York)</i>
16:00-16:15	<i>Tea/Coffee break</i>
	Session 4: Panel discussion Chair: Professor Yannis Georgellis (Director, CRESS)
16:15-17:25	Skill mismatch: linking evidence with policymaking <i>Discussants: Dr. Katerina Rudiger (CIPD), Dr. Wolfgang Mueller (Director, European Representation, German Federal Employment Agency), Professor Ken Mayhew (University of Oxford & Director, SKOPE)</i>
17:25-17:30	<i>Closing remarks (Prof. Y. Georgellis) and end of workshop</i>

Contact details

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