



Newsletter

October 2019



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Welcome

As we will step down from the EAPM Board at the end of this year, we have the privilege to warmly welcome you to our current Newsletter edition and would also like to share some personal thoughts about our experience with the EAPM.

EAPM's work demonstrates again and again that diversity is not a drawback but a huge advantage. Coming to EAPM meetings always feels like meeting old friends and the warm and familiar atmosphere is certainly an important factor for our success and strong cohesion. It is in this spirit that we would like to congratulate Marita from HENRY Finland and Berna from PERYÖN Turkey, who have won the last Board elections and will succeed the two of us from 1st January 2020 in our Board positions.

Both have already shown a strong commitment towards the EAPM in the past, and we are confident that they will bring new inspiring ideas and impetus to our EAPM work. The new Board has indeed still a lot to do, as our ongoing EAPM planning exercise for 2020 reveals. We thank all EAPM members for their valuable input and inspiring ideas, which have helped shape sound draft activities for 2020 at this point already. We wish our colleagues good luck in their endeavour and are glad to remain within the EAPM family as Delegates!



Dana Cavaleru

And now, let's switch to a more individual note from each of us...

Dana CavaleruEAPM has been in existence for 57 years. Looking back over the last years, with a focus on the last 2, when we had the honor of serving in EAPM Board, we are really pleased that we have been part of the transformation of our European HR Association. When we joined the EAPM several years ago, our shared impression was: a bunch of nice people, friendly atmosphere, some tough discussions during the day and a lot of laughs during the evenings. On the other hand, we both felt that the efficiency of the organization could be improved.

Many organizations are seeking to become more 'agile' but as we, as HR know, that does not happen overnight. The challenge is to preserve the good part and change what has to be changed in the best pace.

I can't say that EAPM is an agile organization, but I'm pretty sure that we are on the right track. Let me mention some of the actions that make me say this. Modernizing the Statutes and Rules of Procedures, and getting them to the 21st Century was the starting point for many more great projects we jointly managed to realise, such as the celebration of the International Human Resources Day or the Survey on HR certification in Europe. We became more digital by introducing a digital platform for our members to promote exchange and cross-border collaboration. And the EAPM Speaker Database is soon to become another great milestone in our history of transformation and cooperation.

But most important we are preserving the friendly, constructive culture in our European organization. Even if we are meeting once in a year in our Delegate Assembly we enjoy being together, like a very large family at the annual reunion for Christmas. It's been an honour for me to serve in EAPM Board!

*Dana Cavaleru, Executive Director,
HR Management Club, Romania*

Welcome

Raffaele Credidio.....I am really a strong supporter of Europe as the greatest place where to share HR practices, ideas and innovations. This is what mostly inspires me to be part of this important organisation.

We know, it can be very difficult to be very close and tight when you put together people coming from different histories, cultures and approaches. But here in the EAPM it seems that we are very much animated by a genuine feeling to help each other, to be collaborative and to live together the best experience to work with people for the people.

Of course, sometimes difficulties may arise but in the end the need to establish a common ground of the European culture in people management prevails over all the possible issues. In EAPM I have found real friends; friends who are sharing my same passion for the HR



Raffaele Credidio

world and with the same vision for a brilliant future for our profession. In a world which is moving towards automation, digitalization, robotization we are those who are fostering and developing the right sense of humanity at work. And this is exactly the environment in which we live in EAPM.

Europe is a melting pot of different cultures, knowledges and histories and this should be considered an advantage in designing the future of our job as professionals who have the privilege to deal, work and collaborate with humans.

EAPM is one of the best ways to share and develop the best HR practices. We have many opportunities to meet, to spend some time together, to really live the diversity in the best way possible.

I am proud to belong to this organisation, I am proud to share common values, I am proud to really trust in our unicity as Europeans.

*Raffaele Credidio
Vice President -
International Relations
AIDP – Associazione Italiana
Direzione del Personale*



Dr Rick Holden

Upskilling, Reskillingand Deskilling?

Estimates vary but there is little doubt that the increasing pace of technological change at the workplace will have significant impact upon jobs, skills and the nature of work. In the next four years, more than 75 million jobs may be lost as companies shift to more automation, according to new estimates by the World Economic Forum.

Of course, the hope is that new industries and occupations will expand to absorb the displaced labour. Indeed, the WEF also estimate that 133 million new jobs

shrinking occupations. Highly skilled workers, such as engineers using sophisticated software have been made vastly more productive by new technologies. That productivity is built upon a level of education and training that can't easily be attained by displaced workers – even those at middle levels in the job's hierarchy. Hence, we see a continuing hollowing out of the labour market.

It is in this context that we need to be careful about our use terminology, Reskilling and upskilling are often regarded as synonymous, but

not always for the better. For several years in the USA the fastest growing employment sector has been food and related services: waiters and bar tenders. When we talk of re-skilling do we really mean de-skilling? Yes, retraining to equip someone to do a new job is a necessity but perhaps only to a level below that which they enjoyed in previous work.



will emerge during this period, as businesses develop a new division of labour between people and machines. But I feel this is problematic for two principal reasons. Firstly, the processes through which workers are reallocated from industries or organisations where the demand for labour is declining, has tended to be uneven, awkward, lacking clear pathways and fraught with questions about costs and responsibilities. Secondly, there is no 'law' that says there will be exactly the right sort of jobs to absorb those kicked out of

they are different. Importantly so. Engineers, in all sorts of sectors, may well need ongoing upskilling, in order to maintain or improve their productivity through using advanced technologies, AI etc. Reskilling is more appropriately applied to those who are displaced by the robot or the algorithm and who need new skills to do a new job. But again, there are critical questions.

Even if we side with the optimists who do not predict mass unemployment, the nature of work for many is likely to change significantly....and

In other words, my big question is the extent to which the increasing application of technology at work will place enormous pressure on quality jobs. Where will the WEF's 'new jobs' sit in the skills hierarchy? Furthermore, the arguments that poor-quality jobs will before too long be replaced by technology is flawed.

Firstly, many of such jobs are hard to automate. They often rely on emotional labour; a smile with your coffee. Secondly, labour is viewed by most employers as a cost. Yes this means it is ultimately disposable but

in the short to medium term I cannot see it being cost effective to replace staff in care homes or retail with advanced technology alternatives.

So, I am drawn to the somewhat unpalatable conclusion that much less of the burden of adjustment to technology can be borne by education and training, as seems to be the prevailing orthodoxy. And, consequently, much more of the burden will fall on another mechanism – falling wages.

Following this analysis through Governments (and indeed HR) are between a rock and a hard place. Whilst they are likely to be able to respond, albeit somewhat imperfectly, to help address the upskilling needs, the reskilling (and deskilling) consequences of technological change are increasingly unlikely to be met by the usual 'cure all' of training.

That part of the answer lies in the demand side (rather than continued efforts on the supply side – more training) is largely accepted in policy making circles yet progress is limited. If anything, it is worsening.

Can Governments exert real influence on the quality of jobs ? Can HR ?

They appear largely powerless in this respect at the current time. But mechanisms to encourage (force?) employers to use labour differently may be a challenge that will need to rise to the top of the agenda very soon.

*Dr Rick Holden
Liverpool Business School*

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in Collaboration with
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Exalting People Professionals: Explore, Expand and Excel



Putting people at the heart of our technology revolution

by Mary Connaughton, CIPD Ireland

The reskilling imperative

The Future of Jobs (2018) report by the World Economic Forum (WEF) provides startling insights into the impact of technology and socio-economic change on jobs and skills. With the changing division of labour between workers and machines, it doesn't predict massive unemployment, but articulates a net positive outlook for jobs. It points to two parallel trends: large-scale decline in some roles as tasks become automated or redundant, and large-scale growth in new products and services, and the associated new tasks and jobs.

The vast majority of employers they surveyed expect that, by 2022, the skills required to perform most jobs will have shifted significantly. Global average skills stability—the proportion of core skills required to perform a job that will remain the same—is expected to be about 58%, meaning an average shift of 42% in required workforce skills over the 2018–2022 period. And by 2022, more than 50% of employees will require significant reskilling and upskilling. Think about that, nearly 50% of your skills will be obsolete in the next 5 years, and you will have to acquire nearly 50% of new skills! In general, this reskilling imperative has yet to be acknowledged.

Analysis of what future skills are needed call out the technical skills associated with technology, data analysis, e-commerce, AI., alongside the people skills that cannot be automated, such as creativity,

The Future of Jobs Report 2018



Fig. 1 World Economic Forum Report, 2018

collaboration, adaptability and the people management skills to coach and empower, all of which drive an environment which emphasises human/machine interaction.

Ireland's challenge

How are countries adopting to this challenge? Ireland, with a legacy of volatility in our economy and labour market is trying to better understand the challenge of digitalisation. An Expert Group on Future Skills Needs (2018) predicts that job losses resulting from digitalisation will be offset by growth in the economy, notwithstanding the unpredictable international trade environment.

It forecasts:

- One in three jobs are at high risk of being disrupted by digital tech-

nologies, impacting roles and tasks rather than job losses.

- The majority of sectors in the Irish economy are expected to employ more people in 2023 than they did in 2018
- Sectors most at risk are Agriculture, Retail, Transport, Hospitality, and Manufacturing. High risk jobs include many elementary, low skilled occupations, but also sales and customer service.
- The impact of automation will be felt most by those with lower levels of education
- Key skills needed include leadership on the use of technology to improve business activities, and interpersonal skills incorporating change management, facilitation and conflict resolution, and business skills.



In preparation, government funded programmes target those both in and out of work. Springboard+, for example, subsidises individual upskilling in areas such as analytics and high-end manufacturing. Skillnet Ireland supports employer networks and ensures training interventions are relevant to the specific skills needs of participating firms. The Skills for Growth Initiative supports enterprises to understand how to use new technology and data to improve productivity. The EXPLORE Programme aims to increase participation rates in lifelong learning as well as upskilling those already in employment, particularly those over 35 years of age who face skills obsolescence. As automation changes job roles even more quickly, the education sector will need to become much more agile and responsive.

Implications for HR

Reskilling and upskilling challenges are a central focus on HR. CIPD's HR Practices in Ireland 2019 survey (see also Figure 2) found that 84% of respondents experienced skills shortages in the past year, and key activities to grow the talent pipeline included succession planning, increasing development opportunities and investing in the employer brand.

CIPD (2019) has identified three trends that influence how organisations are preparing for the future of work and the need for HR to focus on the end-to-end employee experience. Given the trend towards flexibility in work, the concept of a one-sized fits-all is no longer appropriate, and the employee voice seeks a more personalised flexible employment relationship. Employers



Fig. 2 CIPD HR Practices in Ireland 2019

are drawing on workforce planning and capability mapping to assess and develop employee skills, and re-focus L&D spend. Employee well-being is re-framing of the outcomes of HR and people management beyond productivity and performance, to non-financial outcomes such as culture and the quality of physical and mental health. According to CIPD's HR Practices in Ireland 2019, 33% of organisations have a well-being strategy in place, and 41% say that

well-being is a strategic agenda for the senior leadership team (see also Fig. 3). It is only by adopting these practices can we put people at the heart of the technology revolution.

Reference: CIPD (2019) Review of the implications for the future of HR of the changing world of work; available at: <https://www.cipd.ie/news-resources/reports/hr-implications-changing-world-work>

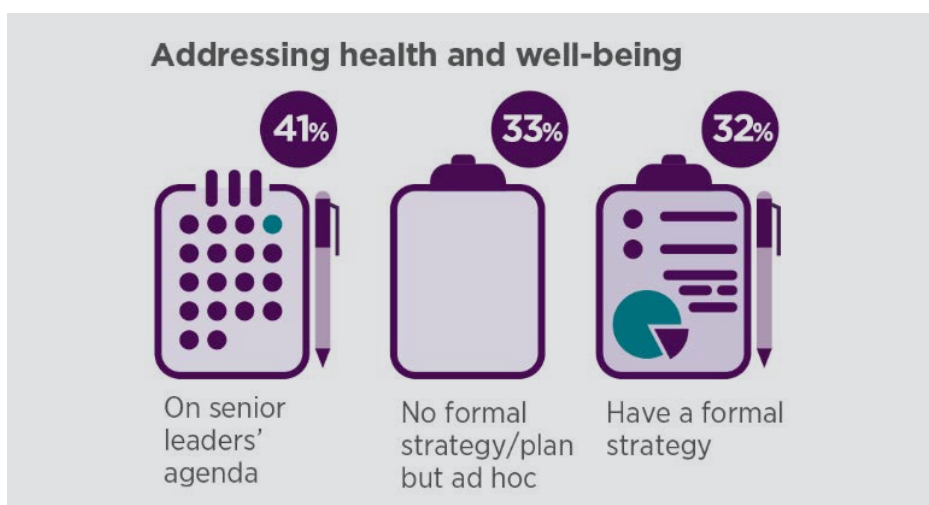


Fig.3 CIPD HR Practices in Ireland 2019



HR Norge

The need for reskilling – a Norwegian snapshot

by Sven Kinden Iversen, Senior Advisor, HR Norge



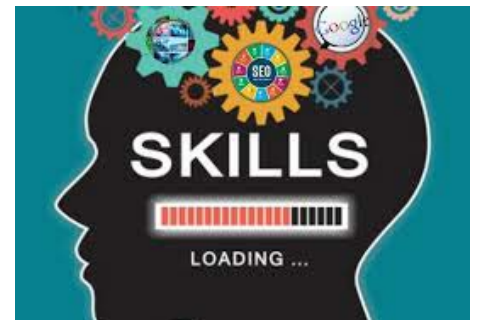
Sven Kinden Iversen

Emerging technologies are already disrupting the nature of work in certain industries by rendering some tasks redundant and at the same time creating new ones. The automation capabilities of robotics and artificial intelligence are transforming jobs, and can contribute to efficiency, opportunities and cost reductions. However, new technology will require talents capable of supporting these advancements.

The Nordic region has been thriving in the use of technology and can be seen as a digital playground for new solutions. The region has experienced great success by early adoption of technologies and new ways of working, and its countries rank high on measures of efficiency of economy, savings in the public sector due to automatization, and start-up success stories. Findings from the Nordic HR study 2017 conducted by the Nordic HR associations and Ernst & Young

showed that companies' competency to exploit automation seems to correlate with the level of strategic integration. However, only 43% of respondents reported that their organization had the necessary competencies to exploit the trend.

Many employees will experience changes in the job roles in the years to come and many tasks will be rendered redundant. According to the Norwegian work study (Alx) conducted in the Autumn of 2018 by Kantar and HR Norge, the majority of respondents say they are well prepared for the changes to come, especially when it comes to learning new skills. As an important note, the respondents stated that if they are potentially lacking skills, they are willing to learn. Willingness is by far the strongest factor to enable them to get a new job if such a situation arises. They seem to have this attitude towards learning



during their entire work life and the difference between a 60-year-old and a 20-year-old is only 10%. The respondents also mention being flexible and willingness to change as an important skill.

Having the belief that “We can” is the most important step towards succeeding. When it comes to digital skills, Norwegian rate their skills quite highly. Younger people rate their digital skills higher than the older. However, it is alarming to see a significant drop in digital skills for



The need for reskilling – a Norwegian snapshot



HR Norge

workers older than 40. At that age they still might have 20-30 years left of their career and this is concerning given the high demand for people with digital skills.

In the years to come Norway will be needing “all hands on deck”. We know that diversity is positive, that older people in many professions have a productivity on par with their younger colleagues, lower absences rates and higher engagement. Many companies are therefore digging for gold, creating a more flexible work-life for older workers, where others only see grey hair.

Given the future scenarios in combination with the positive attitude towards learning among people, our recent HR-study showed that several Norwegian companies only to a limited degree assess competency gaps on the individual level. At the same time employees have increased expectations regarding a systematic and tailor-made competency development. As the need for competency development increases, the use of hiring and external consultants increases in order to bridge the gap. Only 32% of the respondents report having processes in place to identify

employees with key competencies. The Norwegian government has set up an expert committee to ensure readiness for future of work including the implications of digitalization and new technologies and where life long learning is key. So far, the committee has proposed: (1) strengthen offerings within education and learning, (2) increase quality of offerings, (3) offer education and learning to a broader audience, and (4) emphasize the regional coordination and mobilization of resources. Based on this several initiatives are recommended for piloting.

An example from the field

The winner of the HR Norge Competency Award 2019, DNB – Norway’s largest financial services group - has experienced that competing services and products no longer come from within their industry, but as a result of innovation from national and international corporations and startups in other industries. Based on this they have redefined themselves from being a company within the financial services to being foremost a tech company. Consequently, they have reskilling as one of four key areas in their business strategy.

Their strategy involves developing competency for the many (upskilling) and reskilling for the few. They have created new curriculums for key competencies like IT-architects and data scientists.

In parallel they have changed the overall organizational design in order to improve cooperation with external service providers



and startups. The company has designed a competency model which to a great extent emphasizes individual learning by giving easy access and opportunities to the individuals for developing their skills. Based on a culture of sharing based on psychological safety ensures learning from past successes and failures. HR play a vital role in this work and has been given a strategic responsibility to ensure bridging the future competency gaps. The company has moved from a competency

strategy based on acquiring new skills externally through hiring to an agile organization where the focus is developing existing employees through up- and reskilling.

Ultimately, two purposes are being served; first taking care of its own competency needs and its own employees and second the social responsibility as a good corporate citizen.



HENRY, Finland

Lifelong Learning and License to Learn

by Marita Salo, Executive Director, HENRY



Marita Salo

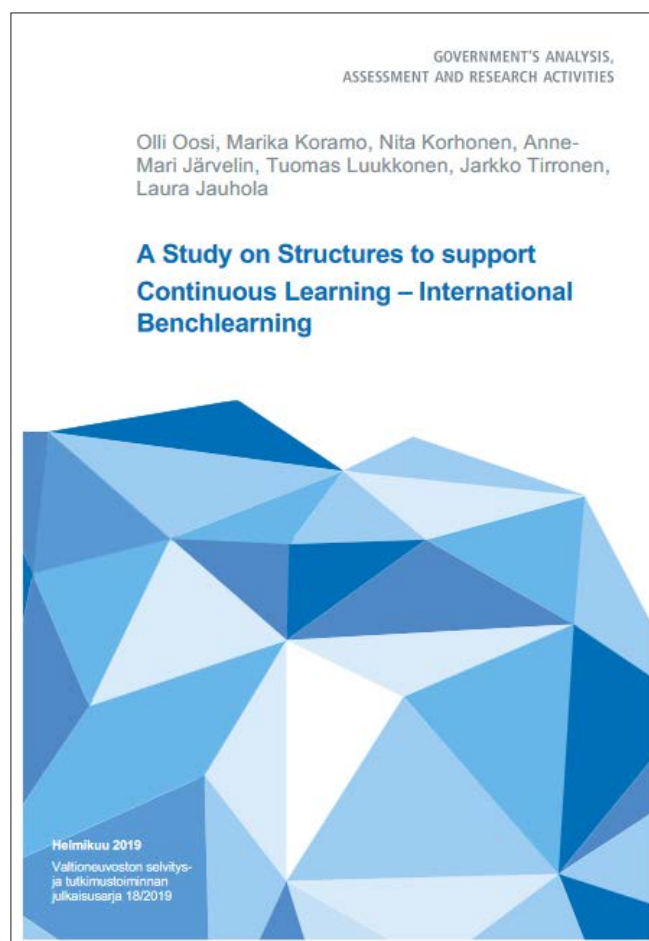
– International Benchlearning (<http://julkaisut.valtioneuvosto.fi/handle/10024/161392>). The study covers selected peer countries like Denmark, Ireland, Korea, the Netherlands and Singapore. The main issue in the study relates to the financing of the system, whether by vouchers, learning accounts, tax incentives or in a form of social security benefits. It is an interesting read, but shows also that no one country has yet found the ultimate solution.

Education institutions struggle too: how to be fast and agile enough to offer courses that attract the students and are fit to the needs of the world of work. The training industry tries to stay relevant and find the right concept that fulfils the needs of learners and employers. Employers have understood that workflow learning can improve the skills of your workforce and boost your business. Each of us needs to have our own priorities right: how to make sure our own skills and competencies

Knowledge and skills determine the future of Europe. However, reskilling and upskilling the workforce remains an unsolved challenge for educators, business executives and top politicians alike. Digitalisation, automation and robotisation will change the way we work and also the professions we will occupy.

The whole question of lifelong learning or continuous learning will have a different magnitude because of the changes in working life, but also due to our longevity. Longevity means that careers of 60 years can be the new normal, when more and more people will reach 100 years of age and stay fit to work well over currently applied retirement ages. This creates new challenges to the ways working and learning opportunities are offered during entire working careers.

The Finnish government published earlier this year a Study on Structures to support Continuous Learning





HENRY, Finland

are up-to-date and, more importantly, how to keep our desire to learn alive.

At HENRY we decided, together with our strategic partners, to have learning as the main theme of our activities and last year we started a campaign called License to Learn (in Finnish: Lupa Oppia; see Figure).

The campaign has three goals: (1) to bring together the various professional actors active in lifelong learning for a dialogue, (2) to highlight the huge variety of possibilities to learn, (3) to share stories and experiences of individual learners. During the License to Learn campaign we have organized several events from round table discussions to conferences, produced podcasts, written blogs and made vlogs, and gathered dozens of stories of individual learners. The campaign has been well received and probably we have to thank James Bond for this!

At the same time and against all odds HENRY Academy started to offer two-day off-site trainings with a new twist, and based on the (old) idea of learners mingling together for two whole days. When we spend more and more time in virtual



working spaces and teams, face to face meetings become special and memorable. Learning takes time and our hectic hours at work are seldom optimal for learning and reflection.

Further on, we have been searching ways to make knowledge sharing “uberised” or better yet, create a blablacar of knowledge: how to build better and deeper collegueship among HENRY members and unlock the vast knowledge that our members have. Our fundamental

purpose has always been sharing knowledge between our members but now we want to go further and engage our members in both learning and training among peers. With our 3000 HR professionals we have a knowledge base many organisations can only dream about, but now we need to find new ways to bring that knowledge sharing in the HR community one level up. At the moment, we are running two different pilots to learn what works best. Learning with purpose!



Looking for a career change?

NTT DATA Romania offers an IT study program for graduate professionals

by Dr. Daniel Metz, CEO, NTT DATA Romania

According to a recent study by ANIS¹, the number of tech specialists working in IT in Romania grew at a rate of approximately 8% per year, from 62,525 in 2014 to 85,870 in 2018, with an estimation of >100,000 specialists by 2020. Nowadays, it has become more and more attractive to be an IT specialist in Romania, not just for high school graduates who plan to study Computer Science, but also for professionals who already have a degree in another field and struggle with the challenges of a job profile that no longer seems to fit them or be adequate for the market. Changing your career path is anything but a simple decision.

The Postgraduate Program in Computer Science, jointly organized by the Babes-Bolyai University and NTT DATA Romania, is an educational program specifically tailored for the needs of graduate professionals who are looking for a career change. The program offers the opportunity to start specialized IT training, which is a prerequisite for a future successful career in the IT industry. Students take part in high-level education courses offered by the Faculty of Mathematics and Computer Science and also have direct contact

with the high-performing business environment within NTT DATA Romania.

With the desire to invest in the future, we decided together with our partners from Babes-Bolyai University in Cluj-Napoca to support the promotion of a truly sustainable university education system. The study program offers promising prospects for all those who decide to follow it. These involve, first of all, the development of specific skills in IT, but also the acquisition of practical experience, which is so necessary for a good integration within the labor market. We all want a

prosperous community in which performance is an essential value, where human resources competences and skills stay at a high level. The key to success is largely represented by the trust we give to young people.

Daniel Metz, CEO of NTT DATA Romania

With more than 1000 hours of training in Computer Science, this program offers the possibility to get a comprehensive introduction to the fundamentals of programming and programming technologies, and offers a range of competencies, from basic knowledge about Algorithms and Data Structures to high level



¹ ANIS (2018), Software and IT Services in Romania - Current Situation and Outlook in a Local and Global Environment



programming skills. Being a joint program, it brings together education experts from the Babes-Bolyai University and professionals from NTT DATA.

The students take advantage of a state-of-the-art infrastructure offered by NTT DATA: 1 lecture room, 1 seminar room and 2 computer labs. The last two semesters are spent mostly on projects and internships within the company. The students, trained by professionals, gain an insight of what it really means to work in an IT company. Starting in this academic year, the program also offers a limited number of free spots to school teachers who would like to increase their level of knowledge and get in touch with the latest technologies.

The students graduate with a certification exam and must submit a graduation thesis, which is publicly presented. The participation of school teachers is tuition free and their selection is organized by the Faculty of Mathematics and Computer Science and their home schools. The admission of regular candidates consists in a logic and algorithmic thinking abilities test.

The program is accredited by the Romanian Ministry of Education. More information on the curricula can be found here: <http://www.cs.ubbcluj.ro/invatamant/programe-postuniversitare/pregatire-si-formare-profesionala-in-informatica/plan-de-invatamant/>



The Postgraduate Program in numbers:

- 170 students enrolled
- 12 professors from the Faculty of Mathematics and Computer Science
- 3 professionals from NTT DATA Romania

The Postgraduate Program has a comprehensive curriculum and offers almost 1,000 hours of training, covering not only a certain technology, but all the IT basics spectrum and it is dedicated to everyone who wants to embrace a career in IT.

NTT DATA Romania is an IT service provider and system integrator, with a team of over 1,800 specialists in

Romania and Serbia, delivering a variety of projects across diverse industries: Automotive, Banking, Manufacturing, Energy and Utilities, Public Sector, Retail, Transportation & Logistics. The business portfolio includes the following services: development and integration of standard or customized software solutions, application management services, testing, quality assurance, IT & business consulting, IT security and infrastructure services etc.

NTT DATA is part of NTT Group (Nippon Telegraph and Telephone), one of the global ICT (Information and Communication Technologies) leaders, with over 283,000 employees and a large portfolio of global infrastructure solutions, communications and IT services.



OHE Hungary

Onboarding – laying the foundations for workplace lifelong learning

by **Bálint Kovács**, CEO ,Skillnaut

October 12 in Spain was National Day, established to celebrate the achievements of Columbus in his discovery of America and other countries. Columbus was an explorer, a risk taker who succeeded through trial and error and through a commitment to overcome the many obstacles and difficulties he encountered on his journey of discovery. New recruits to organisations are embarking on their own new workplace journeys. But should we expect them to navigate such journeys with minimal support? Is it appropriate for organisations to expect them to have the persistence of a Columbus? Surely many fail in such circumstances.

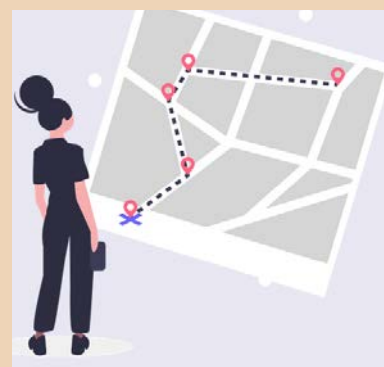
For any new organizational member, it is in everyone's interest for them to know their new environment, their new colleagues and the organisation's expectations as quickly and effectively as possible. A planned onboarding program provides security to the new entrant. It facilitates the adoption of a daily routine and an efficient route to effective performance and organisational contribution. Critically it can lay the foundations for ongoing learning. Few roles will not change beyond the very short term and so will require new skills to be accommodated. A good onboarding process will help an organisation avoid the need to have a Columbus for every new position. Effective induction responds appropriately to the different needs of each and every new recruit ensuring they feel that they are in the right place to work confidently towards the future of the company.

Today, it is not enough to sit a new colleague down and give them a book or a welcome package and then close the door. If we want a long lasting, strong working relationship, with a commitment to lifelong learning we need to think differently. You need an onboarding program that will accompany and assist new entrants in becoming a skilled and committed colleague and a skilled learner. Increasingly new technology can be harnessed to provide a framework to automate the training and development interventions in the workplace. This includes onboarding. So, in Hungary a number of companies have utilized Skillnaut for their onboarding needs. Skillnaut creates innovative online e-learning systems designed for challenges of the future.

One of the attractions of Skillnaut is that it provides employees with flexibility. So, they are able to choose where and when to learn, depending upon needs. Again, if this is firmly established during an employees' first few months with a new employer an excellent basis can be established for the job changes that will inevitably arise and which will require appropriate re-skilling and/or upskilling.



Onboarding with Skillnaut



Turn your employee induction into a real experience. Our unique content editor solutions enable you to reach every generation throughout the onboarding program. Our unique method and mentoring program will help employees in building relationships.

Our mobile compatible technology makes the learning comfortable. The integrated gamification modules offer creative solutions to present your corporate values. Upload your content to our pre-designed onboarding program or create your own program.

The automated learning guide of the Skillnaut Onboarding program leads the new recruits through the training material step by step. The Skillnaut Onboarding program supports the verification / control of the learning process with customizable signals and comprehensive analytics. Source: Skillnaut; www.skillnaut.com



HR Norge

Organizational snapshot Norway

Even Bolstad, Managing Director HR Norge

HR at the top of Europe

From an outside perspective, the Scandinavia and Nordic countries might be seen as quite homogenous. This could be due to common values characterized by high interpersonal trust, egalitarian values, equal rights, free higher education, large but efficient public sectors, flexicurity and strong tripartite traditions. Nonetheless, there are substantial and important differences.

The Norwegian transformation

Norway, which name means “The North Way” has one of the longest coastlines in the world. Its population is rather dense, and although immigration has been high, Norway still has only 5,5 million inhabitants. The country has always had an open economy with strong dependence on international free trade and with impulses from abroad. In the last 30 years Norway has been transformed from a country primarily built on shipping, fisheries and traditional industry into a well-educated high-tech, oil fueled nation. The Norwegian sea, with strategic importance to NATO and a substantial oil & gas industry, has been a driver for HR- and managerial impulses from the USA. Such impulses have been competing, but mostly supplementing value-based practices based on cooperation and low frictions between the parties.

High incomes mirror high people costs. Egalitarian values and limited income spread have made



Norwegian Profile

- 5.5 mill inhabitants
- 3.4% unemployment
- 67.6% participation rate
- No. 1 on World trust index and UNDP Best Countries to live
- No. 11 on World Competitiveness index
- Publicly owned NBIM (oil fund), worlds largest investment fund and a substantial global property investor, as a “savings account” for next generations and future downturns

production workers expensive while engineers and other skilled workers have competitive salaries compared to other countries. This motivates offshoring and automatization of blue-collar work, leaving a larger part of the population to work in high-skilled jobs with potential for higher value creation.

HR Norge

HR Norge has its roots back to 1958, but was officially “re-founded” in 2002 as a result of a merger between the ‘personnel’ and ‘training’ associations of Norway. In a combination of company and individual memberships, we reach out to more



HR Norge



than 25,000 individuals through newsletters and social media. We offer meetings, conferences, courses, educational programs, networks and other traditional deliveries.

Resources are invested in www.hr norge.no, where open articles are combined with a members area with reports, tools, substantial amounts of high quality videos etc. All these member resources are freely available to all individual members as well as for employees in member companies. In addition, company members have access to a limited amount of free advice from HR Norge employees and partners within the field of labour law and pension.

We have an increasingly strong public voice on working life issues, frequently participating in public

debates and used as media experts. HR Norge works closely with other Nordic HR associations. Sharing is caring, and if a member of one association has questions regarding HR issues in another country, they will be served by sister associations

as if they were their own members. We make articles and tools available to each other. In February 2020, we will publish results from the second Nordic HR Survey.

Organisational resources consist of 20 employees based in Oslo, with local branches in Stavanger, Bergen and Ålesund. We have built a strong and flexible ecosystem of partners, member companies and what we consider the best available HR resources. Annual turnover is approximately 45 mill euros and we have robust financial resources. Resources and deliveries in total mean that we might be regarded

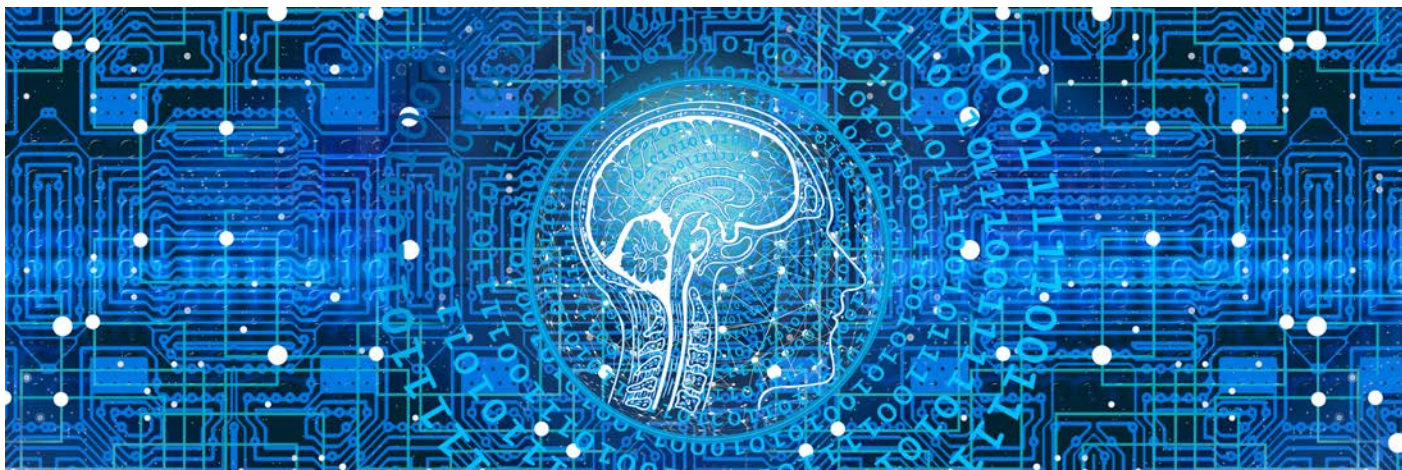


as one of the three strongest associations in Europe.

We are deeply committed to an agenda where value creation is defined with a broad perspective. For HR Norge, human resources is a tool for value creation more than an end target. Value creation is rooted in company interests, but with a strong and positive interdependence in creating value for society and individuals.



Four Futures of Work



The UK based Royal Society for the Arts (RSA) Future Work Centre has released research that models four 'futures of work' by 2035. The report claims to avoid the usual sensationalism around topics such as automation, the Internet of Things, surveillance, gig work and AI to establish what workers can expect in the workplace in the near future.

It argues that policy-makers should focus more on how automation will transform all work, not just lead to job losses. The methodology used for the report is that of scenario planning.

Rather than offering a singular prediction for the future of work, this method yields several distinct and divergent visions of what may come to pass. Following this exercise leads the RSA to generate four scenarios for the UK labour market in 2035: the Big Tech Economy, the Precision Economy, the Exodus Economy, and the Empathy Economy. While they are not exhaustive portrayals of the future, they capture a wide range of plausible outcomes and present them in a way that is vivid and easy to grasp.

The Big Tech Economy

describes a world where most technologies develop at a rapid pace, from self-driving cars to 3D printing.

A new machine age delivers significant improvements in the quality of products and public services, with the cost of everyday goods including transport and energy plummeting.

However, unemployment and economic insecurity creep upwards, and the spoils of growth are offshored and concentrated in a handful of US and Chinese tech behemoths. The dizzying pace of change leaves workers and unions with little time to respond.

The Precision Economy

portrays a future of hyper-surveillance.

Technological progress is moderate, but a proliferation of sensors allows firms to create value by capturing and analysing more information on objects, people and the environment.

Gig platforms take on more prominence and rating systems become pervasive in the workplace. While some lament these trends as invasive, others believe they have ushered in a more meritocratic society where effort is more generously rewarded.

A hyper connected society also leads to wider positive spill overs, with less waste as fewer resources are left idle.

The Exodus Economy

is characterised by an economic slowdown. A crash on the scale of 2008 dries up funding for innovation and keeps the UK in a low-skilled, low-productivity and low-paid rut. Faced with another bout of austerity, workers lose faith in the ability of capitalism to improve their lives, and alternative economic models gather interest. Cooperatives and mutuals emerge in large numbers to serve people's core economic needs in food, energy and banking. While some workers struggle on poverty wages, others discover ways to live more self-sufficiently, including by moving away from urban areas.

The report includes a depth of analysis and discussion around what the report calls the 'known unknowns', i.e. the implications of technological developments in artificial intelligence, robotics etc. Importantly the RSA address the point that technological developments affecting the nature of work are likely to influence the type and quality of work in diverse ways and that the impact is unlikely to be felt equally across society. "Technology leans harder on some groups than it does on others, and the opportunities it generates are seldom made available to everyone. No account of technology's impact would be complete without acknowledging the potential for

The Empathy Economy

envisages a future of responsible stewardship. Technology advances at a clip, but so too does public awareness of its dangers. Tech companies self-regulate to stem concerns and work hand in hand with external stakeholders to create new products that work on everyone's terms. Automation takes places at a modest scale but is carefully managed in partnership with workers and unions. Disposable income flows into 'empathy sectors' like education, care and entertainment. This trend is broadly welcomed but brings with it a new challenge of emotional labour, where the need to be continuously expressive and available takes its toll.

winners and losers along several lines". The Table below draws together the key questions and possible policy interventions relating to each of the four models.

Whilst a number of the policy interventions are UK centric overall the issues discussed and the recommendations made have a bearing on Europe more generally. Ultimately, the RSA hope these scenarios are a practical tool to help those in positions of responsibility adequately prepare today's workforce for tomorrow's workplace. The RSA stress that the challenge for policymakers, educators and employers is to ensure good work prevails regardless of the path we travel down.

The RSA's research partners in producing this report are the leading engineers Arup. Arup is an independent firm of designers, planners, engineers, architects, consultants and technical specialists employing more than 14,000 people in more than 34 countries. The Four Futures of Work: coping with uncertainty in an age of radical technologies is authored by Benedict Dellot, Rich Mason and Fabian Wallace-Stephens and is available to download at: https://www.thersa.org/globalassets/pdfs/reports/rsa_four-futures-of-work.pdf



	Questions to address	Priority Interventions
Big Tech Economy	<ul style="list-style-type: none"> • How can the power of tech giants be contained? • How can we prevent unemployment from soaring? • Can and should certain technologies be outlawed? • How should we manage future mergers and acquisitions? 	<ul style="list-style-type: none"> • Introduce a comprehensive technology sentry system • Give every worker a 'technological inheritance' through a UK sovereign wealth fund • Update competition law to reflect the needs of workers as well as consumers.
Precision Economy	<ul style="list-style-type: none"> • How can the contingent workforce (including the self-employed) be protected? • How do we ensure worker monitoring is proportionate? • How can we improve the collection, storage and use of worker data? • How can worker rating systems be fair and transparent? 	<ul style="list-style-type: none"> • Address the flaws of Universal Credit and scale trials of Universal Basic Income • Amend legislation to make it easier to join a union (e.g. digital ballots) • Promote alt union models built on 'new power' principles.
Exodus Economy	<ul style="list-style-type: none"> • How can the pace of technology development and adoption be accelerated? • How can the migration of workers in search of jobs be facilitated? • How can we promote alternative economic institutions and new union models? • How can the unemployed and underemployed be supported? 	<ul style="list-style-type: none"> • Address the flaws of Universal Credit and scale trials of Universal Basic Income • Amend legislation to make it easier to join a union (e.g. digital ballots) • Promote alt union models built on 'new power' principles.
Empathy Economy	<ul style="list-style-type: none"> • How do we promote self-regulation among tech giants and firms using their technology? • How can the growth of empathy sectors be facilitated? • How do we prevent jobs in the empathy sectors from being commoditised? • How can the emotional demands of labour be contained? 	<ul style="list-style-type: none"> • Modernise recruitment practices in the tech sector • Introduce a Charter for Ethical Technology Investments • Establish a prize challenge for technology vetting tools • Establish a union dedicated to tech workers

Reskilling, Upskilling.....and Deskilling: News and Research Round Up



World Economic Forum: We need a reskilling revolution!

As the world faces the transformative economic, social and environmental challenges of Globalization 4.0, the WEF has issued a call for a reskilling revolution. They argue that it has never been more important to invest in people.

Education is and will remain critical for promoting inclusive economic growth and providing a future of opportunity for all. But as the technologies of the Fourth Industrial Revolution create new pressures on labour markets, education reform, lifelong learning and reskilling initiatives will be key to ensuring both that individuals have access to economic opportunity by remaining competitive in the new world of work, and that businesses have access to the talent they need for the jobs of the future.

The Fourth Industrial Revolution is causing a large-scale decline in some roles as they become redundant or automated. According to the WEF's 2018 Future of Jobs Report, 75 million jobs are expected to be displaced by 2022 in 20 major economies. At the same time they suggest that technological advances

and new ways of working could also create 133 million new roles, driven by large-scale growth in new products and services and which would allow people to work with machines and algorithms to meet the demands of demographic shifts and economic changes. To proactively realise the benefits of these changes the WEF estimate that at least 54% of all employees will need reskilling and upskilling by 2022. Yet only 30% of employees at risk of job displacement from technological changes received training in the past year, and those most at risk are often the ones who are least likely to receive any retraining at all.

Who should pay for workers to be re-skilled?

Creating a reskilling revolution will require substantial investment. The WEF estimate that the private sector could today only profitably reskill about 25% of those workers, suggesting a need for business collaboration, government investment and public-private collaboration to lower costs and reach scale. But the total bill is likely to be huge: the Forum estimate \$34 billion - an average of \$24,000 per displaced worker.

The WEF have developed a model to weigh up these costs. The model shows that, with an investment of \$19.9 billion, the US government could reskill 77% of workers with a positive cost-benefit balance. When it comes to the private sector, an overall investment of \$4.7 billion could reskill 25% of all workers in disrupted jobs with a positive cost

benefit balance. And - if public and private sectors worked together to ensure economies of scale and multi-stakeholder initiatives, those figures could be improved even further. According to Saadia Zahidi, Managing Director of the World Economic Forum and Head of the Centre for the New Economy and Society "a combination of three investment options needs to be applied: companies working with each other to lower costs; governments and taxpayers taking on the cost as an important societal investment; and governments and business working together." Meanwhile, and as an illustration of the scale of the uncertainty about the skill implications of emerging technologies, the ILO take a more pessimistic perspective.

ILO: Automation could deskill people and create long-term unemployment: ILO



According to the ILO technological advances – artificial intelligence, automation and robotics – will create new jobs, but those who lose their jobs in this transition may be the least equipped to seize the new opportunities.

Today's skills will not match the jobs of tomorrow and newly acquired skills may quickly become obsolete. There may be continuing hollowing out of

the labour market as automation and AI make further inroads beyond existing repetitive work. In the absence of adequate opportunities to acquire new relevant skills, many of those who are at risk of job loss may be forced to take lower skilled and lower paying jobs, putting further downward pressure on pay in the low-wage sector. This could also give rise to precarious forms of employment increasing alongside long-term unemployment.

CEDEFOP: EU VET systems are responding



The European Centre for the Development of Vocational Training (CEDEFOP) warn against alarmist views of the future of work. They have highlighted that the danger of EU adult workers becoming completely displaced from their jobs tends to be exaggerated in popular media and consultancy reports. Nevertheless, they note the importance of continuing to invest in reskilling policies, including via the validation of adults' informal skills by relying more systematically on the signalling value of digital certificates and credentials. This is crucial as about 4 in 10 EU jobs face a risk of transformation in the nature of their job tasks, with some tasks being taken over soon by machines and artificial intelligence (AI).

CEDEFOP was invited to present its work on digitalisation and the future of work and on the future of

vocational education and training (VET) at the public hearing of the German Bundestag's study committee on vocational training in the digital work environment.

CEDEFOP's research, focussing on whether and how EU VET systems are responding to the challenges of digitalisation and the future of work, indicate signs that EU Member States are making strides to develop new methods of personalised education delivery and are revising educational curricula to render them 'robot-proof'. CEDEFOP expert Konstantinos Pouliakas cited Finland's efforts to educate 1% of its population on the principles of AI and France's newly established AI institutes (3IA).



A great majority of EU countries have been strengthening and widening the scope of digital competences within initial VET. Furthermore, some of the more digitally advanced countries in Europe are developing interdisciplinary VET programmes, blending science, technology and engineering principles with arts and multimedia design – for example, Estonia's STEAM labs. However, the EU lags behind in the race to introduce AI in initial education relative to China or the US.

Together with experts from the Oxford Internet Institute and

Copenhagen Business School, Cedefop is carrying out a major study – CrowdLEARN project – which will investigate the skills development and matching practices of the so-called crowdworkers.

New online forms of labour are increasingly demanding new types of soft skills, such as platform etiquette, boundary management and entrepreneurship, which require individuals to have a high level of self-efficacy and self-determination in deciding how to steer the course of their lifelong learning and professional career development.

Developing upskilling pathways

The second joint CEDEFOP/ European Economic and Social Committee (EESC) policy learning forum on upskilling pathways discussed ways of developing such pathways for adults, in Brussels on 20 and 21 May.

The President of the EESC's Section on Employment, Social Affairs and Citizenship Christa Schweng noted that 'we need to invest in people as 43% of EU population has insufficient digital skills and 17% has no digital skills at all, while 1 in 5 of OECD adults lack basic literacy and numeracy skills.' Cedefop expert Lidia Salvatore presented the agency's work on mapping low-skilled adults. She said that 128 million adults in the European Union, Iceland and Norway (just over 46%) are in potential need of upskilling. Older unemployed and inactive adults are at particular risk of being low skilled in all the skills dimensions considered. Women are mostly at risk of having low digital skills as are older adults, even when

Corporate Re-skilling Initiatives



One of the world's biggest corporate retraining initiatives has been announced by

Amazon. The company unveiled plans to retrain a third of its U.S. workforce — or 100,000 workers — by 2025 to help its employees move into more advanced jobs or find new careers. At a cost of roughly \$7,000 per worker, or \$700 million., Amazon's retraining programs will include:

- Amazon Technical Academy, which equips non-technical employees with the skills to transition into software engineering careers;
- Associate2Tech, which trains fulfilment center associates to move into technical roles;
- Machine Learning University, which offers employees with tech backgrounds the opportunity to access machine learning skills
- Amazon Apprenticeship, a Department of Labor certified program that offers paid intensive classroom training and on-the-job apprenticeships with Amazon

A number of European companies are also at the leading edge of reskilling initiatives. For example:

L'Oréal has worked with its top 1000 executives to empower them to develop digital road maps for their offices and regions, and to create a more open, innovative and agile culture that the workforce need to have to execute this strategy. Furthermore, more than 14,000 employees have completed an upskilling programme consisting of online lessons and workshops addressing skills such as search engine optimization, digital media allocation and digital analytics in order to design a baseline of digital knowledge for every employee.



Following a strategic workforce planning exercise to identify the roles and

skills that would be required in the future Lloyds Bank Group identified 10 skills that would be particularly important including new skills, such as agile project management and artificial intelligence, alongside more traditional customer service, relationship management and leadership skills. As part of its new

strategy, the Group has made a public commitment to deliver an additional 4.4 million hours of learning and development for employees to help build these skills over three years, which would be delivered through a range of Group-wide and divisional initiatives. In 2018, the Group launched new online learning hubs, new role-specific development programmes and new capability-led graduate and apprenticeship programmes.



Amadeus, a major Spanish IT provider for the global travel and tourism industry, automated a

significant part of its customer service offerings by employing machine-learning algorithms for chatbots and self-service in order to better serve clients, increase response times and availability of service, and improve overall efficiency. This transformation frees up resources in the area of standard support services. Wherever possible, Amadeus has shifted affected employees to more complex areas of troubleshooting or departments such as sales support and pre-sales. The company's learning department created a modular training system along specified development paths that prepare employees for these changes and the next steps in their careers.

Unilever, the British-Dutch transnational consumer goods company, identified six skills for successful transition of the company to the digital age: digital awareness; data and analytics; agile delivery; channel and customer understanding; consumer and shopper connect; and sustainable business. Using both internal and external resources the company developed a series of programmes for employees to develop these skills and behaviours. After just four months of the launch of these programmes, more than 15% of Unilever's workforce had engaged in the new learning activities with the ambition that more than 70% engage by the end of 2019. In parallel, deeper expertise programmes are being rolled out generically, and a strategy is in place to make the overall business' skills (including levels) visible to the wider organisation. At the same time, Unilever's Global learning team ensures that all programmes use a common process and framework when defining and measuring skills.





CEDEFOP/ EESC policy forum

they are employed. There are Figure 3: CEDEFOP/ EESC policy forum significant differences between countries.

Cedefop experts presented the key areas identified in the draft analytical framework: integrated approach to upskilling pathways, governance, identification of target groups, financial and non-financial support, lifelong guidance and outreach, monitoring and evaluation, skills assessment, validation and recognition, tailored learning offer leading to a formal qualification and tailored learning offer with work-based learning.

Online resources and tools developed by Cedefop to support countries in implementing upskilling pathways were highlighted. They include the revamped vocational education and training (VET) toolkit to tackle early leaving.

UK: Lack of upskilling opportunities risks “populist time bomb”

UK workers are given the fewest opportunities to upskill of all nationalities, according to recently published PwC research. More than half (51%) of UK workers were offered no retraining opportunities, compared to a 26% global average – and 33% in the US and 31% in Germany for example.

This also compared to only 5% in India and 3% in China. Additionally, only 49% of UK workers say their employer is giving them the chance to improve their digital skills outside their normal duties, with just 14% saying that they are given many opportunities.

The Upskilling Hopes and Fears research – which surveyed more than 22,000 people in 11 markets – found that workers without education beyond school are getting the least opportunities to learn new skills, with 59% offered no opportunities

by their employers compared to 44% of graduates. Only half of UK workers (50%) feel well equipped to use new technologies entering the workplace, meaning UK workers feel the least equipped of all nationalities. The countries where workers feel best equipped were found to be India (91%), South Africa (80%) and China (78%). In the context of such research findings it is interesting to note the launch in the UK of a new task force to address future skills.

New task force launched to set out the skills workers need for the future

Leading organisations from the UK’s education and employment sectors have come together to agree a universal framework for essential skills. Employers are placing more emphasis on essential skills, like teamwork, presenting and problem-solving, but these are often difficult to assess at the recruitment and selection stage.

In response, organisations from the education and employment sectors (the CIPD, The Careers & Enterprise Company, Business in the Community, the Gatsby Foundation, EY Foundation and the Skills Builder Partnership) have come together for the first time to agree a universal framework for essential skills.

It will build on the Skills Builder Framework, already used by over 700 organisations, and set out the skills needed to thrive at work, as well as how these can be assessed and developed. The Skills Builder Framework breaks down each of the eight essential skills (listening, presenting, problem solving, creativity, staying positive, aiming high, leadership and teamwork) into fifteen tangible, teachable and



measurable steps It can be used by students, workers and employers. The framework can be downloaded for free here: <https://www.skillsbuilder.org/framework>

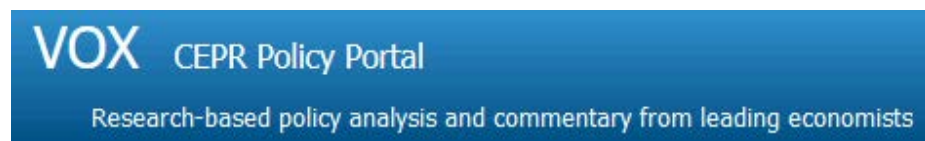
Employers are taking a more rounded approach when assessing people's skill set given the increasing use of technology in the workplace. While they recognise that automation can replace repetitive roles, it can't compete with humans when it comes to more creative and complex tasks which require these essential skills.

Matthew Taylor, Chief Executive of the RSA, said: "With the nature of work continuing to evolve, it is challenging to predict exactly what technical abilities and skills will be needed in years to come. However,

there's growing recognition that the core skills, which are essentially human and behavioural, will be vital in almost all jobs and roles.

Deskilling among manufacturing production workers

David Kunst, Vrije Universiteit Amsterdam, explores the impact of technology on manufacturing production workers. His research



suggests that the conventional distinction between white-collar and production workers has concealed substantial deskilling among manufacturing production workers since the 1950s.

Automation has reduced the demand for skilled craftsmen around the world, thereby reducing the number of jobs in which workers with little formal education could acquire significant marketable skills. Kunst's findings also point to a remarkable continuity in the automation of craftsman tasks in manufacturing. He argues that deskilling remains a likely

outcome in particular in developing countries, where the remaining scope for automation is larger.

Kunst raises the question, given the accelerating pace of change in labour markets around the world of whether human capital investments may be losing their market value – and not just in manufacturing. Whilst he acknowledges that his findings do not imply that workers should abstain

from making specific human capital investments, they highlight that, in a technologically dynamic environment, such investments are inherently risky.

Hence, social safety nets and subsidised (re-)training programmes need to have important insurance features which may incentivise workers to undertake such investments in the first place. Strengthening them should be part of the efforts to share the benefits of technological progress widely.

Kunst, D., VOX CEPR Policy Portal, August, 2019

EAPM Event Calendar

Date	Event	Location	Internet link
30.10.2019	HR Club - Conferinta Nationala HR Club, editia 15 // HR Club National Conference, 15th edition	Bucharest, Romania	▶
06.11. - 07.11.2019	CIPD - Annual Conference & Exhibition 2019	Manchester, England	▶
21.11. - 22.11.2019	PERYÖN - 27th People Management Congress	Istanbul, Turkey	▶
12.11. - 13.11.2019	HR Norge - HR Forum 2019 // Annual conference for Human Resource Management	Fornebu, Norway	▶
14.11.2019	PARE - International Employer Branding Masterclass	Tallinn, Estonia	▶
20.11.2019	APG - 52nd APG National Conference: "People 5.0"	Lisbon, Portugal	▶
21. - 22.11.2019	HRcomm- Czech- Slovak HR Summit 2019	Valeč u Hrotovic, Czech Republic	▶
25.11.2019	NVP - HR Leadership Event	Utrecht, Netherlands	▶
27.11. - 28.11.2019	CIPD - Developing Line Managers Conference and Workshop	London, UK	▶
27.11.2019	DGFP // Kompetenzforum Global HR between centralisation and decentralisation	Frankfurt, Germany	▶

Imprint

© October 2019
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