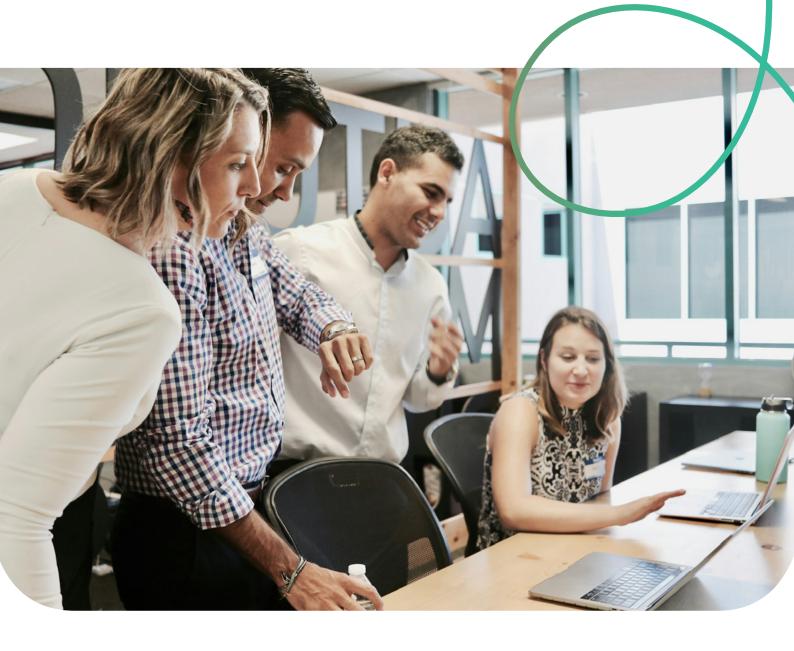
Human Capital Agenda GroenvermogenNL

Working together towards a skills-based labour market





Coordination is needed to capitalise on opportunities and remove obstacles, and stakeholders have a role to play

We have the opportunity to develop a 'one-stop' skills-based labour market system. We want to explore a 'shared dream' to gain insight into what steps are needed to achieve it. How can we better coordinate all the skills instruments and initiatives with each other? What can and cannot we do to connect the various initiatives and instruments such that they mutually reinforce each other?

The figure below shows how these questions can be answered based on the outcomes of this assignment.

Opportunities

Context

Drivers and preconditions for contexts that support skills-based work.

Current state of affairs

The current state of affairs is a good starting point.

Future

Activities in the future offer additional opportunities to develop the skills-based labour market.

Obstacles

Coordination

The transition is impeded by a lack of an overall vision of the Dutch labour market and individual career journeys, the lack of coordination, the lack of unambiguous definitions, the high complexity, and the obstacles to financing, quality and cooperation.

Use

The current solutions do not adequately meet the needs of users and there are technological barriers too.

Steps

Coordination

Alignment, financing, quality and cooperation require active and centralised coordination.

Use

It is important to act now, connect users to the system and scale up from the existing situation.

Owners

Coordination

The government, growth funds and regions have their own coordinating roles to play; the government through a systemic approach, the others in defining the career paths.

Use

Researchers, the education system and the business community have a role to play in the use of the system.



Steering committee's vision of the future

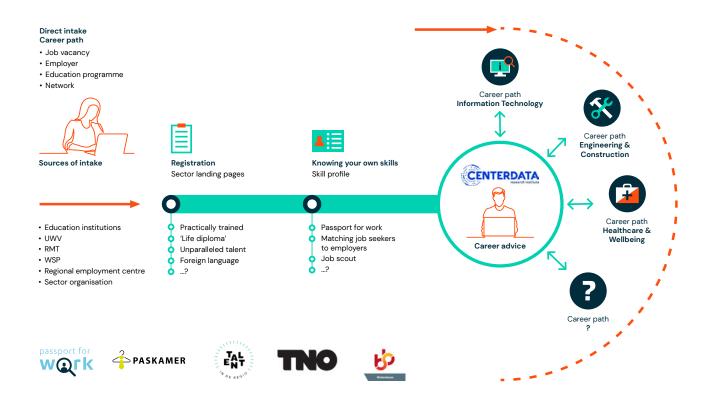
GVNL, the Energy Top Sector and LLO Catalyst formed the steering committee of this project. The steering committee developed a vision of the skills-based labour market based on this document.

The vision is illustrated in the figure below. A systematic method is needed to evaluate individual careers and how these are organised. It is important to meet the individual needs of employees, as also expressed in the SER report on lifelong career development and horizontal career development. Employees must retain ownership of their own careers, with a focus on the career steps an individual takes. The government should play a coordinating role here.

To shape this, we see that the following is needed to achieve more effective cooperation in a skills-based labour market:

- a shared and unified vision of a skills-based labour market
- · national coordination
- · match stakeholders with shared interests
- · a wider perspective of the labour market than only skills

These elements are explained below.



Steering committee's vision explained.

Shared and unified vision of the skills-based labour market

A shared and unified vision of a skills-based labour market is required, i.e., a vision of how we can boost the momentum towards a skills- based labour market. This vision needs to be actively propagated by the government, so that it is clear in which direction we are moving and, more importantly, how we can get there. We see that system innovations are needed, but these cannot be achieved without a clear vision. Building and achieving this vision requires the participation of multiple stakeholders and national coordination.



Match stakeholders with shared interests

The instruments and initiatives for the transition will not be matched automatically. Meetings like the one we held on 22 September are important to this end. Continuation of the existing network is one of the steps. We would like to launch a dialogue series, in which we will work together to design a model or mock- up of the new system which reveals what improvements are needed and where, so that we can demonstrate how instruments can be connected and how they can reinforce each other. Policies can then be made accordingly.

A wider perspective of the labour market than only skills

Focusing only on skills is too restrictive for achieving career transitions. The context of the work and the motivation (or lack of motivation) of employees play a very important role in determining whether they develop in their career and/or switch to another job. This context is partly taken into account in the Transition Pathways Instrument, but more research and instruments in this area are needed.



National coordination

National coordination is required to match and effectively utilise all available knowledge on this theme. In our view, a coordinating department is needed that can establish a unified and shared vision and direction and ensure that this direction is followed. The system innovations that require national coordination are the areas of focus of the ministries of SZW, OCW and EZ. A coordinating department is required to bring all these perspectives together. Without this national coordination, the initiatives and instruments will be insufficiently matched. Successful initiatives have been launched by employers, research consortia, regional parties, industry associations, etc., but without a shared vision and national direction and coordination, the knowledge developed is not always used effectively and instruments and initiatives are insufficiently matched.

