METHODS AND TOOLS FOR SKILLS ASSESSMENT AND ANTICIPATION EXERCISES

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How to conduct SAAs in practice?
How to measure “skills”? 

- Understandable
- Recognizable
- Comparable

Skills-occupation mapping?

- Understandable
- Recognizable
- Comparable

Available

Skills-qualification mapping?

- Detailed
- Direct measure

Understandable?
- Costly
Who to include in developing SAAs?

Government and stakeholder involvement in the development of SAAs (% of 28 countries)

Notes: * Includes individual employers. ** Includes think tanks and research centres.
Source: Getting Skills Right – Assessing and Anticipating Changing Skill Needs (OECD, 2016)
How to conduct quantitative forecasting models

**Input**: Available quantitative data, time series
- Employed by occupation / sector
  - Wages (mean/median)
  - Hours worked (mean hourly)
  - Qualifications
- Vacancies by occupation / sector
- Graduates by qualification level / field

**Sources**:
- Employer surveys
- Vacancy surveys
- Graduate surveys
- Administrative data

**Required expertise**: Advanced econometrics
ROA Labour Market Forecasts (the Netherlands)

- **6-year forecasts** for 113 occupational groups, 90 types of education, in 35 regions
- **Frequency**: every 2 years

- **Input**: timeseries data from 1996-present
  - Available timeseries data from 1996-present
    - LFS, employment and education forecasts, administrative data on graduates
  - Graduate surveys conducted by ROA

- **Output**: Estimated shortages/surpluses, translated into qualitative indicator (very good ... poor prospects)

How to conduct employer surveys

**Input:** Develop a questionnaire

- Which “skills” are hard to find?
- Paper / phone / face-to-face / on-line
- Collect data, e.g. in Excel

**Respondents**

- Directors
- HR managers
- Recruiters

**Required expertise:** Survey design, basic data analyses
Manpower Talent Shortage Survey (international)

- Questionnaire among 40,000 employers in 43 countries/territories, about current occupational and skills shortages

- Frequency: every year

- Questions:
  - How much difficulty are you having filling roles compared to last year?
  - Which skills are the most difficult to find, and why?
    - Hard skills and human strengths
  - What are you doing to solve talent shortages?

https://go.manpowergroup.com/talent-shortage#thereport
Countries and territories facing difficulty hiring

Source: 2018 report
How to conduct focus groups / round tables

**Input:** Facilitate discussions among experts
- Face-to-face / anonymous (Delphi method)
- Which “skills” are hard to find?
- Scenarios: what does the future labour market look like, and what does that mean for “skill” demand?

**Participants**
Facilitator
- Employers
- Education/training providers
- Researchers
- Government representatives
- Other relevant experts

**Required expertise:** Focus group facilitation
Skills councils (many OECD countries, several LMIC)

- **Coordination**: Employer-led or tri-partite independent organizations
- **Participants**: Representatives from employers, workers, government, educational institutions
- **Funding**: Typically publicly funded, sometimes additional funding from members
- **Activities**:
  - Platform for discussion of sectoral/regional skills challenges (regular meetings)
  - Develop joint policy responses to address/prevent skills challenges
  - Provide recommendations on education and labour market policy
  - Monitor the labour market within the sector/region
  - Forecast which skills will be needed in the future (scenarios / quantitative predictions)
  - Sometimes: Involvement in training provision

Focus groups / round tables: Example
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**Sector Councils** (Canada)
- Recognized and funded by the Canadian government
- **Governance:** independent, industry-led boards
- **Activities:**
  - Sharing labour market information
  - Developing occupational standards
  - Implementing certification programs
  - Developing training and education (strategies)
  - Conducting research
- Sector Councils *cooperate closely* within regions, through cross-representation
Focus groups / round tables: Example

**Sector Education and Training Authorities** (South Africa)

- Recognized by the South African government

- **Funding**: skill levies, National Skills fund, members

- **Members**: employers incl. SMEs, governments

- **Activities**:
  - Developing sector skills plans
    - Input: Employers’ Workplace Skills Plans (current & future training needs)
    - Output: e.g. Scarce Occupations List
  - Promoting apprenticeships
  - Distributing the skills development levies

*Getting Skills Right: South Africa (OECD, 2017)*
How to conduct sectoral / occupational / regional studies?

**Input**: Combine information from several (types of) SAAs
- Forecast-based projections
- Employer surveys
- Focus groups / round tables

**Sources**
- Employer surveys
- Vacancy surveys
- Graduate surveys
- Experts’ insights (focus groups)
- Administrative data

**Requirements**: Existing SAAs
Professioni, Occupazione, Fabbisogni (Italy)

Combines:
– Labour market information
– Econometric forecasts
– Skills audits
– Scenario development
– Sector forecasts

All the available data are collected and available on
http://professionioccupazione.isfol.it/

Castiglioni and Tijdens (2014)
Obstacles to developing SAAs

Percentage of countries reporting obstacles (N=22)

- Lack of human resources with relevant knowledge and expertise: 35%
- Poor statistical infrastructure: 30%
- Difficult/lack of coordination with other agencies involved in skills needs assessments: 25%
- Lack of interest/support by policy makers: 20%
- Lack of funds: 15%
- Low reliability and accuracy of past exercises: 10%
- Other: 0%

Source: Getting Skills Right – Assessing and Anticipating Changing Skill Needs (OECD, 2016)
Shortages are mostly concentrated in high-skilled jobs

**Intensity of Shortages (+) and Surpluses (-)**

- Professionals
- Technicians & Associate Professionals
- Managers
- Skilled Agriculture, Forestry and Fishery Workers
- Clerical Support Workers
- Crafts and Related Trades Workers
- Services and Sales Workers
- Plant and Machine Operators and Assemblers
- Elementary Occupations
Cognitive skills are in shortage

Intensity of Shortages (+) and Surpluses (-)

Final year
OECD qualification mismatch indicator
Thank you

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