

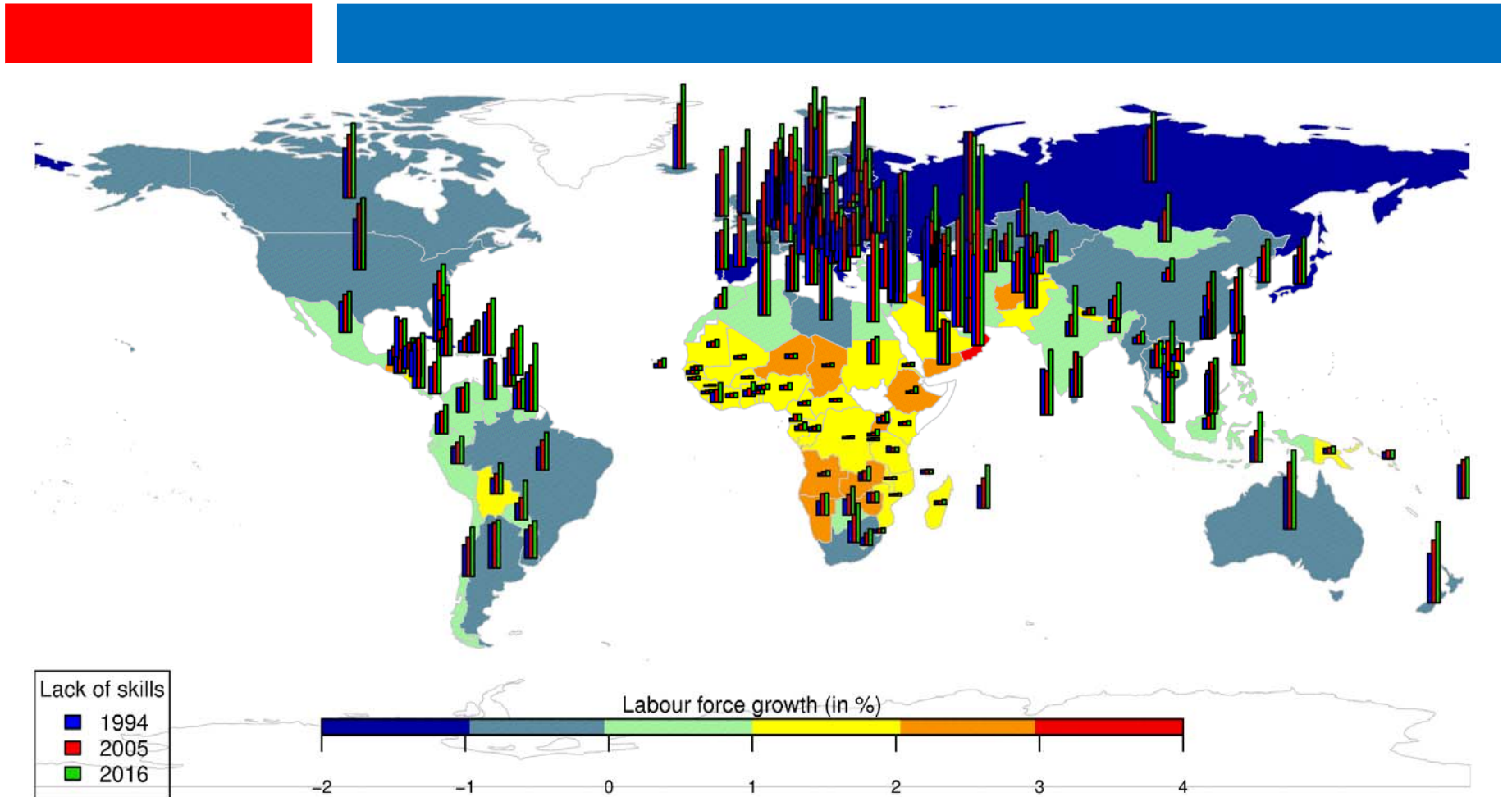
A close-up photograph of a human hand in a dark suit sleeve shaking a silver, articulated robotic hand. The human hand is on the left, wearing a watch, and the robotic hand is on the right. The background is a plain, light grey.

The Future of Work: Skills and industry

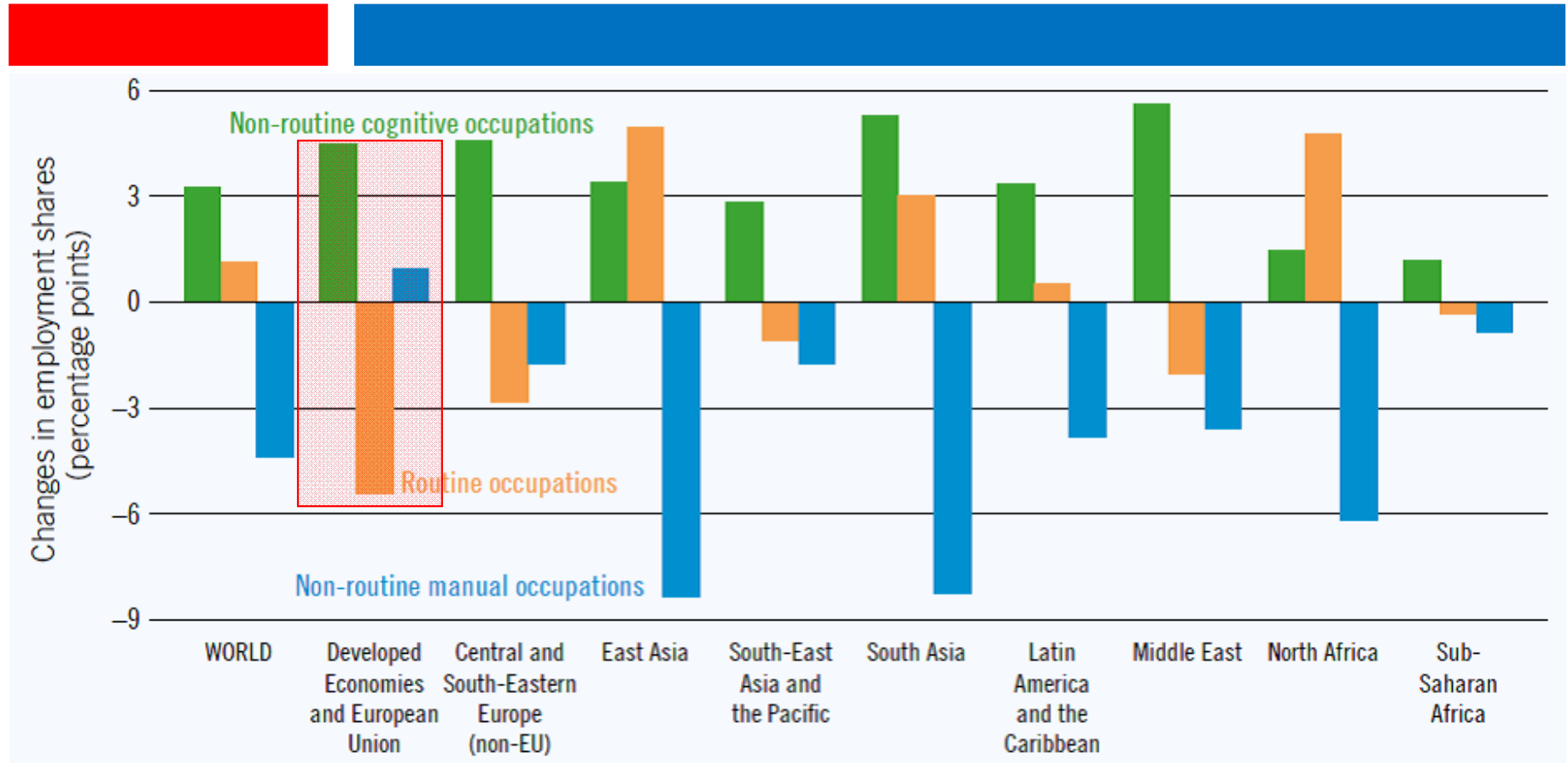
Ekkehard Ernst
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International Labour
Organization



A global war for talent...



...has resulted in job polarization

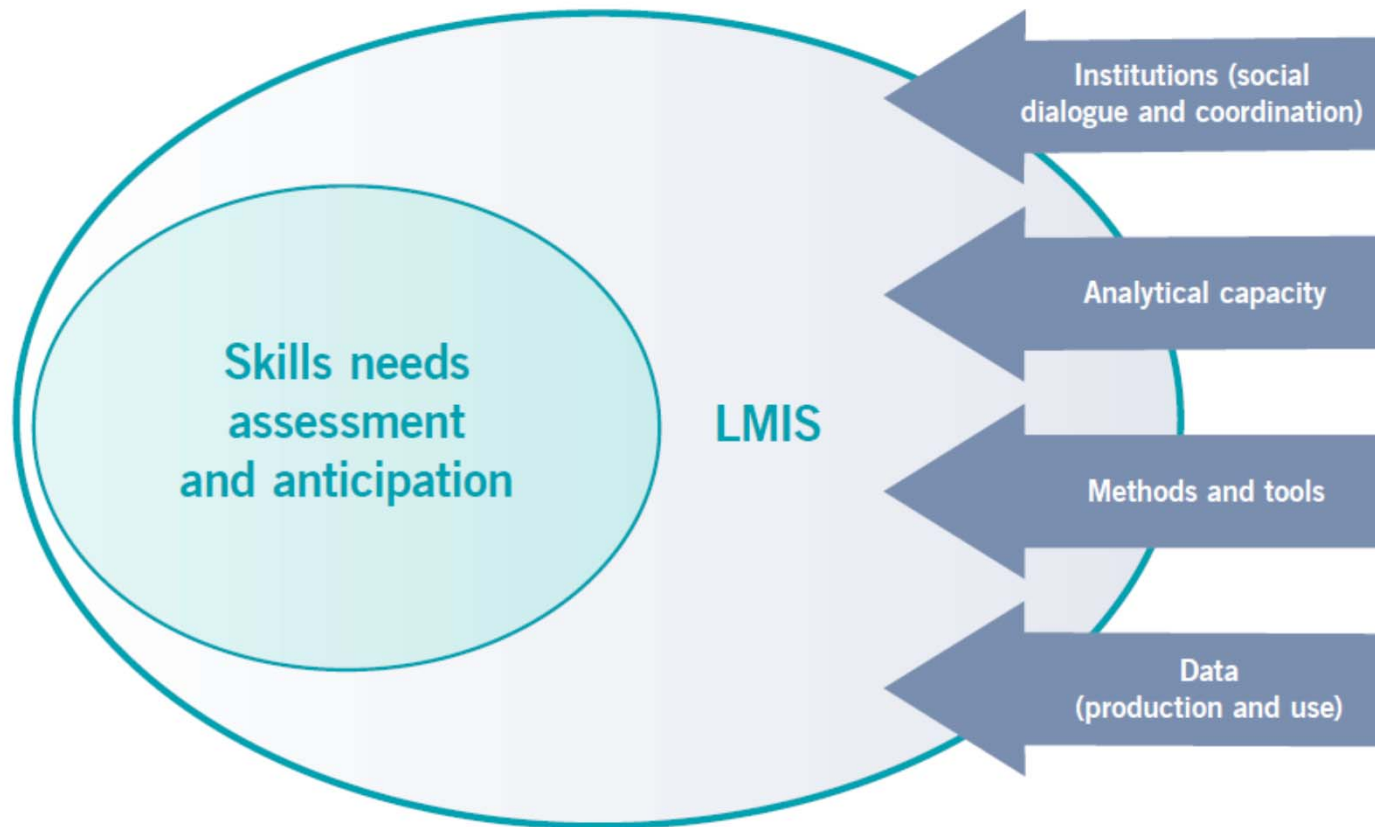


Challenges ahead

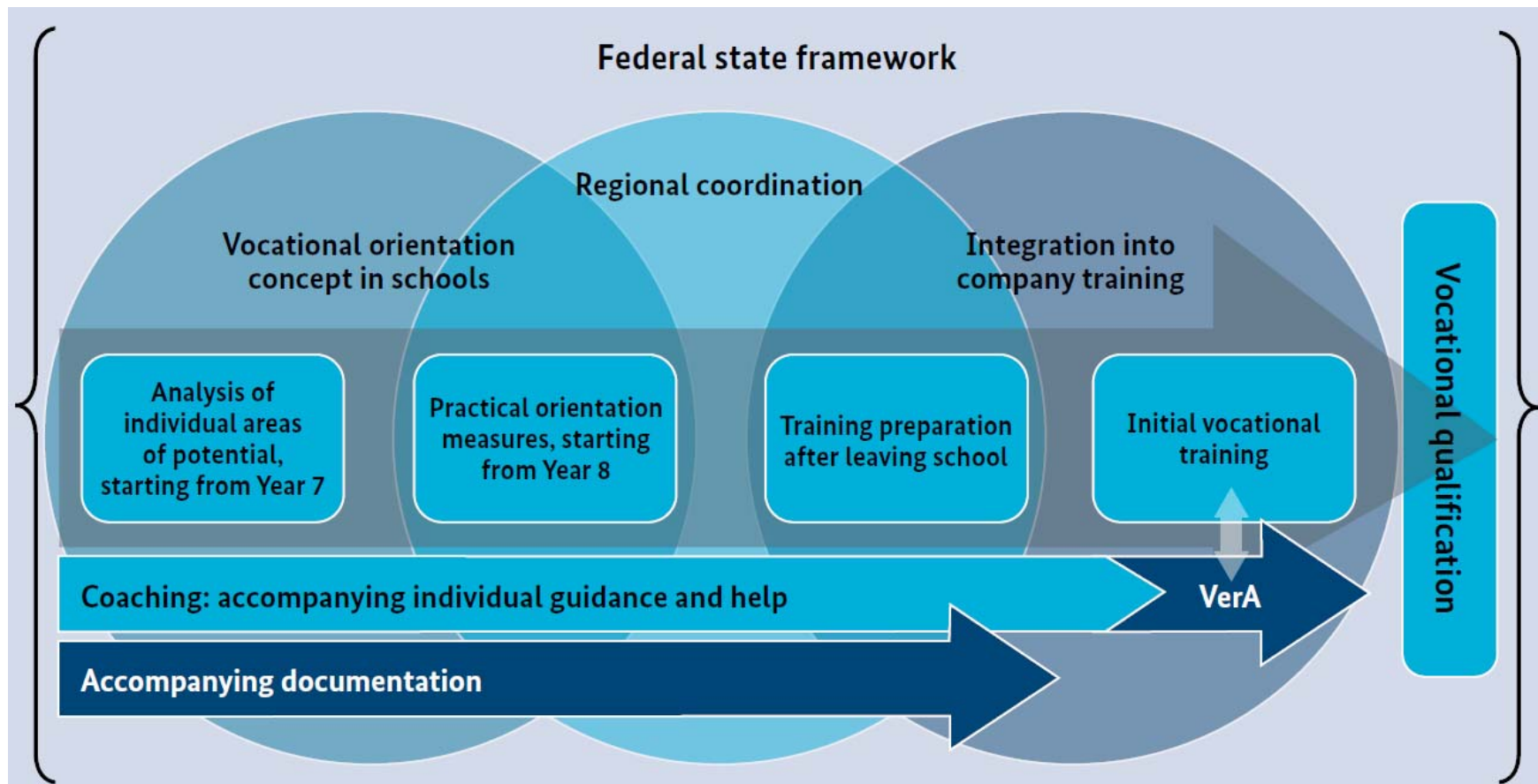


- What skills are needed?
- Who should provide them?
- Models of industry-public education collaboration
- Long-term provision of skills

Skills anticipation



Collaboration with industry



Professional academies in Germany



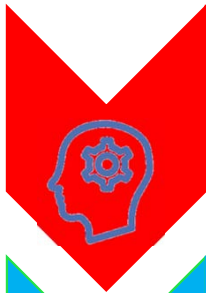
- Private education effort extended at the university level
 - Technical education
 - Executive/management education
 - University-type education with business involvement
- Different types
 - Dual university system in Germany (since 1974 in Baden-Württemberg)
 - Corporate universities (Apple, Walt Disney): mostly for existing staff
 - Facebook (planned): specific demand for software engineers

Long-term provision of skills



- Rising life-expectancy → older workforce
 - People will need to re-invent themselves (several times) over their working career
- How to ensure that workers remain productive:
 - Life-long learning
 - Providing training incentives to both workers and employers
 - Active labour market policies to allow for increased occupational and sectoral mobility
 - Enhanced work-force planning at the company level (HR analytics)

What needs to be done?



- Ensure skills provision in line with industry demand
- Set up certification and accreditation mechanisms
- Anticipate skill changes and new skills demand



- Target young people before entering the labour market
- Provide sufficient training opportunities for young adults
- Use AI for better support and talent planning



- Prevent skills shortages efficiently
- Make life-long learning a reality
- Foster skill mobility