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Your Name

NICEC Conference 2024: Career and Sustainability

Skills, wellbeing and the environment

Tuesday 2 and Wednesday 3 July 2024

NICEC

National Institute for
Career Education
and Counselling



Opening Plenary: Welcome

Chair: Dr Gill Frigerio (NICEC Chair)

Professor Chris Warhurst (IER, Warwick)

Clare Boden-Hatton (Director for Employment, Skills, Health & Communities,
WMCA)

Career...

It is a concept not limited to hierarchical progression within an organisation or occupation. It encompasses a very wide range of activities, including formal or informal paid work, study, housework, caring work, voluntary or community work, political activism, and so on. It also includes religious practices, leisure interests, health maintenance, family time, and relaxing. Career development is a key concept because it draws together and integrates all these important activities. In our sense, individuals have only one career, within which they engage in a wide range of activities, situations, and roles throughout their lives. (Robertson, Hooley & McCash, 2021, p. 11).



sus·tain·abil·ity

[səsteɪnəˈbɪlɪti]

noun

the ability to be maintained at a certain rate or level:

"the sustainability of economic growth" · "schemes to ensure the long-term sustainability of the project"

- avoidance of the depletion of natural resources in order to maintain an ecological balance:
"the pursuit of global environmental sustainability" · "the ecological sustainability of the planet"

SUSTAINABLE DEVELOPMENT GOALS



Workforce sustainability: recent policy concerns and their implications for careers thinking

Prof. Chris Warhurst

NICEC 2024



WARWICK
INSTITUTE FOR
EMPLOYMENT RESEARCH

WARWICK INSTITUTE *for* IER
EMPLOYMENT RESEARCH



Some context

- ▶ For 40+ years, IER has successfully undertaken research intended to support employment/labour market public policy development e.g.:
 - Working Futures, LMI for ALL, military veterans transition to civilian working lives, measures of Good Work, the SOC, GradSOC, STEMSOC, GreenSOC.
- ▶ Currently working on a range of public policy issues e.g.:
 - UK skills taxonomy, skills for Industry 5.0.
- ▶ Want to highlight four current policy concerns, IER's related research and implications for your thinking in your work.
- ▶ By workforce sustainability I mean people being able to access and maintain employment – ie keep in work.

#1 The robots are coming to take all the jobs

- ▶ Apocalyptic claims of the impact on blue and white-collar jobs of new digital technology and its substituting of humans:
 - E.g. 47% of jobs disappear (Frey and Osborne); then varying claims: 90% (Lever), 51% (Manyika et al. for McKinsey), 35% (Deloitte). Variations by country and sector.
- ▶ A big public policy concern – mass unemployment, need for a Universal Basic Income.
- ▶ Problem is that the ‘evidence’ based on econometric modelling with a bit of eyeballing thrown in.
- ▶ Need evidence from workplaces that have introduced AI/advanced automation to see what’s actually happening.
- ▶ Commissioned by the CIPD and using YouGov we undertook a representative survey of UK employers that had introduced AI/advanced automation in past 5 years and asked about the impact on their jobs.

How has digi-tech affected jobs 1

	AI for physical and/or cognitive tasks
Has the introduction of the technology created any jobs in your organisation?	
Yes	43.0
No	44.1
Don't know	13.0
Base, N (unweighted)	226
- What skill level were these new jobs created? *	
<i>Mostly high skilled</i>	38.9
<i>Mostly intermediate skilled</i>	23.9
<i>Mostly lower skilled</i>	9.8
<i>A range of skills levels</i>	27.4
<i>Don't know</i>	0.0
Base, N (unweighted)	98
Has the introduction of the technology eliminated or replaced jobs?	
Yes	39.9
No	48.1
Don't know	12.0
Base, N (unweighted)	226
What skill level were the jobs eliminated/replaced? *	
<i>Mostly high skilled</i>	29.0
<i>Mostly intermediate skilled</i>	17.3
<i>Mostly lower skilled</i>	44.2
<i>A range of skills levels</i>	9.5
<i>Don't know</i>	0.0
Total	100
Base, N (unweighted)	95

How has digi-tech affected jobs 2

- ▶ Job tasks were reported to have become more (39%) or less complicated (28%) or to have stayed the same (30%).
- ▶ Staff were reported to need more skills and knowledge by more than half (60%) of organisations.
- ▶ Just over half (51%) of organisations said staff had slightly or far more control over their job tasks.
- ▶ Led to more control over working hours in 40% of organisations.
- ▶ While half (49%) of organisations reported no change to pay for staff most affected; pay increases were reported in 41% organisations.
- ▶ Jobs were reported to have become more secure in 44% of organisations but less secure in 18% of organisations.

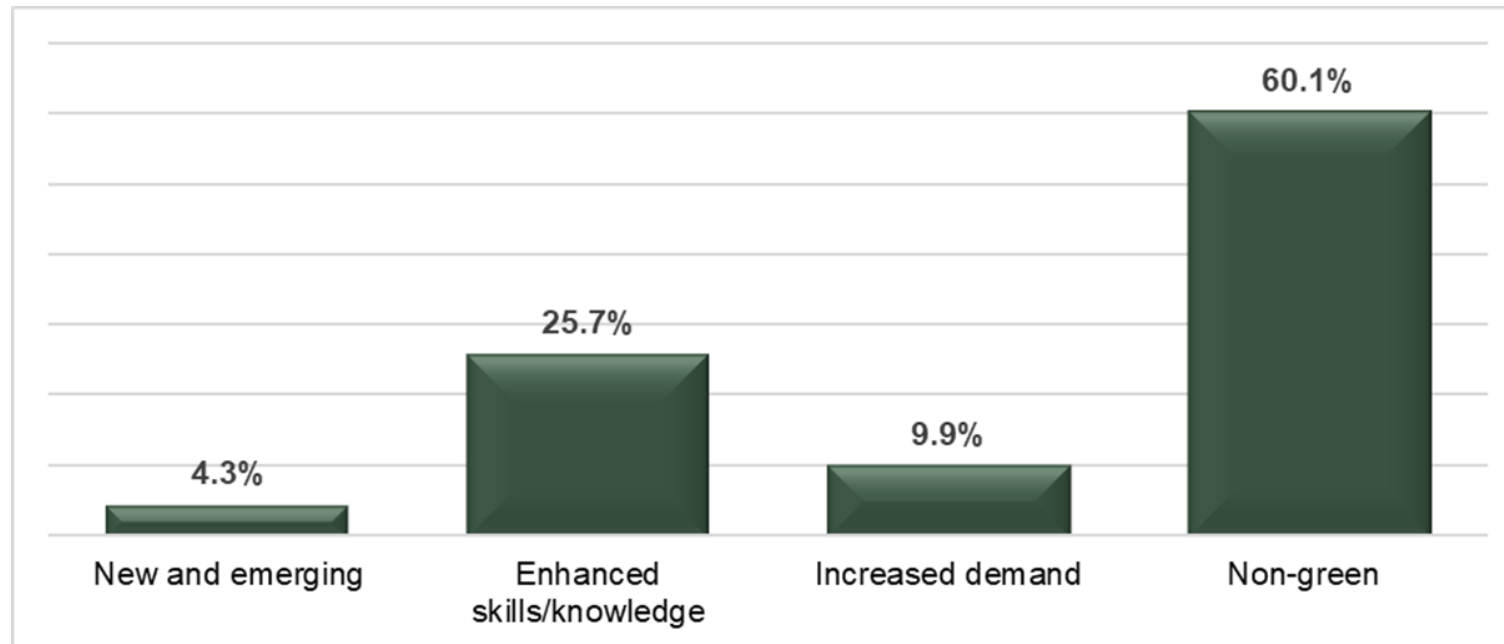
#2 There's a green revolution happening

- ▶ Commissioned by SDS to analyse the extent and demand for green jobs in Scotland; a big policy push there with a climate emergency plan.
- ▶ Problem is the lack of agreed definition of a 'green job'. Developed an adapted one:



- ▶ Data: LFS for extent, IER's DfE-funded web-scraped job vacancy data.

The extent of and demand for green jobs

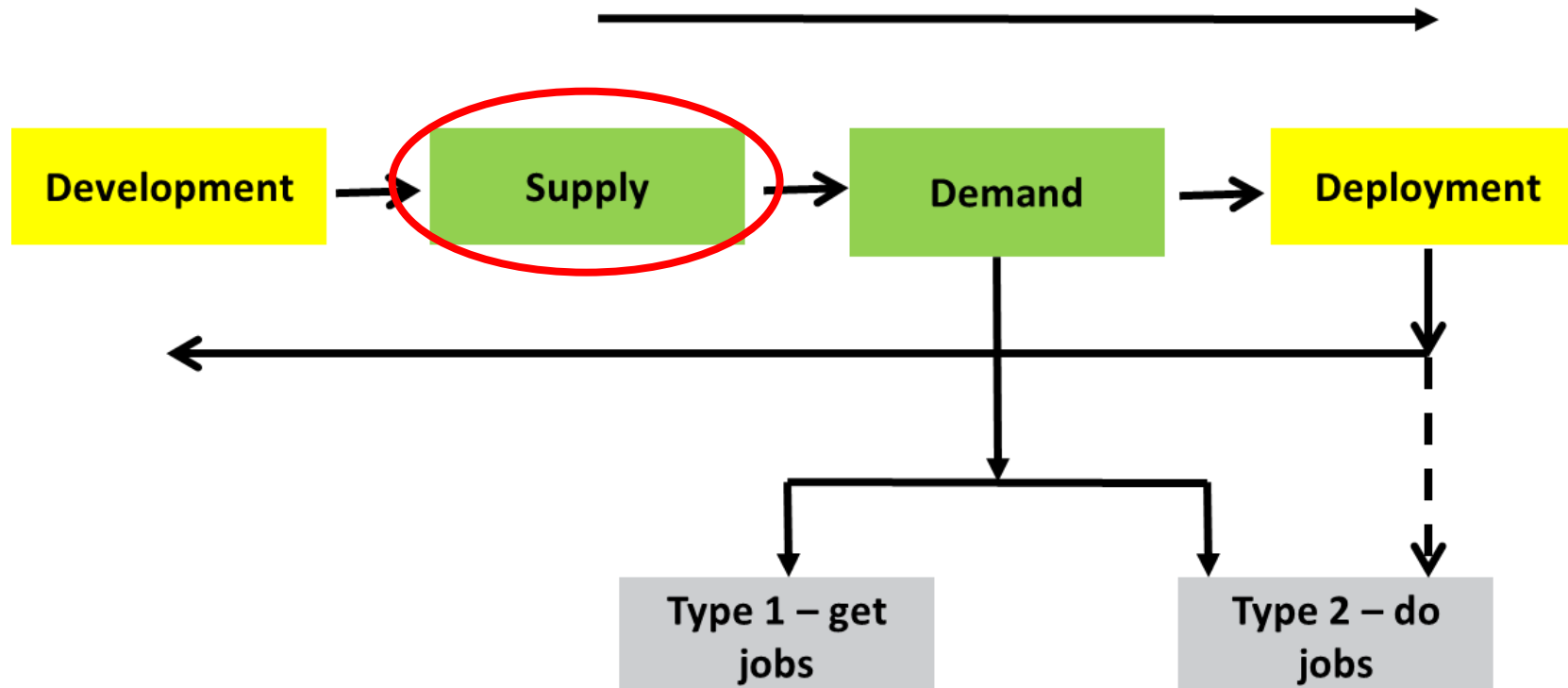


- ▶ 39.9% of all job vacancies are green jobs across the three categories.
- ▶ Increase in all green jobs from 15,633 to 22,140.
- ▶ Most increase in Enhanced Skills & Knowledge jobs.

#3 There are skills shortages

- ▶ Commissioned by DfE and ILO to examine skills and skills policy.
- ▶ Shortages reported as 13% for UK, but skill and labour shortages conflated e.g. through vacancy counting.
- ▶ For skill matching to occur, as the stock of skills on the labour market rises, so must the stock of jobs requiring these skills: demand meets supply.
- ▶ Tend to measure skills using qualifications (though employers might beg to differ ...)
- ▶ **Supply outstripping demand:** 30% of the UK workforce is over-qualified. Now seems to be structural in the UK ie in-built oversupply exists.
- ▶ But ... distinction between the skills needed to get the job and the skills needed to do the job.
 - Workers can be formally over-qualified at point of hire but have a good skills match in skills use in work.
 - The 30% now drops to **16%**.
- ▶ But still higher than all shortages. Need to be careful therefore in defining the problem.
 - Is the real question: 'Why don't employers better use the skills that they have?'

Rethinking skills



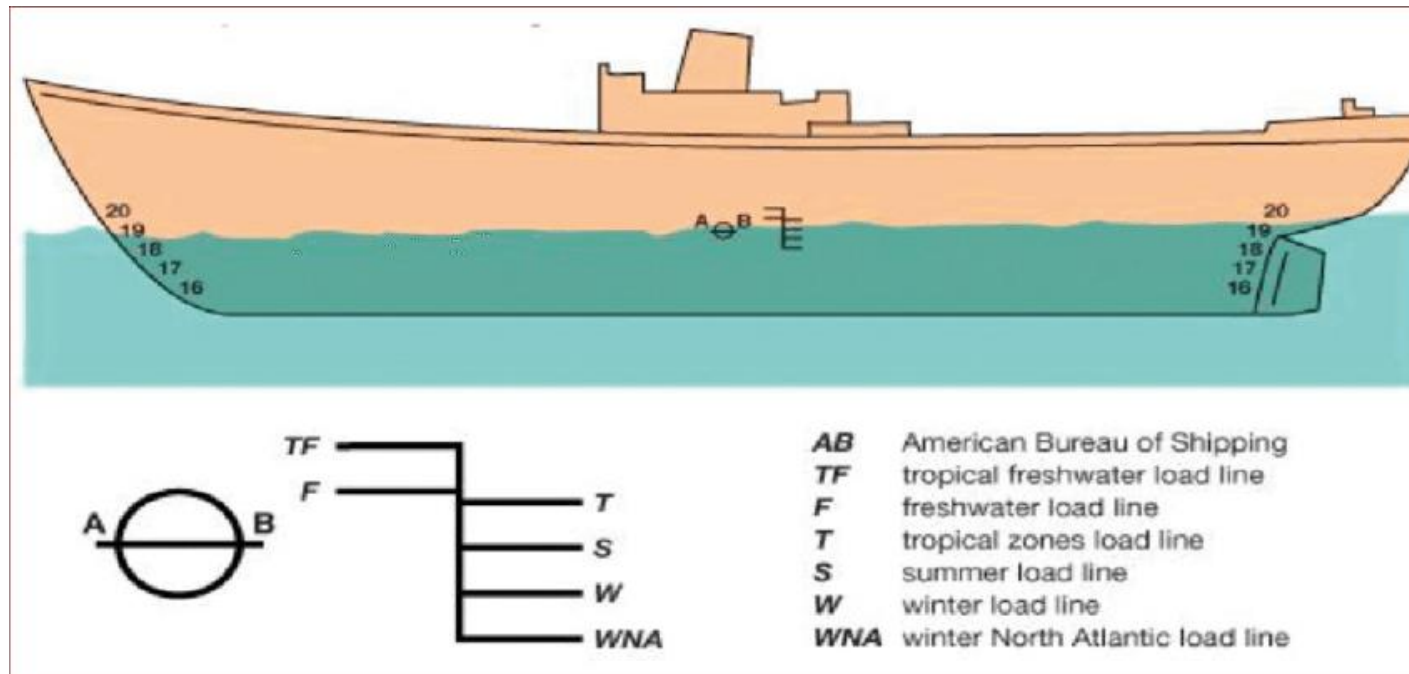
#4 an apple day will overcome sickness absence

- ▶ **National crisis:** too much ill-health from jobs. Employers lose 50 working days per employee pa; cost of days lost due to ill-health £18.8bn; lost output £32-41bn pa; since Covid, 2½m workers economically inactive due long-term sickness.
- ▶ **Data:** only some diseases counted; difficulty capturing long-term ill health; spill-over effects marginalised – so extent and impact likely higher.
- ▶ Over 20 years, successive government policy reviews have called for change but not happening.

- ▶ **Action:** remedial interventions dealing with immediate ill health instead of prevention when really need to fix the job, not the worker.



More ambition needed: a 'Healthy Jobs Plimsoll Line'



Pointers for careers thinking

- ▶ The robots: not taking the jobs; higher skilled jobs being created, lower skilled jobs being eliminated, better jobs too.
- ▶ Green revolution: still mostly old jobs but greening evident; can support this greening of jobs with micro-credentials. Issue though with female, older and younger workers.
- ▶ Skills: under use of existing skills rather than skill shortages is an issue, so a demand not supply problem.
- ▶ Unhealthy jobs: redesigned jobs that will support good health and enable people to work longer and improve retention.



Clare Boden-Hatton

Careers and Sustainability in the West Midlands



What was the problem statement?

Youth
unemployment,
NEET

Economic
inactivity

YEUK survey

LSIPs, employer
feedback

Vacancies

Inequality



Context

Plethora of
involved
bodies

National
defined /
service

Funding

Sustainability

- Services that last
- Services that flex and evolve
- Service that underpin opportunity and economic growth



Why was careers advice and guidance the answer (or part of it)?

Ambition was an all age careers
service

Evidence led

Rethinking delivery

- Role of AI in reaching people and delivering services
- Targeting of intervention to inequality
- Person centred
- More recognition of local labour markets
- National framework, local delivery
- Integration with other services eg health



Challenges and implications

Workforce

Funding

User
integration

Systems
design

Public service
reform



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