

A woman with dark hair tied back, wearing a white lab coat and clear safety goggles, is looking intently at a piece of laboratory equipment. The background is a blurred laboratory setting with various pieces of equipment and a blue-tinted lighting.

# Mind the Gap:

## Understanding and Closing the Future Skills Gap to Build the Workforce of the Future

June 8, 2021

Prepared by Human Capital Solutions

**AON**  
Empower Results®

# Today's Speakers

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**Marinus van Driel**

Human Capital Solutions  
Aon



**Kathy MacKay**  
Assessment Solutions

Human Capital Solutions  
Aon



**Stefan Gaertner**  
Performance & Analytics

Human Capital Solutions  
Aon

# Importance of Future Skills



**50%**

of all employees  
will **need  
reskilling**  
by 2025



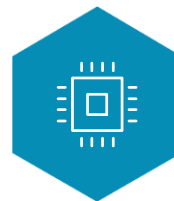
**28%**

of companies  
are **planning  
new initiatives**  
to identify future  
skills gaps



**88%**

say talent  
**availability is  
very important**  
when creating a  
definition for the  
future of work



**Less Than  
5 Years**

**Half-life**  
of technical skills

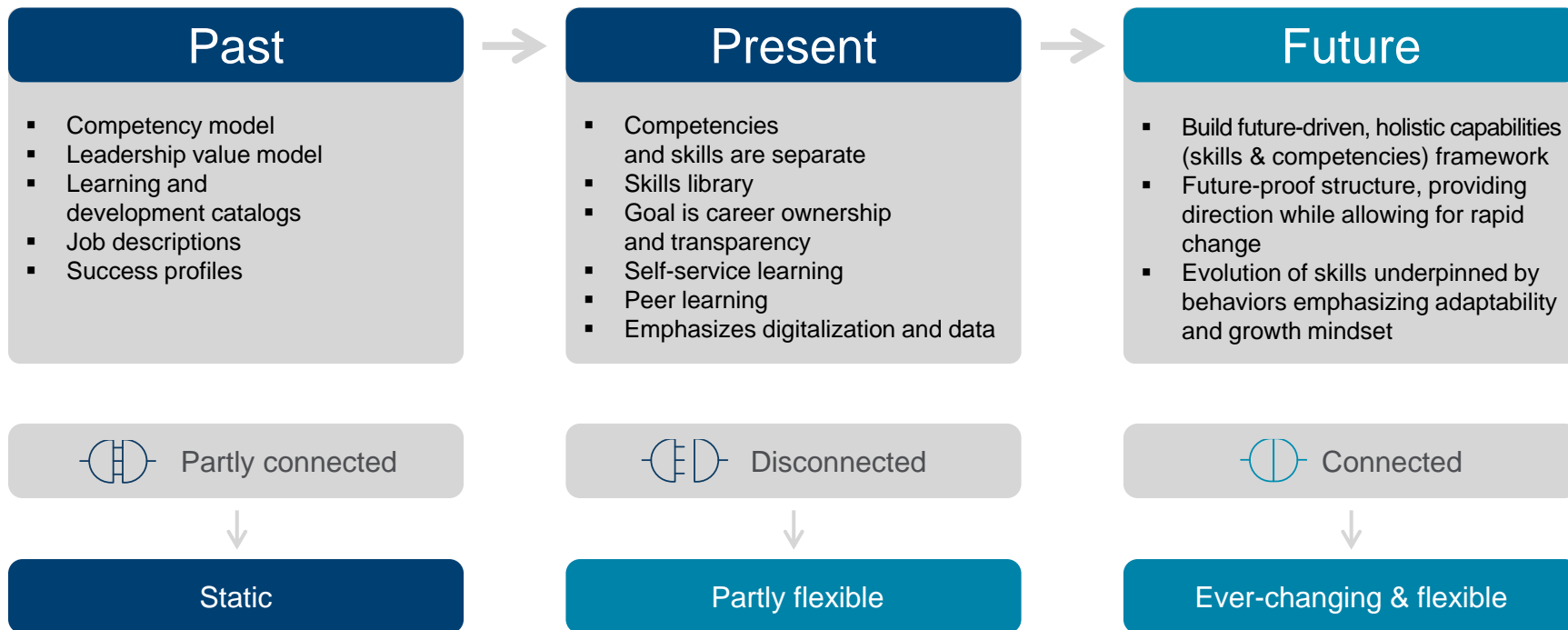


**120M  
Workers**

are expected  
**to be reskilled**  
over the next  
three years

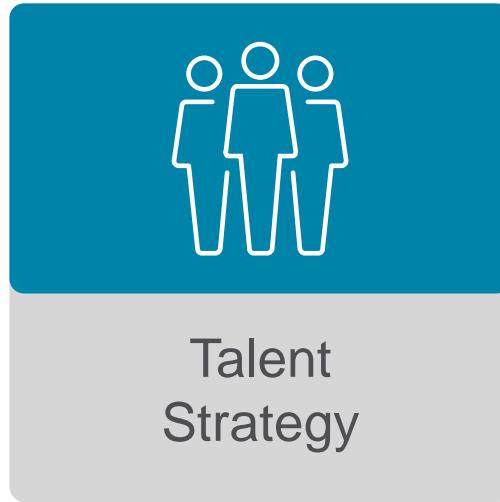
Reskilling and talent mobility are top priorities as companies prepare to implement future of work strategies

# Building a Structure for Transformation

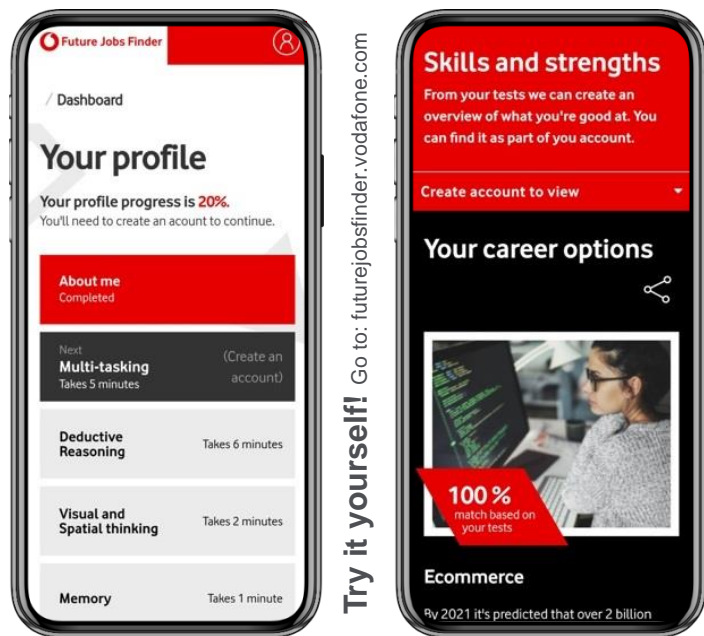


# Translating Business Needs to Future Skills Needs

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# Client Story: Vodafone Future Jobs Finder



## Navigating the Future World of Work

- A global project to address **youth unemployment**
- Focus on young people and **digital** jobs
- Highest-level **engagement** in Vodafone
- **Robust**, hierarchical model of digital jobs, tailored for Vodafone
- Ultra-convenient **user experience**
- Direct link to relevant jobs based on profile, education level and location
- Direct link to **online learning** to develop skills needed
- Live in **22 countries** across the world
- Millions of people globally have already found their digital job matches, employment opportunities and further learning

Over 1 **BILLION** users reached since March 2018

# Reskilling at Scale in Practice @ Siemens

## Case Study: Identify Workforce Potential to Reskill

### Challenge

- Skills shortage, job automation and rapidly digitalizing world of work
- Wanted each employee to understand their strengths and development needs to take ownership of their own skill development

### Solution

- Custom solution for voluntary re- and upskilling project, including:  
Individual background (i.e., qualifications, training), cognitive ability, personality questionnaire, learning styles, preferences and interests
- Feedback on which of the offered re- and upskilling measures best fit their profile
- Interactive report containing top three matches
- Results form the basis for subsequent consultations between employees and client professional education



Pathfinder  
training



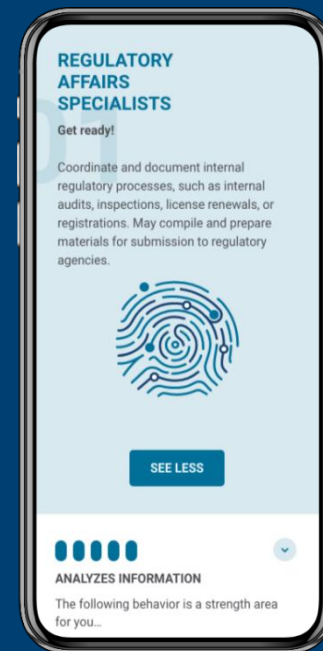
Development



Link to L&D  
framework



Interactive  
report



# Future Skills Planning

## 1 Identify Current Skill DNA

- Acknowledge and structure current skill DNA
- Create custom layers and expand model to comprehensive skill taxonomy, structuring and containing entire content

Success profiles   Competencies   HR census data   e-learning data   Leadership value   Job description data   Skill library

## 2 Evaluate Current Skill Level

- Organizational survey, identifying current skill level and expected upskilling needs based on comprehensive taxonomy

Skill level & upskilling need by hierarch, region & business line

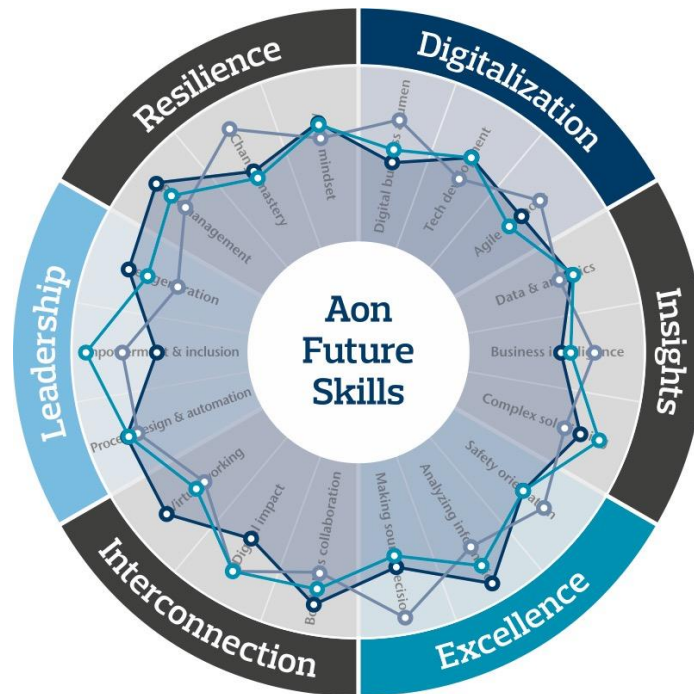
## 3 Define the Future

- Derive future skills requirements from business vision
- Identify key upskilling requirements

Visionary interviews   Workshop/focus groups   Surveys

## 4 Design Future Skills Taxonomy

- Design custom future skills taxonomy providing direction and structure for re- and upskilling strategy





# Reskilling & Upskilling Strategy

## Identify, Select and Align

- **Assess** for future skills  
e.g., digital readiness, innovation, risk profile
- **Align** people with the right roles
- **Hire** confidently

## Grow, Retain and Empower

- **Predict** future jobs and skills
- **Develop** future leaders and top performers
- **Empower** employees to make their best careers

In times of digital disruption and an ever-changing environment caused by:



Artificial  
Intelligence



Changing skills  
and competencies



Job  
automation

# Building the Future-Ready Workforce

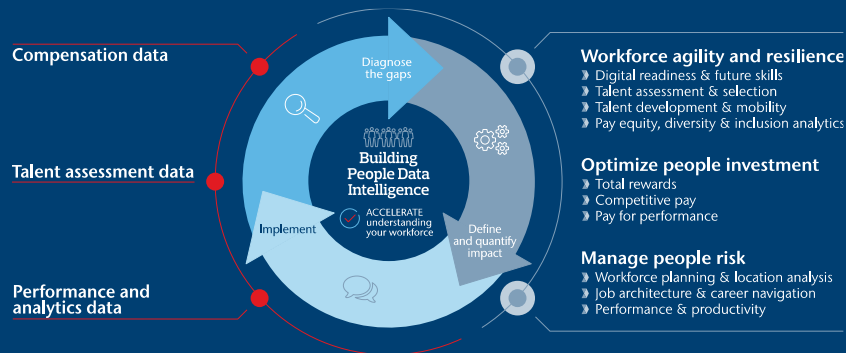
## Case Study: Supporting a Global Bank Secure Future-Ready Skills on Its Digital Journey

### Challenge

- Future skills hidden beneath competencies or buried in job descriptions
- Needed a baseline view of which skills exist in current employees

### Solution

- Data-Led Insights Through Multiple Sources – Aon's human capital team partnered with the global bank, leveraging our Accelerate Model to identify and quantify the future skills challenges the business faced. Our client already had access to a wealth of data, but it was held in different places, creating a challenge to merge the data. As with many organizations, the firm lacked any market context or peer comparison.



# Building the Future-Ready Workforce

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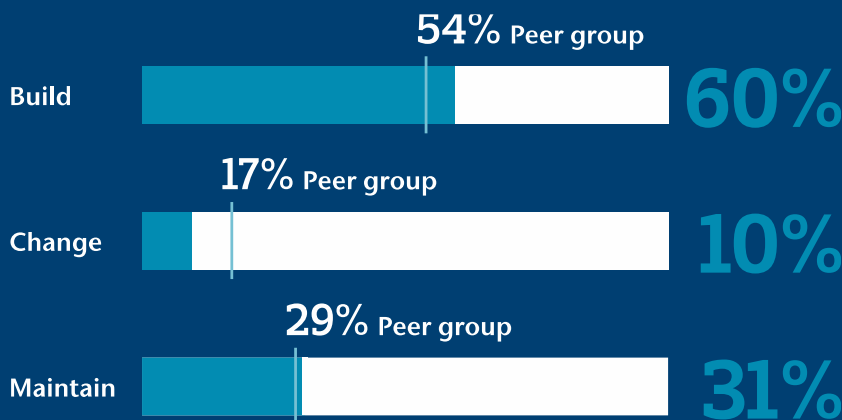
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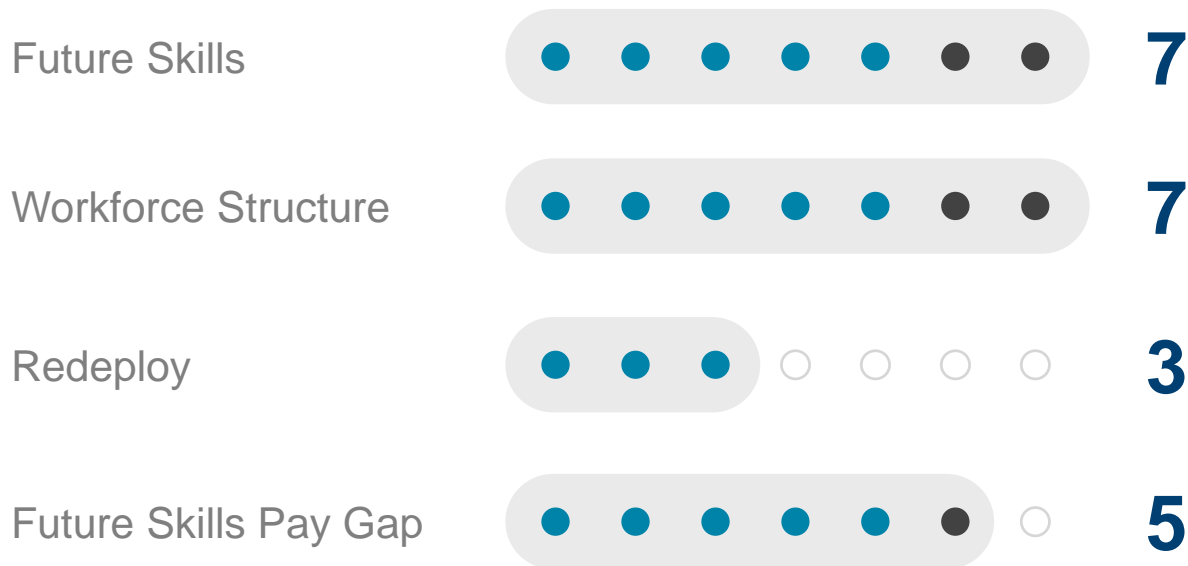
### Outcome



# Rewards and Future Skills

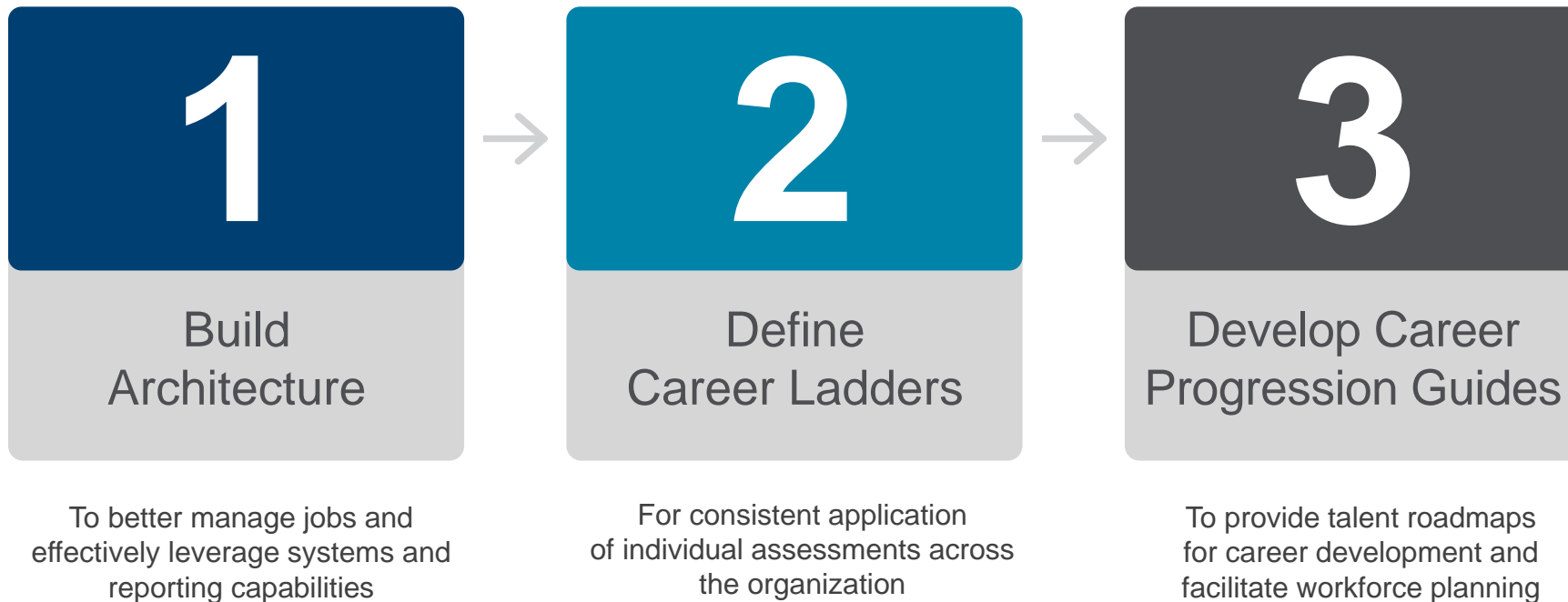
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## Opportunity Identification



# Leveraging Job Architecture Framework to Drive Mobility

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# Question & Answer



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# Thank You!