

From Despair to Where??

A Fit for the Future Workforce for Wales

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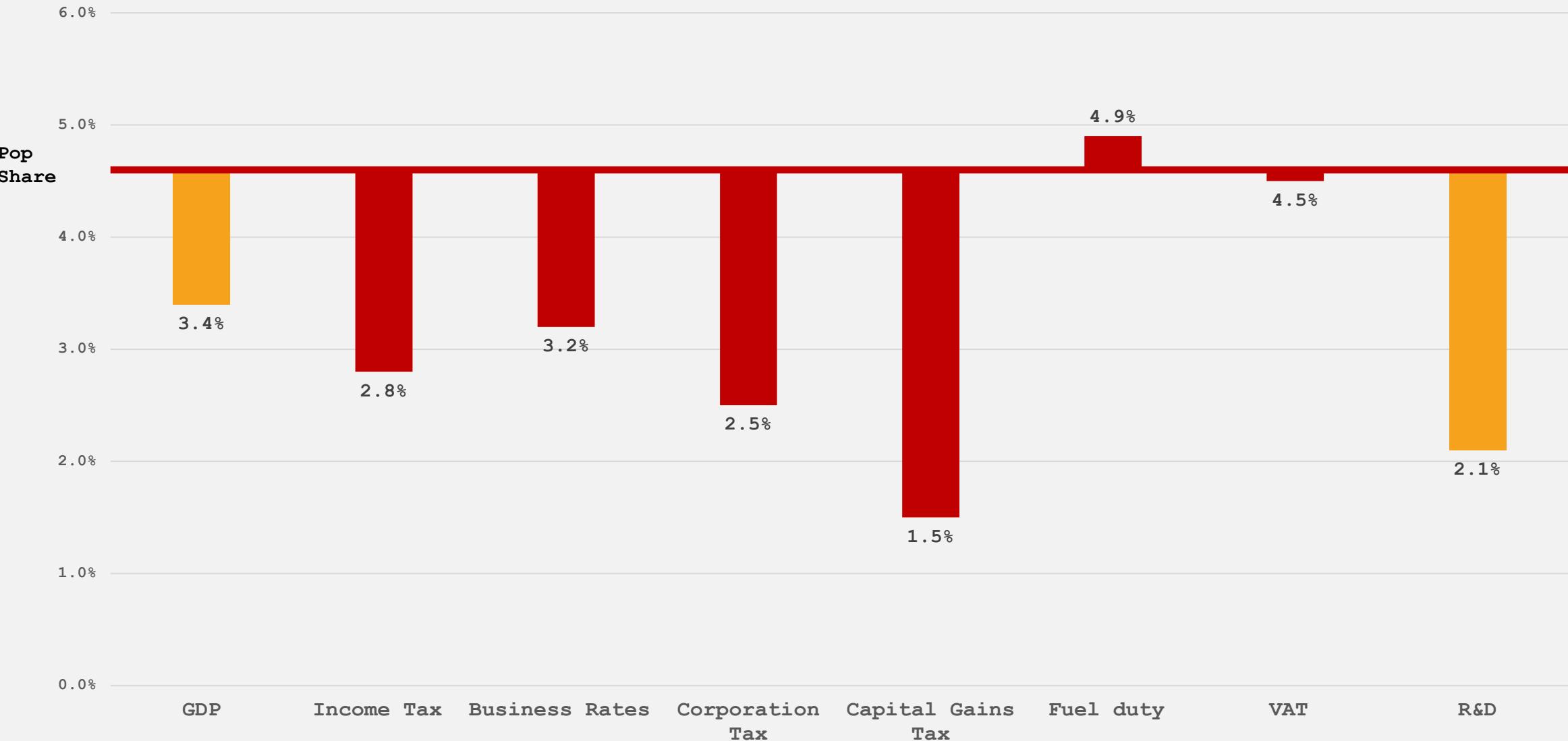
Employment & Skills Wales

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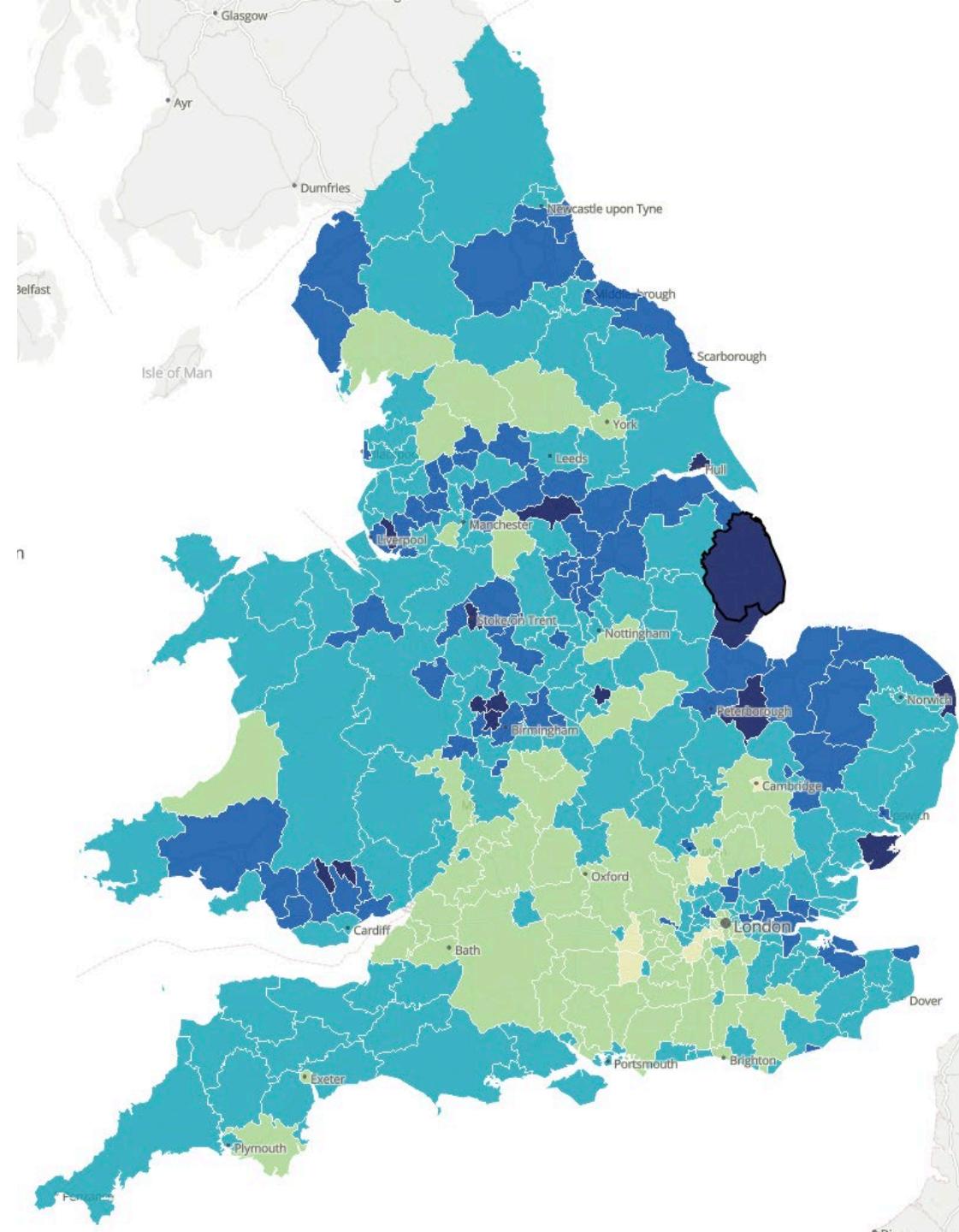
MENU

1. **The Problem**
2. **What economy?**
3. **What workforce? What firms?**
4. **What next?**

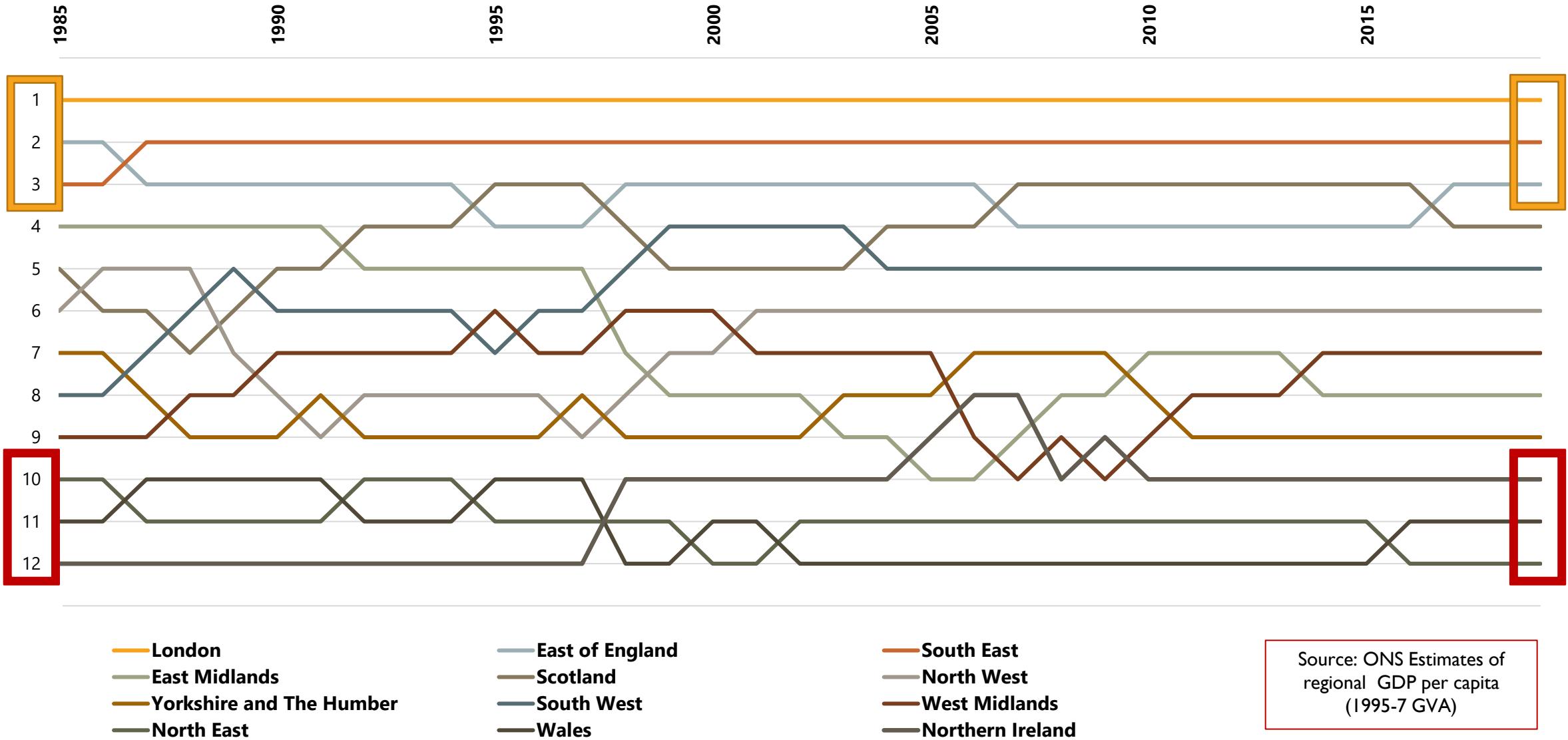
The Problem(s)



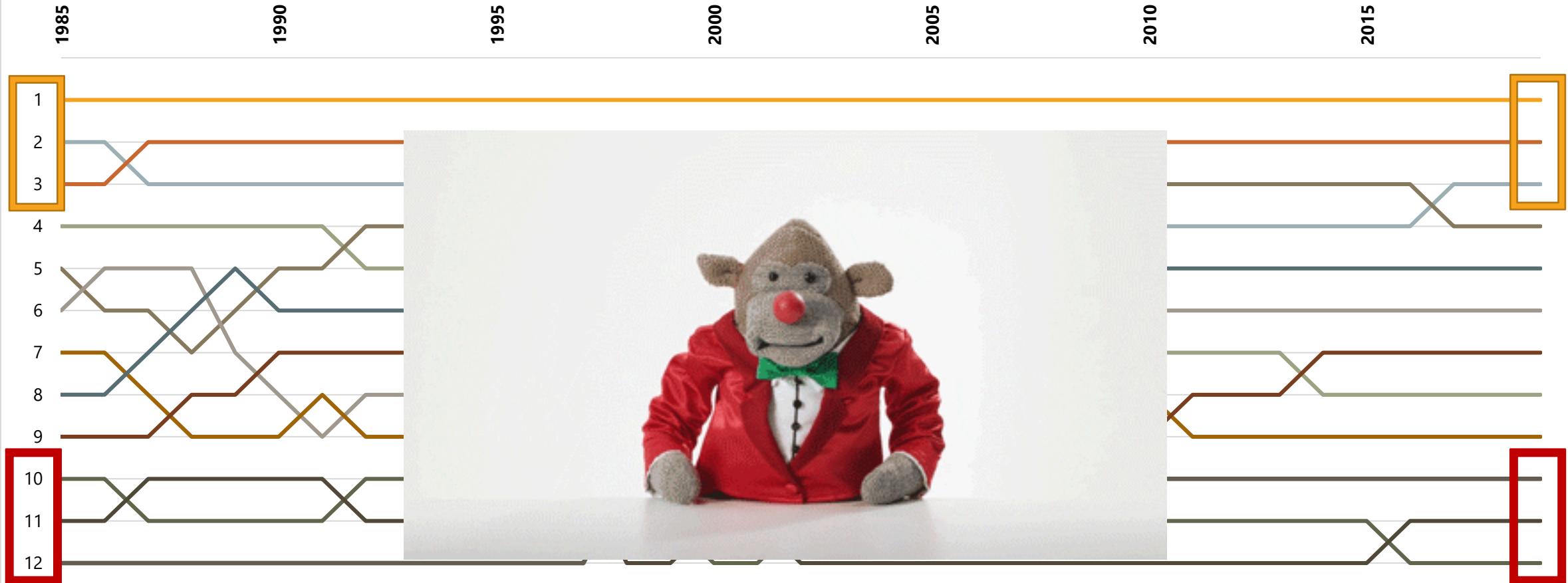
THE PROBLEM(S)



GDP/GVA per Capita Ranking - UK 1985-2019



GDP/GVA per Capita Ranking - UK 1985-2019



London
East Midlands
Yorkshire and The Humber
North East

East of England
Scotland
South West
Wales

South East
North West
West Midlands
Northern Ireland

Source: ONS Estimates of
regional GDP per capita
(1995-7 GVA)

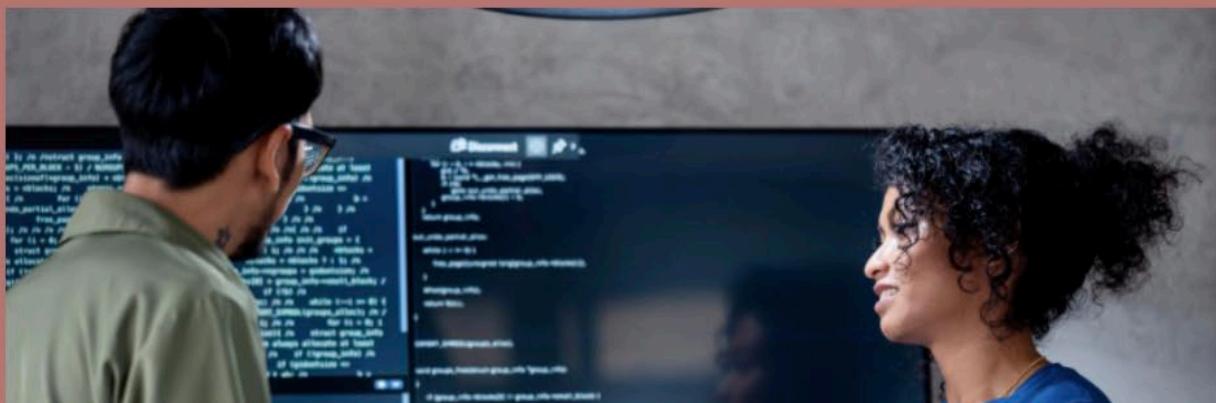
WHAT ECONOMY?

ECONOMIC PROSPERITY

The Impact of AI on the Labour Market

REPORT | 8TH NOVEMBER 2024

BY MULTIPLE EXPERTS (10)

A photograph showing a man with glasses and a woman with curly hair looking at a large screen. The screen displays a terminal window with multiple lines of code, suggesting a software development or data analysis environment. The man is on the left, and the woman is on the right, both looking intently at the screen.

Elon Musk Says Tesla Vehicles Will Drive Themselves in Two Years

BY [KIRSTEN KOROSEC](#)

December 21, 2015 at 7:00 PM GMT



PHOTOGRAPH BY PATRICK FALLON — REUTERS

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Business

Technology

Tesla shares slide after Cybercab robotaxi revealed



COURTESY OF TESLA, INC

Lily Jamali

North America Technology Correspondent

10 October 2024 · 1252 Comments

Updated 11 October 2024

Tesla boss Elon Musk has unveiled the firm's long-awaited robotaxi, the Cybercab, at the Warner Bros Studios in Burbank, California.

“FORECASTING IS VERY DIFFICULT, ESPECIALLY ABOUT THE FUTURE.”

NEILS BOHR (ET AL)

321.22 +24.31 (+8.19%)

At close: 8 November at 16:00 GMT-5

344.95 +23.73 (+7.39%)

Pre-market: 05:07 GMT-5

Key events

▲ Mountain ▼



321.22

300.00

275.00

250.00

225.00

200.00

Market cap (intra-day)

Sep

Oct

Nov

1D 5D 1M 3M YTD 1Y 5Y All

Archives 1985 & 1986: Thatcher policy fight over 'Big Bang' laid bare

Officials and ministers were acutely aware of the potential benefits and downsides of deregulation



© Getty

By Jim Pickard and Barney Thompson DECEMBER 30 2014

73

A highly charged debate in Margaret Thatcher's policy unit over the merits of the "Big Bang" in the City has been laid bare in memos transferred to the National Archives after 30 years under wraps.

David Willetts, who was in the policy unit of 10 Downing Street, told the prime minister in a memo in 1985 that sudden financial deregulation could lead to "unethical behaviour" and ultimately to "boom and bust" as banks became more competitive. "Some things were bound to go wrong," he said in a memo.

But John Redwood, head of the policy unit — and a future minister — reassured the prime minister that greater competition would minimise wrongdoing in the City. "The basic common sense of the British public . . . will not be tempted into Get-Rich-Quick Limited," he told her.

A cartoon illustration of a man with spiky orange hair and glasses, looking thoughtful with his hand to his chin. He is wearing a red jacket over a white shirt. The background consists of radiating orange and red lines.

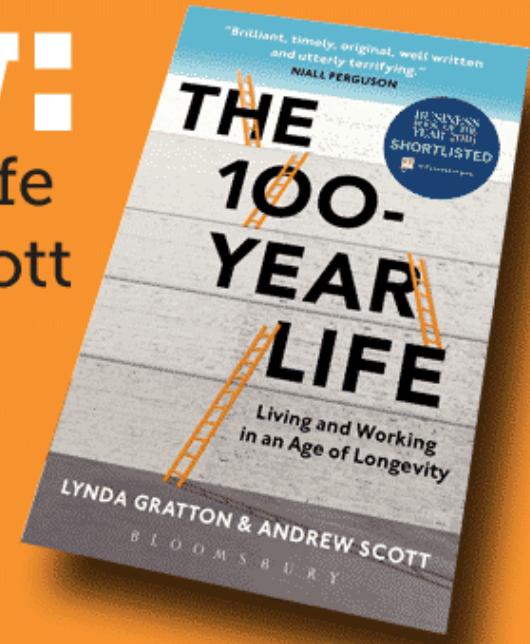
WHAT WORKFORCE?

Book Review:

The 100 Year Life

by Lynda Gratton and Andrew Scott

"How on earth can education you receive at age 20 last your whole working life when technology and culture changes so fast?"



any more.

"People think of education as something that they can finish. And what's more, when they finish, it's a rite of passage. You're finished with school. You're no more a child, and therefore anything that reminds you of school – reading books, having ideas, asking questions – that's kid's stuff. Now you're an adult, you don't do that sort of thing

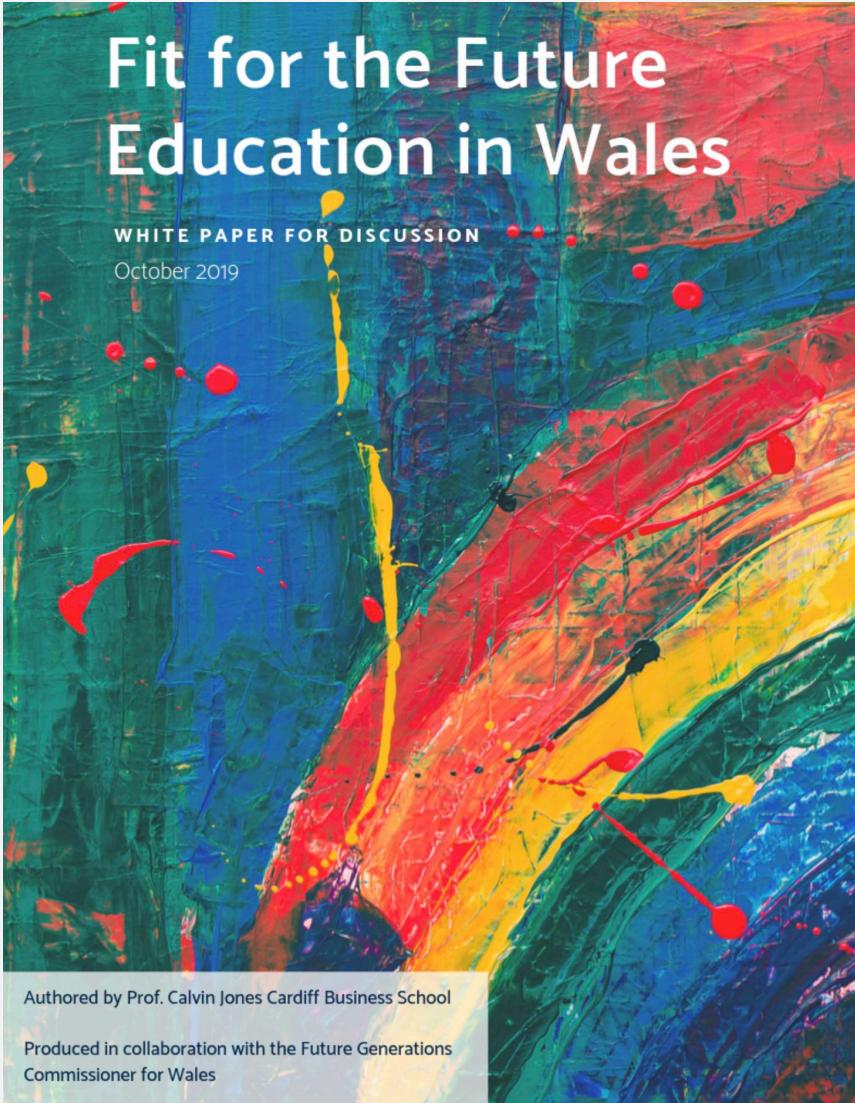
WHAT FIRMS?



Drivers of Change	Implications for Organisations	Understanding Where we Are / First Steps	Fit for the Future
		1	
A significant proportion of tasks and jobs will be subject to continuous restructuring as a result of technological change. Repetitive and process-based tasks and jobs are at greatest risk - especially white collar	Organisations will need a workforce with the ability and incentive to continually develop their skillsets	Up to date and accurate workforce skills and qualifications audit.	<i>A learning organisation</i>
		Skills gap analysis - short and long term	- Providing and actively promoting whole-life learning - Enabling employees to learn away from the office - Emphasising adaptive learning, not accreditation for processes
		2	
Service delivery will be increasingly reliant on the cloud, potentially mediated by a small number of global platforms. Most clients will expect digital provision of/access to their public services to match private services.	Passive organisations may be unable to lever high quality and bespoke solutions, except at high cost	An audit of services currently provided by outside agencies, including centrality for delivery, provider, an assessment of potential technological change	<i>A robust organisation</i>
	Control over content and delivery may move increasingly outside the organisation - and Wales		- Upskilled as far as appropriate to deliver technological solutions in house
			- Able to engage with suppliers from a position of knowledge and confidence when procuring key services
		3	
Some service users will be digitally 'left behind'	The skills and competencies of service users is as important as those of the organisation's workforce	Understanding of current and likely future digital engagement amongst service users	<i>An inclusive organisation</i>
	Awareness of ' real world' Inclusiveness in service delivery will become increasingly important	Recognition of key financial, learning and other barriers faced by constituents, by demographic & other segment	- Recognising the need for varied engagement and delivery modes - Comfortable with some redundancy in systems - Actively and regularly seeking feedback from, and understanding of, its client base
		4	
One potential automation outcome is far less human involvement in economic production and distribution	Workforce management will become more complex and potentially conflicted	Does the organisation management have positive and robust relations with workers and their representatives?	<i>A flexible organisation</i>
	Tasks and jobs may need to be increasingly split between staff	Are there well functioning mechanisms for dialogue and information exchange between management and staff?	- Which accommodates workers of different types, and with different hours of engagement, at all levels - With mechanisms that enable colleagues to exchange tacit knowledge and plan succession to the betterment of each other and the organisation
	Workers will need support to engage positively with radical change in the workplace	Is the organisation comfortable and experienced in jobshare, flexible working, staged retirement and other appropriate management mechanisms	
		Are managers skilled and trained in negotiation and workforce engagement?	

Drivers of Change	Implications for Organisations	Understanding Where we Are / First Steps	Fit for the Future
		5	
Creativity and problem solving in complex context will remain a human advantage for some considerable time, and increasingly valuable	<p>Formal skills and qualifications may be an increasingly poorer guide to how employees will perform</p> <p>Recruitment, promotion and other workforce management processes will need to be sophisticated and creativity-aware</p> <p>Bureaucratic structures that mitigate against creativity and calculated risk taking may be problematic</p>	<p>Do workforce planning and management processes identify and reward creativity and adaptability?</p> <p>Are routes to advancement or acceptance blocked by under-considered qualification or professional requirements?</p> <p>Does the organisation encourage, properly assess and reward a range of ideas on organisational approach from all staff levels?</p>	<p><i>A creative organisation</i></p> <ul style="list-style-type: none"> - meritocratic, with the best people in the best jobs - self aware and open to ideas about how it delivers its remit - prepared to try, and fail, without needing to apportion blame
		6	
Physical human interaction will become less important in service delivery and engagement, both between organisations and clients, and within organisations	<p>Organisation at single physical location might become increasingly outmoded</p> <p>Holistic staff interaction and engaging with clients across virtual space will be a basic requirement of doing good business</p> <p>Organisations will need to understand the application of technologies and platforms to remote service delivery, and be in a position to implement them effectively</p>	<p>Are staff able to easily, securely and reliably work from home and other non-office locations?</p> <p>Do organisaiton processes and management enable or encourage offsite working</p> <p>Are the potential management, security and wellbeing aspects of large scale offsite working being considered?</p> <p>Is the development of remote and offsite service delivery under serious consideration?</p>	<p><i>A decentralised organisation</i></p> <ul style="list-style-type: none"> - Offering its services, and interacting with users as fully a possible over physical space - Where work can be done wherever suits best, but with careful consideration of the implications for effectiveness and staff wellbeing - sophisticated and effectivein its use of cutting edge technologies
		7	
Increased technological incursion into economic processes may disadvantage already poor places	<p>Demand for a variety of public services may increase due to concentrated economic disadvantage</p> <p>Digital and economic inclusion might become more important but also more difficult</p> <p>Communities will increasingly need to engage digitally to protect their wellbeing and places</p>	<p>Does the organisation understand the relationship between economic conditiotns and demand for services?</p> <p>Does it engage proactively with poorer people to ensure they remain engaged, aware and able to access services?</p> <p>Is there a clear understanding of relationships between people- and place-poverty, and the implications for service effectiveness?</p>	<p><i>A context aware and reactive organisation</i></p> <ul style="list-style-type: none"> - with a sophisticated understanding of how socio-economic trends impact demand for services - dedicated to ensuring easy access to services for all people in all places - able to distinguish and respond to changes that are people-based, place-based or arise from an interaction between them
		8	
Technological Incursion into the workplace will have strong gender implications, including a potential 'care crisis'	<p>Feminised care occupations - paid and unpaid - will need to be recognised, rewarded and respected</p> <p>The growth in fragmented and insecure work, together with increasing poverty in one-wage households may encourage/force more women into work, creating a 'care vacuum' in households that will need filling</p> <p>Understanding of the relatedness of gender and lower paid, temporary or precarious roles is important</p> <p>Flexibility around caring and other responsibilities will be increasingly important</p>	<p>Does the organisation track, and act on, information on the relationship between gender (and other characteristics) and pay, progression and role?</p> <p>Are there mechanisms that go beyond legal compliance to ensure workers can manage in- and out-of-work responsibilities?</p> <p>Do progression and promotion processes fully allow for flexible working patterns and interrupted work histories?</p>	<p><i>A caring-aware organisation</i></p> <ul style="list-style-type: none"> - where progression and promotion allows for, and even rewards employees with diverse and unusual employment histories - where work-life balance is built into the DNA - which recognises and accounts for interactions between personal characteristics and job roles

WHAT NEXT?



In Wales we control every bit of the education elephant, from the nursery trunk to the tiny adult tail. And what have we done to change this system, to prepare our people for a massively changed and challenged future? As my daughter sits in her Year 7 history class, learning about 1066-and-all-that; as my eldest did in 2017; as *I did in 1982*, I can only conclude the answer is... Nothing much.

THANKS FOR LISTENING

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