

Candidates' Dossiers and Job Ad Analysis: Coverage of CP Framework Competencies and References to Potential CP Target Groups

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Summary

The following report aims to support the further development of the CP competency frameworks by shortly summarising the main results of important CP studies and analysis conducted during the last years and by providing information on several recent studies dedicated to Green Economy transition and the anticipated future workforce and skills/competency demand.

Furthermore, the study analysed 64 examples of competency descriptions taken from CP candidates' dossiers that were provided during the certification pilot phases for "Accelerating Transition" and "Promoting Innovation" in order to find out which work experience and tasks were stated by candidates to demonstrate a specific competency and which references to environmental areas and professions were made.

Additionally, a detailed skills/qualification profile and work tasks analysis was performed for 200 job ads based on the CP framework competencies for "Accelerating Transition" and "Promoting Innovation". The selection of job ads was based on a rough analysis of results delivered by using keywords that have been extracted from the dossier analysis and have been combined with environmental area. The rough search result analysis was based on the job title and preview display of search results. The job analysis aimed to find whether the CP framework competencies are reflected in relevant job ads and which professional groups could be potential target groups for CP certificates. The job ads used were taken from online job platforms (green platforms, general job platforms and metasearch job platforms) in Germany. The job ads in English and German were analysed by mapping the existing CP framework competencies to them and by collecting additional information from the job ads such as qualification requirements, name/description of recruiting companies, competencies that could not be covered

by the CP framework competencies but have been frequently mentioned in the analysed job ads.

Desktop research – literature review

The main results of the desktop research and the analysis of various studies show that greening the economy is expected to influence skills needs mainly in three ways:

- structural changes lead to increased demand for some occupations and decreases for others: in Germany sectors classified as relevant for the Green Economy or as potentially affected by the transformation towards Green Economy are above all “agriculture”, “forestry” and “manufacture of basic metals”.
- new economic activity will create new occupations and there will be a need for new skills profiles and qualification and training frameworks.
- many existing occupations and industries will experience greening changes to tasks within their jobs, and this will require adjustments to the current training and qualification frameworks for these occupations.

Several studies on future skills demand show clear references to CP competency areas, e.g.

the top-ranked future skills “judgement and decision-making”, “fluency of ideas” and adaptability” can be clearly linked to CP competency areas.

Desktop research – candidates’ dossiers

The list of tasks extracted from candidates’ dossiers offers a good overview regarding the “understanding” of competencies by candidates. It shows that the combination of two terms in one competency title (e.g. “Experimenting and Initiating Change”) can lead to confusion or can result in references for only one of the mentioned competencies. On the other hand, some rather simple or general competency titles (e.g. “Learning”, “Monitoring”) might sometimes be understood quite differently and broadly.

The example analysis showed candidates provided “inadequate” competencies especially by:

- providing too general information (no/little work task orientation)
- referring to team work instead to their own specific role
- referring to other competencies instead of the chosen one
- merely repeating the chosen competency within their descriptions
- explaining theories, certificates acquired, methods and the like in general, but without concrete relation to their specific work task/role

Further guidance measures and material could help to further improve the quality of the received competency descriptions and dossiers and also support a common understanding of assessors which working tasks could be regarded a good prove of evidence of a specific competency (good practice example) and which rather not (bad practice example).

Desktop research – job ad analysis

The results of this job ad analysis provide a snapshot of an arbitrary sample of job ads in the environmental context that has been gathered from a small number of online job portals (green economy related and others) of a short period of time (February – July 2018) and is the result of spot analysis. Furthermore, the mapping of CP competencies to job ads underlies a certain fuzziness or subjectivity even if the mapping has been done based on a Job Ad Analysis Grid. The job titles for the project manager and consultant jobs were quite homogenous for some keywords such as Sustainability, Innovation and Change Management and thus job ads could be easily found.

For innovation project managers and innovation consultants a slight difference in the generic competencies profile could be mentioned in the 21 analysed job ads: with project manager job ads putting more focus on the organisational aspects of work and consultant job ads stressing more the “overview” and guidance related competencies.

Altogether it must be mentioned that job ads in the technical and IT field cover more hard skills and refer to generic skills not so often as job ads for other professions such as project managers and consultants.

Recommendations for further development and analysis

Within the job ad analysis it turned out to be sometimes difficult to select one competency for the mapping to a specific task or skill in the job ad as CP competencies often bring together two topics. Besides, also overlaps between the competencies of the two competency frameworks (e.g. adaptability and flexible adaptability) made the mapping a bit difficult and the results a little bit “fuzzy” with regard to the quantity of mapping for a specific competency.

Several generic competencies have been found in the analysed job ads that could not be mapped to the CP framework competencies. These competencies could be considered as additionally relevant competencies for the further development of the

CP competency framework (e.g. problem solving, decision making and judgement, strong self-organization skills). The curricula of the most frequently mentioned environmental studies in the job ads could possibly be compared in a next step with the CP framework competencies or could be used to “fine-tune” the new CP competency framework and to ensure that the certificate is in line with generic competencies required in this context.