



3Portfolio

The Nedcar/MCA Employability Challenge

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Luk Vervenne Synergetics



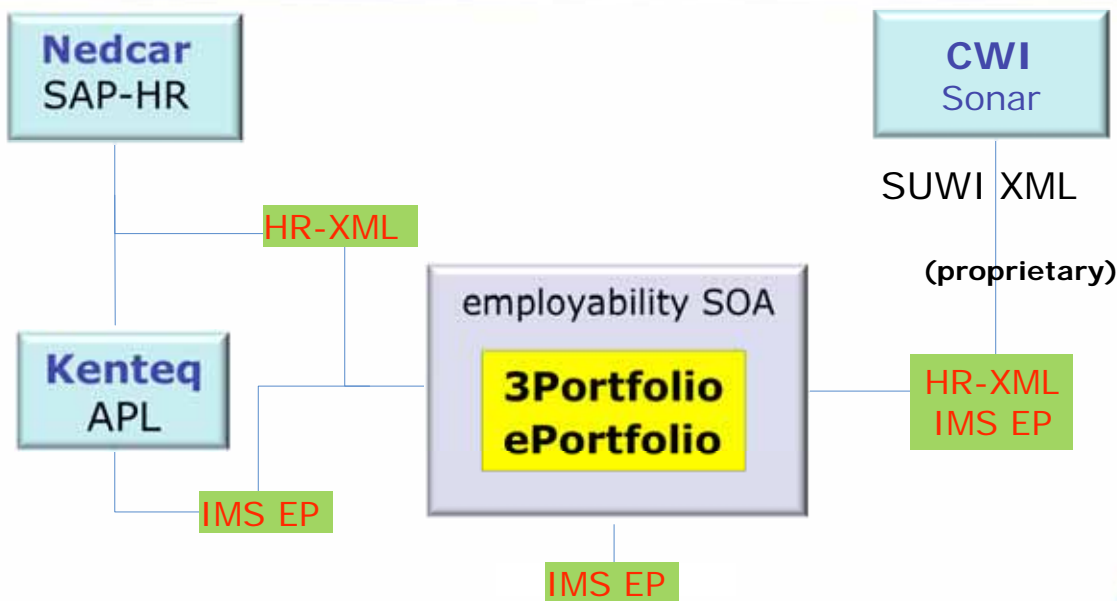
NedCar

- situated in Born near Maastricht (The Netherlands)
- large-scale automobile producer in the Netherlands
- Joint venture between the Mitsubishi Motor Corporation and Volvo.
- workforce of **3.000** people, making it one of the largest employers in the industrial region (Sabic petro; DSM fine chemicals/Stork Maintenance/ UM Life Sciences)
- Many employees trained to lower technical level
- **Employability** is becoming an essential part of the company's strategy
 - to remain competitive
 - to encourage employees to take responsibility for improving their own job prospects, both internally and externally.



Case

- Layoff 1.200 NedCar and 1.000 employees at suppliers
- Rapid Response preventing longterm unemployment
- Concentrating and Integrating Public and Private services by creating a Mobility Centre Automotive (MCA)
- Implementing ePortfolio



Regional Vocational Education Centres
Leeuwenborgh - Arcus



Synergetics

- Innovation company, Antwerp Belgium
- 50/50 research – commercial projects
- Focus on human factor and more particular on employability & competency related processes & services infrastructure.
- Research: Prolix, TenCompetence, Codrive, ... : Competency observatory
- Active in related standards organisations:
 - HR-XML Europe Competency WG chair
 - IEEE/LTSC
 - www.elig.org
- www.giuntiLabs.com Benelux representative



Intro

- **Client**
 - NedCar NV
 - Mobility Center Automotive
- **Target users**
 - **Users** : Employees of NedCar
 - **ePortfolio Service Providers** :
 - NedCar NV (HR department)
 - Dutch Public Employment Service (PES) agency
 - Vocational Training Centers
 - Service organizations, which offer APL-tracks
 - Communes, UWV, ...



Issues

- The problems at Nedcar were triggered by DaimlerChrysler AG's (DCX) decision to stop the production of its Smart ForFour model.
- NedCar suddenly had to **reduce the number of employees by 1.000** in a reorganization aimed at cutting production costs.
- Cost : 125 million €
- They might have to rehire people when a new order comes in.



From a 'make' to a 'service' industry

- The real problem is that industry is moving from an **'employment economy'** to an (ad hoc) **'project economy'**.
- "Hiring & firing" is no longer an incident but becomes the norm
- Both employers & employees need to rethink their options
- **The goal**: a flexible, mobile and transparent labor market
- **The solution**:
 - Organize employability beyond company borders:
 - Boosting the workers employability beyond the strict 'job at hand'
 - Thus lowering the cost of hiring a firing
 - Exchange of workers within an industry sector
 - Create more awareness for workers employability
 - Provide regional / sectorial infrastructure for organising the employability: lifelong learning, eportfolio(services), matching on competences (MoC).



Addressed employability challenges

	Employability challenges	Related aspects	Related e-learning solutions	Nedcar project
1	Globalisation & Economic integration	<ul style="list-style-type: none"> -global business process integration -standardization -internationalization -ever increasing need for learning content homogenization 	<ul style="list-style-type: none"> - intelligent learning content management systems based on international standards and using semantic technologies -open knowledge networks -EU skills portal 	LCMS
2	Shrinking & Ageing workforce	<ul style="list-style-type: none"> -big labour market outflow of older employees due to shift from industrial to service to knowledge economical context and low skills adaptability (readiness) 	<ul style="list-style-type: none"> -accessible and pro-active learning systems for economical employee (re)integration in terms of realistic and integrated economic objectives 	<ul style="list-style-type: none"> - ePortfolio services - employees are 40+ and have a low-average educational level - APL and training give them a better position on the regional labour market

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3	economic slowdown	<ul style="list-style-type: none"> -due to bad labour market adaptation to fast economic changes (inability to find right employees for right jobs) -due to collectivity of workforce and thus lack of flexibility -due to not fully using innovation potential of knowledge economies 	<ul style="list-style-type: none"> - intelligent, personal, relevant and user-friendly learning systems - collaborative innovation networks for knowledge exchange 	<ul style="list-style-type: none"> - part of activities of NedCar will be terminated due to low competitiveness of the factory - increasing competitiveness means a well tuned system of allocation and training of staff
4	hiring & firing (lacking flexibility)	<ul style="list-style-type: none"> -due to collectivity of workforce and maladjustment of national legislation -old paradigm of protecting low-skilled, intellectually passive workforce -old paradigm of companies as lifelong employers 	<ul style="list-style-type: none"> -learning systems that permit evidence elicitation in terms of competency aggregation -ePortfolio systems 	<ul style="list-style-type: none"> -regional approach of employability - increasing the agility of the workforce by looking at the available resources inside and outside the workforce
5	low workforce adaptability	<ul style="list-style-type: none"> -inside companies: little success in matching competencies and learning efforts to ever accelerating business processes -outside companies: lack of professional learning supply chain framework 	<ul style="list-style-type: none"> -real-time vocational education programmes -competency driven business learning processes 	<ul style="list-style-type: none"> - APL and cooperation with the regional training centres means building a learning chain for employees, facilitating learning and certification beyond boundaries of one company.

Addressed employability challenges

Employability challenges	Related aspects	Related e-learning solutions	Nedcar project
6	gender gaps Sectorised gender gaps: image problems Glass ceiling: due to societal role divisions, work – personal life division	- e-learning initiatives for relevant target groups -ICT competency development in function of e-working possibilities	(APL) competency driven approach excludes traditional interpretative (and subjective) boundaries - relocation of employees offers new opportunities based on
7	ethnic gaps -prejudice -language problems -cultural differences	-Competency driven lifelong education -ePortfolio systems	personal profiles and wishes (APL) competency driven approach excludes traditional interpretative (and subjective) boundaries
8	disability gaps -mobility problems in education as well as working environments	- e-learning initiatives for relevant target groups -ICT competency development in function of e-working possibilities	-
9	ICT (competency) gaps -ICT illiteracy: skills gap directly related to unemployment - low ICT literacy: low productivity due to little use of ICT possibilities, resulting in slower economic growth	-traditional education programmes with e-learning competency driven content -e-learning initiatives for increasing ICT literacy	-
10	ill-defined cost-sharing between societal partners for increased investment in HR -redefinition of societal educational roles due to lifelong learning and knowledge economy context and corresponding maladjustment of relevant partners in terms of investments	- creation of accessible and intelligent e-learning infrastructures with clear-defined collaborative roles for societal partners	- regional approach is supported by and developed in close cooperation and financial participation between regional stakeholders

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Approach

- ALL 3000 employees of NedCar get their personal IMS compliant **“EmployabilityPortfolio”**.
 - Q4 2006 : 1000 employees get their **external employability EP:**
 - *shortest way to work*
 - Q1 2007 : 2000 employees start their **internal employability:**
 - ePMS as an instrument for a new NedCar continuity-HR policy
 - developing mobile, competence-aware employees
 - aiming to improve mobility of work in the region
- The employability Portfolio was build upon the **eXact Portfolio** prototype which was the outcome of the EU EPICC project (2005).



Implementation of Employability Portfolio services

- Offered as SAAS (Software AS A Service), the initial ePortfolios will be filled with data from **SAP** and **other HR data**.
- Supported by HR coaches the employees will further check and complete their ePortfolio's and define the Views. The Views determine which information will be available for which user (HR department or third party service provider).
- The **ePMS will exchange information with external service providers** in the region. The first phase services offered by third parties in this project are:
 - **APL tracks** offered by Kenteq (www.kenteq.nl)
 - **matching on vacancies** (offered by CWI, www.cwi.nl)
 - competency **tests and assessments** offered by the Competency Test Centers of CWI
 - **training** offered by regional vocational training centers (ROC's).



External employability (MCA)

- **Better position** for fired employees on the labour market:
 - usage of the ePortfolios by **non-profit consortium** of service partners
 - aligning with the opportunities in current and expected local labour market
- **More transparent of the local / sectorial labour market:**
 - better matching with vacancies
 - more effective training
 - APL (certification of acquired competences)
 - Competency availability in the market
- **Infrastructural Support for life long learning**
- **Introduction of the ePortfolio concept** as a “labour-market-centric” employability infrastructure



Internal employability (NedCar)

- Instrument for **a new HR-Continuity policy**
- More detailed and accurate view on the **available competencies** and development potential
- Increased **flexibility** of the workforce
- Instrument for a improved **Time2Competency** within Nedcar
- **Lifelong learning** as a build-in employability instrument



The technology challenge

- employability Portfolio Application Profile : AP
- ePortfolio Service oriented Architecture : SOA
- ePortfolio Business Process Management : BPMS



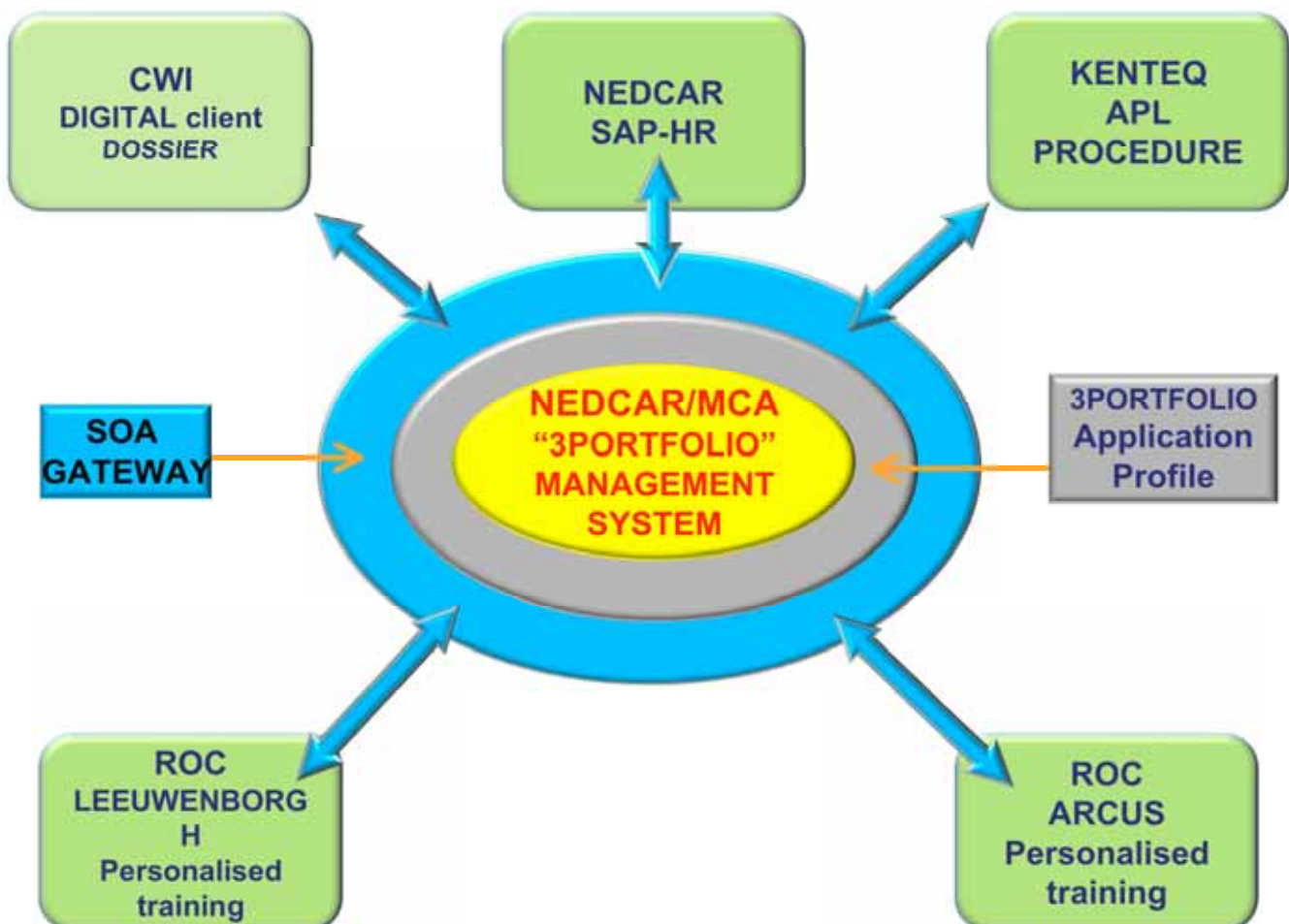
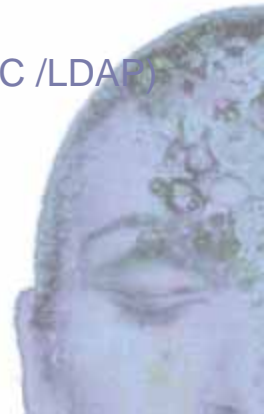
ePortfolio SOA

- Many input/output formats, scenario's, processes
- **Data I/O** : convert data formats into/from the employability portfolio format as *“the intermediate employability data format”* for the labor market.
- **Web Service** : loose coupling with various ePortfolio services providers and their (legacy) systems.
 - SAP
 - Peoplesoft
 - Oracle Business systems
 - ...
- Solution: **ePortfolio SOA Gateway**

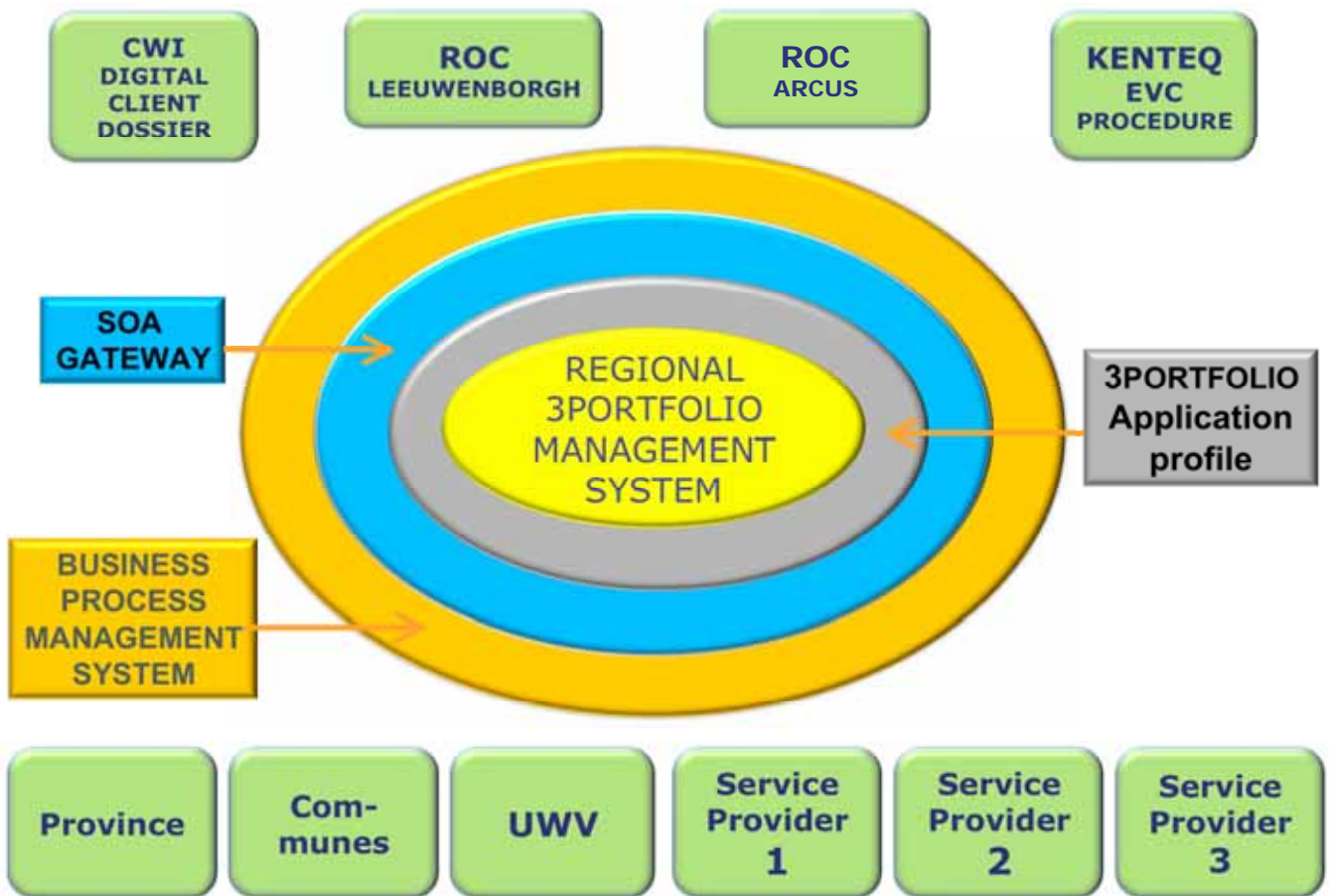


ePortfolio BPM

- **Many employability service providers :**
 - all having a **social contract** with the EP owner
 - need specific EP data to run their “employability data enrichment processes”
 - put the enriched data back
 - current services: APL, personalised learning offering, employment mediation, matching on competencies, ...
- **A process management layer:**
 - Role based access/authentication /authorisation (RBAC /LDAP)
 - e-identity, privacy, security issues
 - “Process firewall”
 - Process workflow: orchestrating services



REGIONAL EMPLOYABILITY PLATFORM



Thanks for the attention!