Findings and Recommendations -
the “Job Profiles” Project

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The Project

Task
- Do the Career Space (CS) profiles cover the specific skill needs of telecoms operator companies?
- develop modified or new profiles (2 examples: Support, Communications Network Design)
- recommendations

Approach
- interview based evaluation
- comparing with other systems of profiles

Data
- 20 interviews with experts (from 7 countries - different settings)
- analysing documents (UK, F, D)
The Project (2)

Questions to the experts
- strengths and weaknesses of the CS profiles
- background information on the companies’ HR practices concerning ICT skills (different perspectives and purposes)
- ideas how to improve the present release

Difficulties
- valid definitions of a core of skills profiles vs. increasing needs of flexibility and uncertain career paths (“moving target”) => companies go different ways
- broad range of practices, descriptions, and profiles in the companies interviewed: partly contradicting statements => comparing CS profiles with other systems
Experiences - Results

Evaluation statements
- “The CS profiles provide a comprehensive description”
- “The essence is there”
- “We are speaking about the basics and basics fortunately are not changing so rapidly”

=> no need for new or completely different profiles

Fitting?
- Answers vary according to the interview partners’ background: IT/management (positive) vs. telecoms specific background (sceptic/ increasing critique) => balancing
- “Supposed we are in 2007: Would people with these skills fit to your company’s needs?” => “yes” (majority)
Limits of the existing profiles

Soft skills
- project work: project management (“leadership”) vs. being able to work in teams

Levels
- challenging! - “by examples”
- are about to be developed (Nov. 2002, ?)
- grading <=> salaries (lack of accepted reference system)

Entry levels
- too much focused on academic background

Career paths
- “deepening” - “broadening” - “managing”
- extend linking of profiles
Specific needs of the operator companies

Skills related to mobile and “old” telephone business mentioned/explained?
• “visibility” - partly missing - lack of coherence

Test 1: “Multi-media messaging services” (MMS)
• ‘blend’ of skills needed is not really covered by existing profiles (platforms, infrastructure, protocols/data transfer from mobile to internet, compatibility...)
  => is not really covered by existing CS profiles

Test 2: Payment in mobile services
• similar to 1 + open question: how to handle knowledge and skills in related application areas (security & banking)
Recommendations

Support to the development of the next release:
• recommend member companies and unions to join the activities
• spread information on CS profiles

• follow-up to the Skills Conference
• several interview partners were very interested
Questions

- Are telecoms related skills a core element of ICT skills profiles?

  or:

- Should they be treated as an application area (similar to banking, pre-print etc.)?

=> to be discussed in the ESD working group and with the CS consortium
Profile Examples

Communications Network Design
• emphasis on telecoms specific skills => technical aspects / „field engineering“
• deepening/broadening/managing introduced in the „career/future opportunities“ category

Technical Support
„sub-profiles“ for different types of support tasks
• operative technical
• operative information support for customers
• internal maintenance and supervision
• internal strategic support
=> different future perspectives according to the sub profiles