

Valuing the Views of Employers

Richard Brown

Chief Executive

The Council for Industry and Higher Education



Council for Industry and Higher Education

Supporting Excellence through a Sustained Partnership

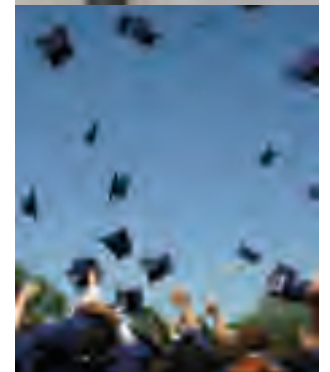
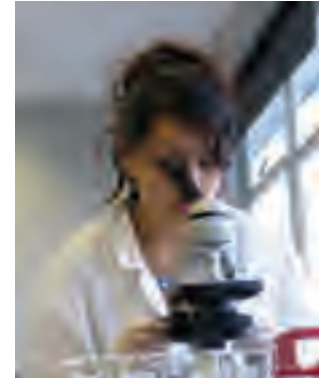
ORGANISATIONS SUPPORTING CIHE 2009

Accenture • Anglo American plc • AstraZeneca plc • BAE Systems plc • BG Group • BP International plc • British Council • BT plc • Centrica plc • City & Guilds • CITB-Construction Skills • Committee of University Chairmen • EADS Innovation Works • Financial Times Group Guild HE • Higher Education Funding Council for England • HSBC Bank plc • i-graduate Imperial College • Kaplan International Ltd • Keele University • Kingston University KPMG LLP • Legal & General • Logica plc • London School of Economics • London South Bank University • Loughborough University • McKinsey & Company • Microsoft Limited McGraw Hill Companies • National Grid plc • New College Durham • Open University Oracle Corporation UK Ltd • Pfizer UK • PricewaterhouseCoopers LLP • Quality & Curriculum Authority • Royal Bank of Scotland plc • Scottish Power plc • Shell International Ltd • Spencer Stuart • Standard Chartered Bank • The Sutton Trust • Tesco plc • United Utilities • University of Abertay Dundee • University of Bristol • University of Cambridge • University of Glasgow • University of Hertfordshire • University of Manchester • University of Newcastle • University of Surrey • University of Wales Institute Cardiff • University of Warwick • University of Wolverhampton • Universities UK • WPP Group plc • York St John's University



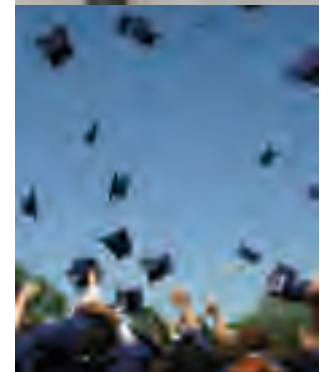
The Context

- Businesses facing the same global challenges - uncertain demand; a volatile economy, worldwide competition for talent and income, managing uncertainty and risk...
- Governments looking to develop innovation-: graduates, postgraduates and knowledge exchange key to national growth...
- The challenging economic climate will require an entrepreneurial response...



Challenges in a time of recession

- A flat interconnected world with peaks of excellence - universities are central to innovative eco-systems...
- A 'race to the top' requires the development and application of high value-adding knowledge...
- Structural shifts in economies... convergence of manufacturing and services
- Rethinking: fundamental and applied research... demand and supply side...



CIHE Report on Graduate Employability

- 86% of employers consider good communication skills to be important... yet many employers are dissatisfied.
- 'Soft skills' such as team working are also vital... but numeracy and literacy essential (70%).
- 65% of international employers say having overseas professional work experience makes graduates more employable.



Top 10 most important skills for employers

	Total number of employees			Grand Total
	"1-99"	"100-999"	"1000+"	
Communication skills	88%	86%	82%	86%
Team-working skills	85%	84%	84%	85%
Integrity	81%	86%	82%	83%
Intellectual ability	81%	84%	78%	81%
Confidence	80%	81%	78%	80%
Character/personality	81%	79%	60%	75%
Planning & organisational skills	74%	72%	75%	74%
Literacy (good writing skills)	68%	72%	75%	71%
Numeracy (good with numbers)	68%	67%	69%	68%
Analysis & decision-making skills	64%	67%	73%	67%



Largest importance-satisfaction gap by employers

	Importance Rank	Satisfaction Rank	Gap
Commercial awareness	13	33	-20
Analysis and decision-making skills	10	26	-16
Communication skills	1	16	-15
Literacy (good writing skills)	8	23	-15
Passion	12	25	-13
Relevant work experience	17	30	-13
Planning and organisational skills	7	17	-10
Confidence	5	13	-8
Personal development skills	21	28	-7



Competencies for competing globally

- Competencies evolving: adapting and innovating, customer facing skills, ethics and integrity, multi-cultural working, self development.
- Competencies as stepping stones to comply with professional standards - technical and behavioural competencies required.
- Key competencies - flexibility, resilience, analytical and cognitive skills, passion and drive, continuous personal development, support for others.



Competencies for competing globally

Employability Competencies	Competence Cluster
Cognitive Skills	Analysis, Attention to detail, Judgement
Generic Competencies	Influencing, Interpersonal sensitivity, Planning and organisation, Questioning, Teamwork and working with others, Listening, Responding, Written communication
Personal Capabilities	Achievement orientation, Adaptability/ flexibility, Creativity, Decisiveness, Initiative, Innovation, Tolerance for stress, Leadership, Lifelong learning and development, Personal development
Technical Ability	Technical application, Technical knowledge
Business and Organisation Awareness	Commercial awareness, Resource management, Financial awareness, Organisation understanding, Organisational sensitivity
Practical and Professional Elements	Image, Process operation, Ethics, Integrity, Professional expertise



Influence through Collaboration

Skills

- Value added through collaboration... build trust ... requires effort long term
- NOT supply side responding to [highly informed!] demand side
- Universities more than simply training providers



Influence through Collaboration:

Employer Demand for Higher Learning and Engagement with Higher Education

Summary Report

Helen Connor and Wendy Hirsh



Influence through Collaboration

Knowledge Exchange

- Value added through collaboration... public space role of universities
- Jointly define the big issues....
- Co-create knowledge work in the Pasteur Quadrant



Influence through Collaboration

		Considerations of Use?	
		No	Yes
Quest for fundamental understanding?	Yes	Pure Basic Research (Bohr)	Use-Inspired Basic Research (Pasteur)
	No		Pure Applied Research (Edison)



Influence through Collaboration

Implations for

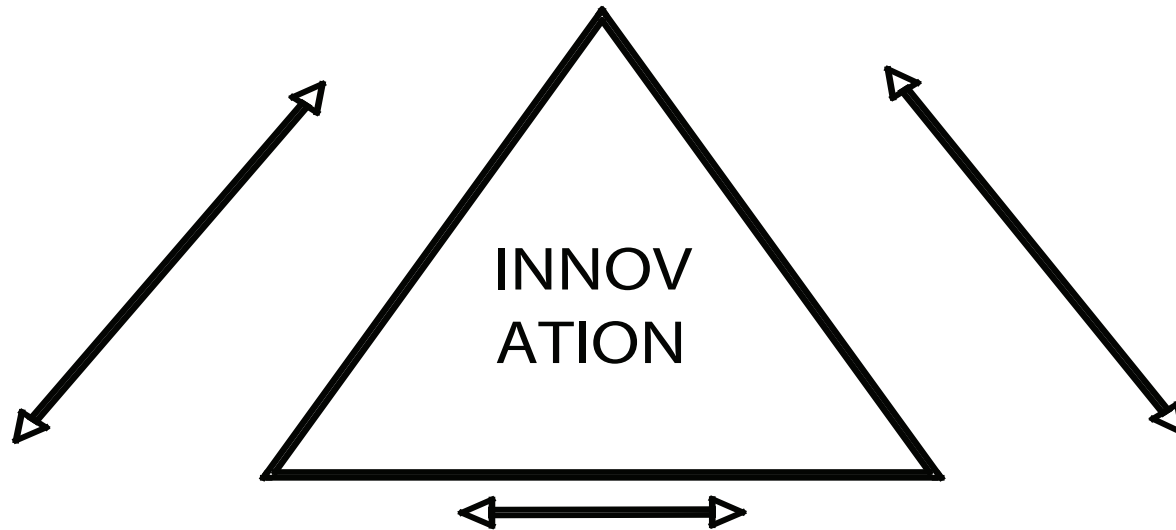
- metrics
- TTOs
- TSB, RCs, QR ...

especially if a Conservative Government



KNOWLEDGE EXCHANGE

- Relational, not transactional approaches;
- Pasteur Quadrant, not basic vs applied;
- Creating 'public space' to co-create knowledge

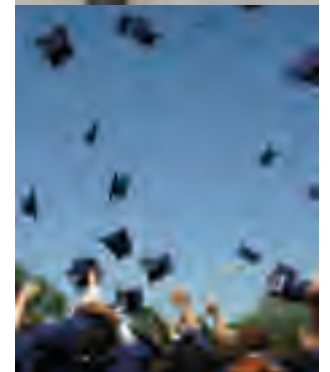


ENTERPRISE & ENTREPRENEURSHIP

- Entrepreneurial graduates, not just employable;
- Cross-campus reach and scale;
- Role of key stakeholders - internal/external

SKILLS & ABSORPTIVE CAPACITY

- Employability, diversity, global orientation;
- Higher level learning as a system for skills;
- Models of collaboration not 'demand/supply'

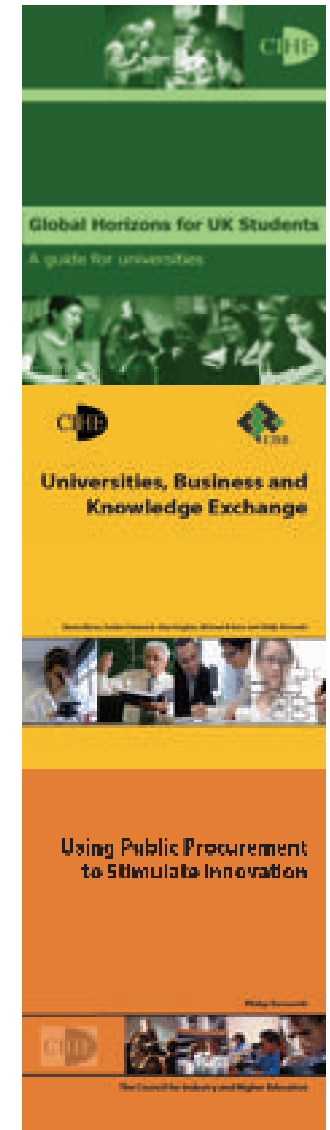
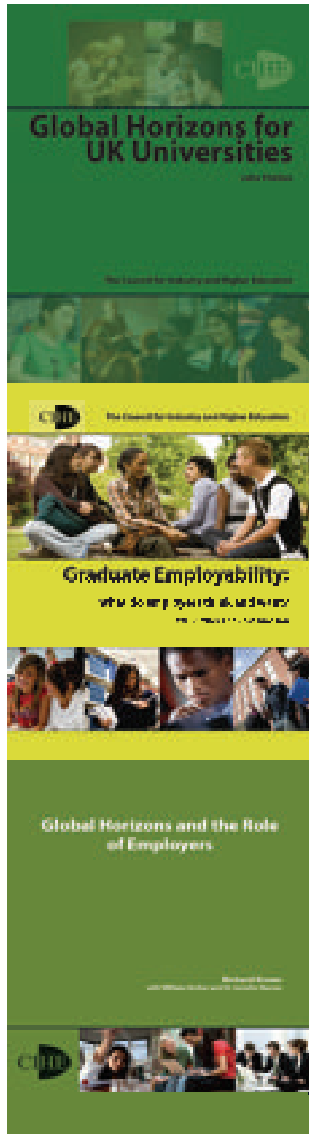


People driving change....

- Change as continuous re-engineering for the 21st century.
- Building synergies - harnessing international and external stakeholders to drive change.
- Reward and recognition as levers for changing behaviour.
- Broadening HE-business interaction informed by what works and why.
- Building a competitive Britain ... together.



Supporting Excellence through a Sustained Partnership



The Council for Industry and Higher Education

Richard Brown
Chief Executive

Studio 11, Tiger House, Burton Street
London WC1H 9BY
cihe@cihe-uk.com
www.cihe-uk.com

