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Findings and Recommendations - the "Job Profiles" Project

European Social Dialogue in the Telecommunications Sector

Working group on Skills and Training

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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)**

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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**

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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)**

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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

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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)**

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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**

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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**

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Profile Examples

Communications Network Design

- **emphasis on telecoms specific skills => technical aspects / „field engineering"**
- **deepening/broadening/managing introduced in the „carreer/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