Skills, AI and algorithmic management

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CVET happens *informally* at work

* Channels of skill formation, adult EU workers

69% Interacting with colleagues at work

63% Attending non-formal training courses

59% Learn by trial and error

...but a large share of EU jobs have low job-skill requirements

Mean skill growth by tenure and job complexity

Source: Cedefop 1st European skills and jobs survey (2014)
Bundling workplace practices drives workplace learning...

EU firms that offer comprehensive training and learning opportunities

Bundle workplace practices that offer

- Job autonomy
- Employee voice
- Learning opportunities

...and extensive learning fosters higher employee wellbeing and company performance

Skill development in the platform economy

Algorithmic management and the future of skills formation and matching?

- Algorithmic vetting
- Algorithmic ranking (prioritisation for tasks/rewards/punishment)
- Personalised and quick (algorithmically determined) learning
- Client feedback/ratings
- Limited portability due to algorithmic non-transparency

Source: Cedefop CrowdLearn studies
Skills vs. **algorithms?**

- Changing job-skill requirements
- Task complexity
- Job stability
- Automation & just-in-time
- High involvement work practices
- Motivation (agency, career opportunities)
- Workplace tolerance, trust or toxicity
- Managerial and peer support
- Resources (tools, financial, organisational)
- Work intensity
- Incentives
- Surveillance
- Control
- Data
- Targets
- Extrinsic & evaluation
- Bias
- Ratings
- Gigs
Thank you

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