



Co-funded by the
Erasmus+ Programme
of the European Union



Employability awareness

Helping students translate their
mobility skills into career success

Lara Egli
Partnership Manager
European Institute for Industrial Leadership
(EIL)
www.eil.net





Co-funded by the
Erasmus+ Programme
of the European Union



About the EIL

European Institute for Industrial Leadership
AISBL



What is the EIIL?



Not-for-profit association of industrial companies

Researching issues facing future industry leaders

Help Members attract, retain and develop 'next generation leaders'



EIIL activities help members to:



Build business networks; understand client attitudes and positions



Develop talent: interviewing skills, business insights, skillful as well as knowledgeable future leaders



Exchange good practices and benchmark



Develop insights into future leadership issues in our industry



Attract technical talent into a career in industry

Network members:



What is the EIL?



Board of Directors

Experienced industry leaders, high ethical standards and professional reputation

Ensures legal compliance and good governance of the association



Industrial Advisory Board

Valued network of Members' Senior leaders

Directs EIL strategy and growth



Leadership Development Board

Valued discussion forum for Members' senior Talent Management professionals

Shapes EIL research and content

Network of Student organisations throughout Europe

Provides insights from future leaders



Not-for-profit association helps Members to attract, retain and develop 'next generation leaders'



Global network of senior leaders and managers, many being EIL alumni

Provides insights from experienced industry leaders

Conferences and projects

Researches issues facing future leaders



Programme of research-based workshops

Develops member Talent





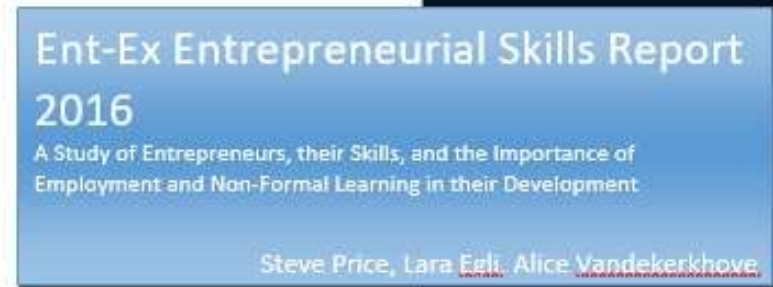
Ent-Ex 2021

- 3-day workshops
- EIL's Interview-based learning approach
- Successful entrepreneurs sharing insights into skills they've developed
- Not a tech hackathon – entrepreneurial talent from all sectors and non-profits
- Working alongside students, young professionals and industry talents
- Teams working together to develop guides to essential entrepreneurial skills

www.ent-ex.eu

Ent-Ex 2016 Skills Report

- Key skills identified:
 - Leading a team, managing and motivating others
 - Effective Influencing
 - Effective Networking
 - Effective Resource Management
 - Effective Time- and self-management
 - Creative problem-solving, Resilience and Opportunism
 - Project management skills
 - A Willingness and ability to learn from their Experiences
- Where did they learn them ?
 - **'In student societies / activities'** – 100% (50/50)
 - **'In my first years in a job'** – 96% (48/50)



A career in industry ?

Some perceptions



2019 Survey Highlights – Future Leaders

Talent Management, big companies and start-ups

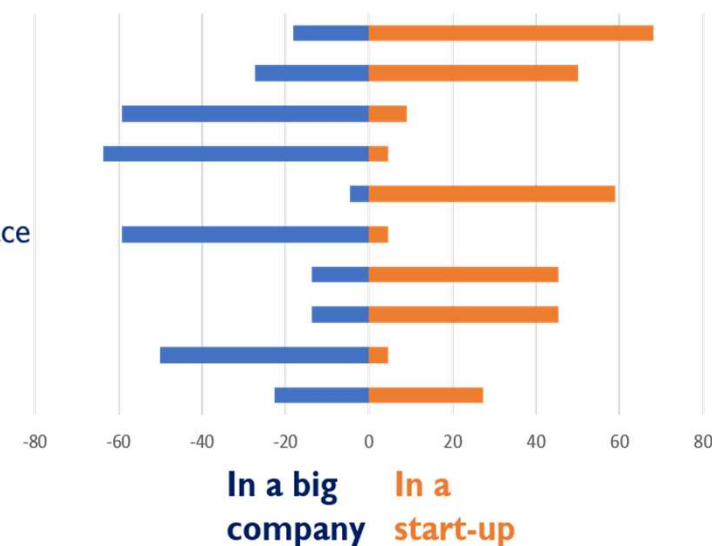


Top technical talent is **increasingly attracted** into the start-up sector, working in young companies and young-focused environments in search of **‘meaningful work’**, and to **‘make an impact’**.



Factors Influencing Career Choice

1. To gain experience quickly
2. Personal development
3. Good work – life balance
4. Steady income
5. To do meaningful work
6. Modern well-equipped workplace
7. Awesome colleagues
8. Senior responsible position
9. Travel with work
10. Frequent favourable feedback



85% Important or very important to have a **structured career path** – a succession of jobs to help you develop over time.

82% Important or very important to monitor progress against **recognisable development standards**.

BUT

60% full time student with no work experience,
27% internships in a big company

Survey with support of



2018 Survey Highlights – Future Leaders Survey

Managing Talent in the Increasingly Freelance ('Gig') workplace

Top 4 requirements from a job were:

1. **Personal development**
2. **A good work / life balance**
3. **To do meaningful work**
4. **To gain experience quickly**



50 / 50 split - whether opportunity for **personal development** or **work-life balance** would be better as a freelancer or employee.

63% said **meaningful work** would be **more likely as an employee**, and

68% believe that **to gain experience quickly** would be **easier as a freelancer. BUT**

90% said they **expected to work as a freelancer at some stage of their career**

Survey with support of **JADE, ESN, BEST** and **Ent-Ex Alumni**

83 % of respondents were between 20 and 30 years old



All considered that **to be mentored** in their career was **'very important'**





Co-funded by the
Erasmus+ Programme
of the European Union



Skills the labour market needs

Employers' Survey



Employability awareness

- The ErasmusJobs project aims to better **align the skills gained through a mobility programme (Erasmus+) and the skills needed by employers**
- Our focus was **Employers' need when they hiring new graduates.**
- A field survey was conducted end 2020 through **interviews of HR Managers and an online survey completed by 55 employers** from companies based in Europe, of various sizes as well as different sectors of the economy.
- The results of this qualitative analysis contributes **to identify the main transversal skills sought for by employers and mapping them with those gained by Erasmus+ alumni.**
- **Career Services have an important role to play** in helping students **plot and assess their skills** and providing them with guidance and we will seek your input and support as to how to best translate these skills into skills with are **VALUED and RECOGNISABLE by employers**

Employers' Survey

Purpose – to align the skills gained through a mobility programme (Erasmus+) and the skills needed by employers

- ⇒ **Employers needs when they want to hire new graduates**
- ⇒ **Survey on Employers' needs: online + interview of HR Managers**
 - ⇒ 55 companies based in Europe / various sizes / various sectors of the economy
 - ⇒ Results identify the main transversal skills sought for by employers + map them with those gained by Erasmus+ alumni
- ⇒ **Help Erasmus+ alumni translate their skills into RECOGNISABLE skills by employers**

Employers survey - Methodology used

Qualitative survey on Employers' needs

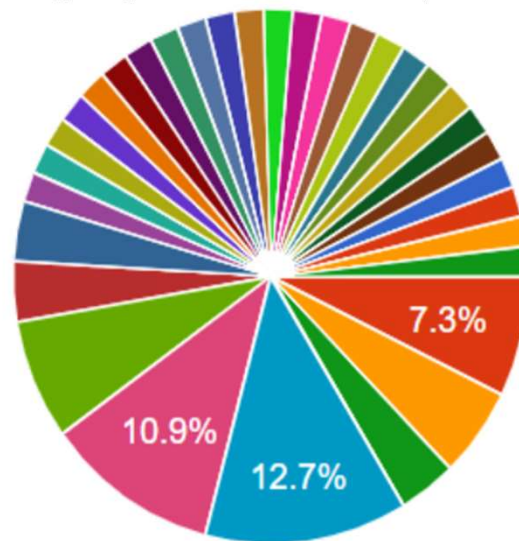
online + interviews of HR Managers

- ⇒ 55 companies based in Europe
- ⇒ various sizes / various sectors of the economy
- ⇒ Results identify the main transversal skills sought for by employers + map them with those gained by Erasmus+ alumni

Survey sample – Companies by sector



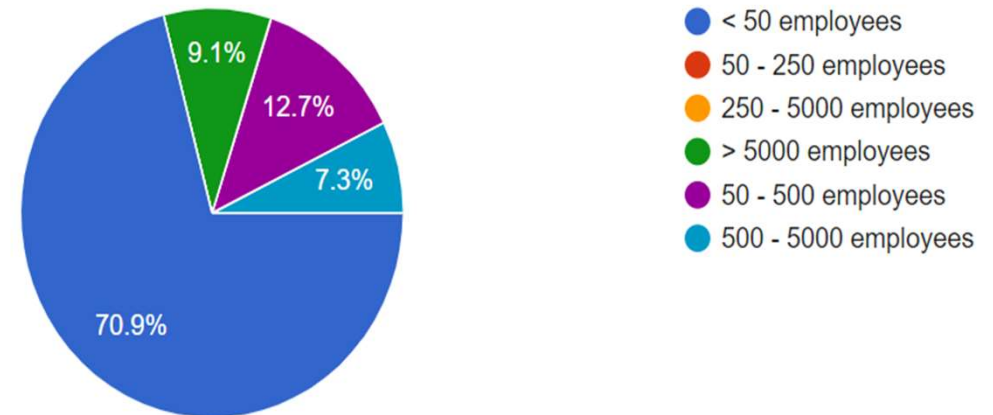
- 55 companies: online Survey & Interviews of HR Managers
- SECTORS - percentage by numbers of companies surveyed



Sectors of companies

● Consulting (Management Consulting	12,7%
● IT solutions	10,9%
● Chemicals, Plastics & Industrial Gases	7,3%
● Education	7,3%
● Energy, Oil & Gas	5,5%

Survey sample – Companies by size



- 55 companies: online & interviews
- SIZE of COMPANIES:
 - +- 70% small companies (with fewer than 50 employees)
 - 13% small and medium size companies (between 50 and 250 employees)
 - 17% larger companies based in Europe (with 6% from companies with 250 to 5000 employees and 9% from large companies of over 5000 employees).

Survey sample – Large / Industrial companies



- 9% of our sample were very large companies (> 5000 employees)
- Industrial companies with headquarters in Europe, members of the EiIL (European Institute for Industrial Leadership).
- Representing +- 220.000 employees in Europe
- Recruiting a total of +- 5.000 graduate recruits / years

Companies	Number of employees (Europe)	Sector
COVESTRO	17200	plastics company, process industry
MCDERMOTT	70000	construction & maintenance engineering
NESTE	5200	oil & energy
WORLEY	57600	construction & maintenance engineering
AIR LIQUIDE	66000	gas company
MESSER Iberica	5500	gas company
LHOIST	6500	construction
COVESTRO SP	370	plastics company, process industry
TOTAL	228370	

Questions asked

Employers were asked to name the **three main skills they deem most important when they hire a young recruit**. This enabled them to express spontaneously the main skills that came to their mind, prior to risking to 'lead' them in their responses through the next question, where we asked them to **rate a series of transferable skills** we listed ourselves.

They were also asked an **open question relating to the importance (or not) of having had an international experience**, such as an Erasmus experience.

Employers were **then asked to rate skills** that we had listed, based on the hand on the survey carried out in the first phase of the project, with the skills Erasmus+ students believe they have gained through their Erasmus experience, as well as based on the skills identified in the EIL Entrepreneurial skills report.

A question was also asked to understand if these transferable skills were generally considered as **common skills, or if they varied for different sectors or roles** to be fulfilled in the company.

Once information was gathered regarding the competencies needed - whether being skills or attitudes - the survey tried to understand if these **had to be proven or if employers rated the potential of the candidates above their proven capabilities**.

The survey also gathered information regarding the **recruitment processes**.

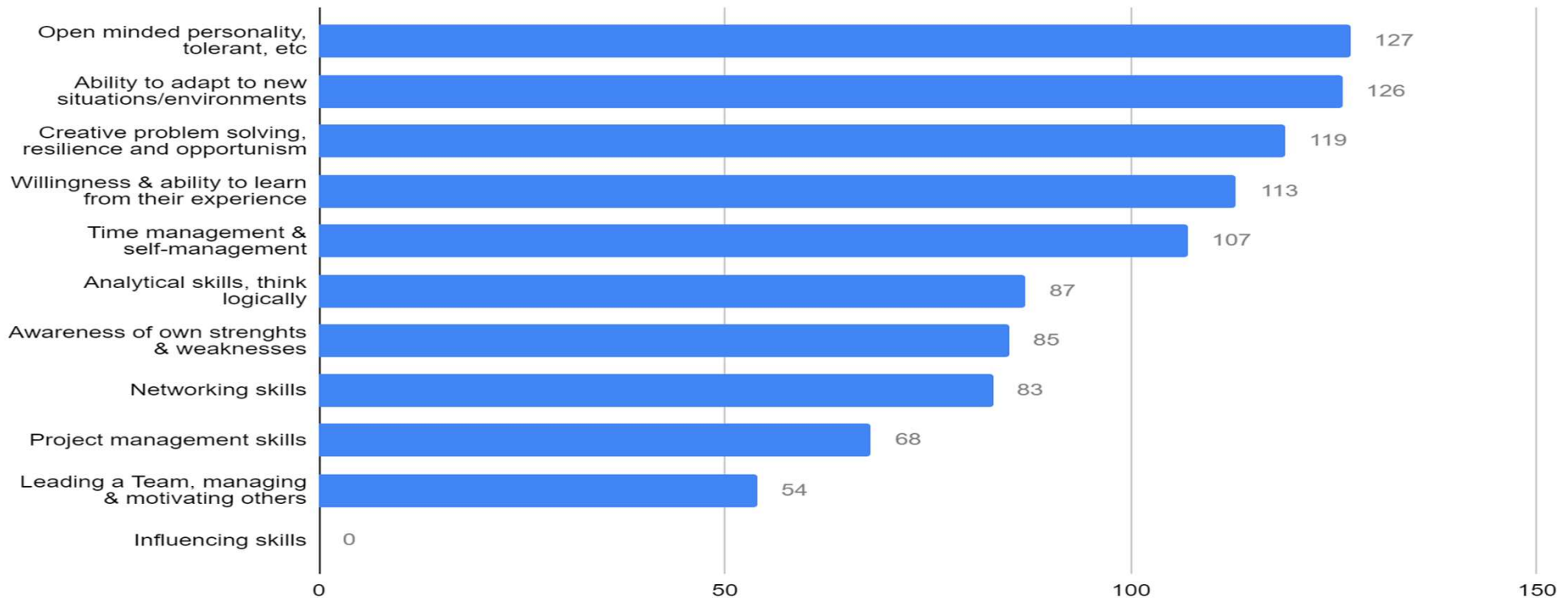
Top 3 skills needed by employers

SPONTANEOUSLY mentioned by employers

1. Adaptability, Flexibility, Agility (21,2%)
2. Motivation, enthusiasm, passion, positivity, drive, dynamism (18,8%)
3. Communication skills (17,6%) //
3. Professionalism / Responsibility/ Commitment/ Work ethic/ Ability to deliver (17,6)

Ranking of skills by employers

Transferable Skills ranking



Open-minded personality and the **ability to adapt to new situations or environments** are amongst the most important characteristics employers look for.

‘Creative problem solving’, the **‘ability to learn from experience’** and **‘time and self-management’** also came as very high in the skills needed by employers.

Comparison of top-ranked skills needed vs skills gained by Erasmus+



Survey question - Ranking order	Score	Adaptability, flexibility, Agility Motivation, enthusiasm, Passion Communication skills (17.6%) Professionalism/responsibility Creative problem solving (12.5%) Proactivity/Initiatives (11.8%)						Skill non-matched
1. I am more able to adapt to and act in new situations	8	X						
2. I am more open-minded and curious about new challenges	7.9	X						
3. I know better my strengths and weaknesses	7.8		X					
4. See the value of different cultures	7.8			X				
5. Plan and carry out my learning independently	7.8		X					
7. I am more confident and convinced of my abilities	7.7		X					
9. Find solutions in difficult or challenging contexts (problem-solving skills)	7.7					X		
12. I am more able to reach decisions	7.6				X			
13. I am more able to think and analyse information critically	7.6					X		
14. I am more tolerant towards other persons' values and behaviour	7.5			X				
15. Plan and organise tasks and activities	7.5				X			
16. I have increased my sector- or field-specific skills	7.4				X			
17. I am better capable of taking over work tasks with high responsibility after	7.4				X			
18. Think logically and draw conclusions (analytical skills)	7.3					X		
20. Develop an idea and put it into practice	7.2						X	
21. Use the internet, social media and pcs, e.g. For my studies, work and per	7.2			X				
23. Cooperate In Teams	7.1			X				
24. Express Myself Creatively	7.1			X		X		
6. I am more able to cooperate with people from other backgrounds and cu	7.8							X
8. I would like to work in an international context	7.7							X
10. I can easily imagine working abroad at some point in the future	7.6							X
11. I believe that my chances to get a new or better job have increased	7.6							X
19. I am more interested in knowing what happens in the world daily	7.3							X
22. I am more interested in European topics	7.2							X
25. I Have A Clearer Idea About My Professional Career Aspirations And Goal	7							X
26. I Am More Aware Of Social And Political Concepts Like Democracy, Justic	6.9							X
27. I Have Better Opportunities For Traineeships Or Student Jobs In My Hom	6.9							X
28. I Intend To Participate More Actively In Social And Political Life Of My Co	6.8							X
29. I Can Easily Imagine Working In The Country Where I Did My Erasmus+ Pe	6.7							X
30. I Feel More European	6.7							X

The skills highly ranked by employers in this survey also corroborate those from a [Linkedin Survey 'The Most In-Demand Hard and Soft Skills of 2020'](#).

Most wanted are
 'adaptability'
 'creativity'
 'collaboration'
 'emotional intelligence'

Mobility & International Exposure

...Some of the employers answers



*‘Yes, to some extent; it depends on the position. It shows the person is **open minded** and probably **ready to learn new cultures and ways of working**. Has **courage to go out of the one's comfort zone** in a sense’ (answer from a large company)*

*‘If we are looking to recruit potential leaders, international exposure is high on our list. It indicates a want to experience different cultures and to **not be afraid to try something out of their comfort zone**. **Adapting to different ways of working / living** is important. ’ (answer from a large company)*

*‘Working in a multicultural environment means you have to **be resourceful**, being able to **confront yourself with different cultures and mindset**. Plus, you can understand how to work in a very proactive way, learning multitasking and having the opportunity to acquire digital skills and confidence.’*

*‘Yes. We believe that soft skills like **ability to adapt**, team management, etc, are enhanced with international exposure.’*

*‘Yes. **Independent work, self-motivation**, willingness to do great things because it is important for them to learn and develop themselves.’*

*‘**Language skills**, problem solving, group activities.’; ‘Definitively, our network is international as our market so are working environment is multicultural, and we consider this a strong value. Thus English proficiency is a strong asset.’*

Mobility & International Exposure

Skills gained



Out of the 55 companies we surveyed, **80% considered that a prior international experience does matter**

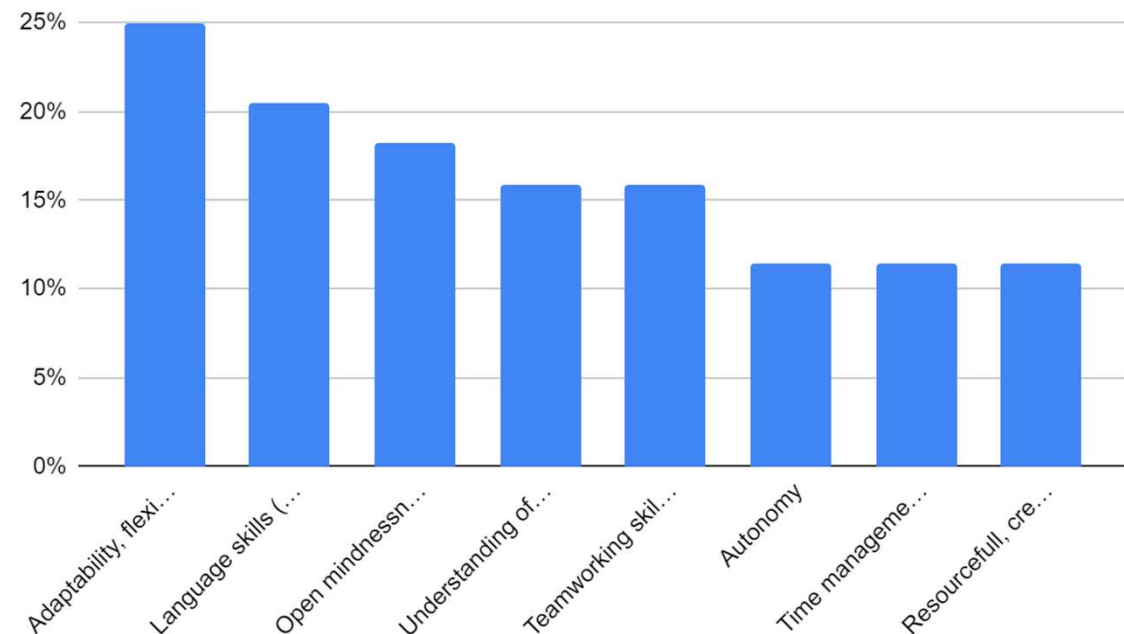
Main skills gained AND to employers:

- Ability to work in multicultural environments/ Teamworking skills: 36%
- Adaptability & flexibility: 25%
- Language skills (English): 25%
- Open mindedness / broader perspective / tolerance: 18%

These correspond to some of the TOP RANKED skills gained by Erasmus students

Skills Employers believe are gained through International experience

(Out of the 44% of employers who have answered YES)



Skills required: Common across sector and roles?

Transferable skills are largely considered as COMMON skills by companies, rather than role specific (81%)

Hiring on Proven or Potential capability?

Most companies (and particularly LARGE companies) select on the basis of POTENTIAL capabilities.

Potential capability is seen as important in order to **face uncertainty**, be robust when facing **new challenges**

*‘Potentiality and motivation is emphasized in the recruitment of a young person’.
Capability can then be assessed during the internship or first months of hire.*

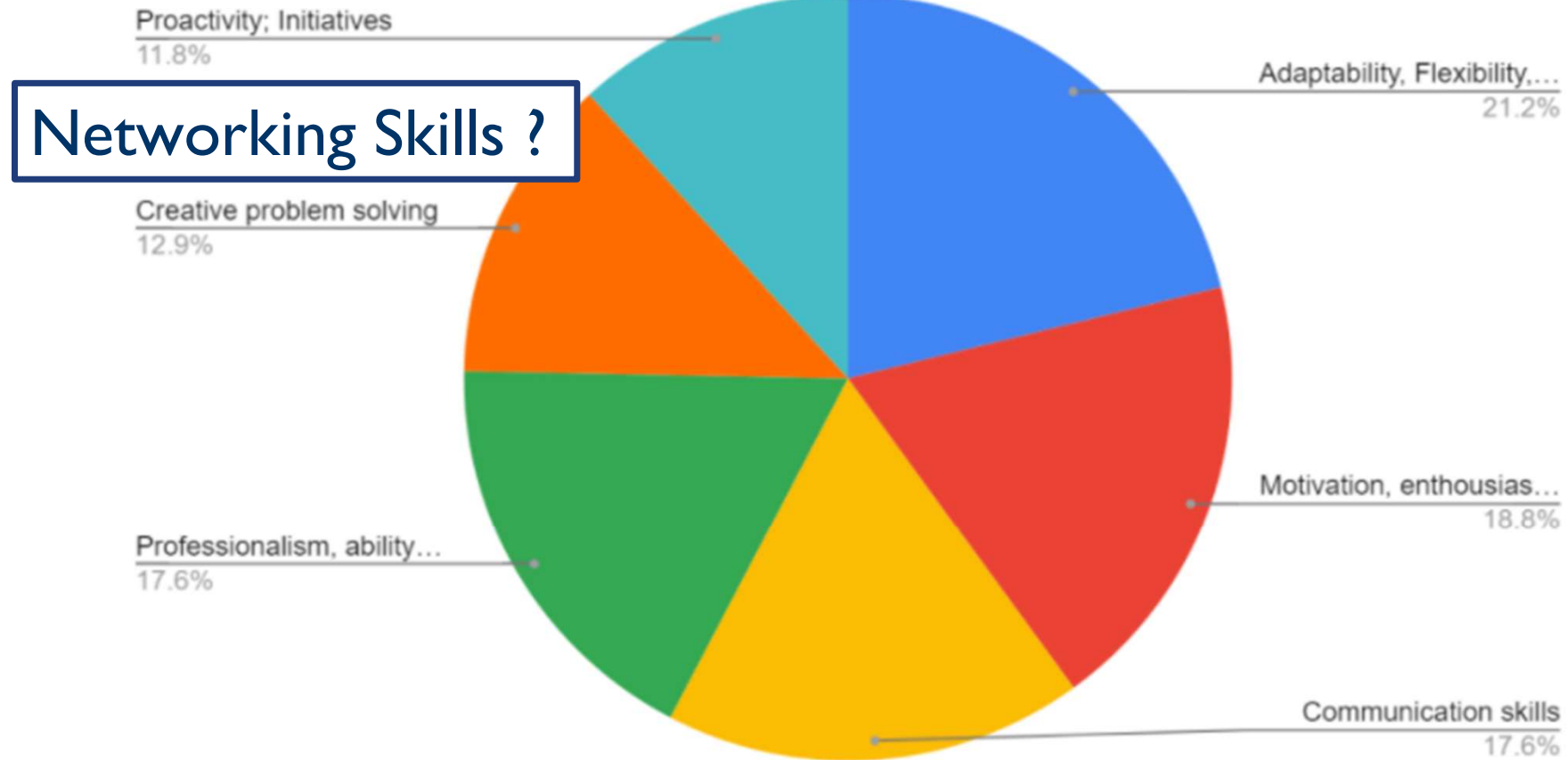
Mobility skills and career successes - summary



Key skills employers look for

- **Adaptability / Cultural sensitivity / Open mindedness:** to new environments, to the company culture, to new team, to different functions, different sites (particularly for international positions).
Cultural sensitivity: key but a 'hygiene factor'
- **Motivation:** young recruits should show their **commitment / responsibility**.
- Able to find **creative solutions**, take **initiatives** and be **proactive**.
- **Communication skills / language skills**

Skills most wanted by employers



How to help young people make their skills recognised by employers - possible steps forward...

Help graduates **map the transferable skills** they have gained in such a way that these are **made recognisable by employers**.

- ⇒ self assessment tools (Word Model Scoring)
- ⇒ 'peer assessment': testimonials and examples of capabilities gained by Erasmus+
- ⇒ Career Services have an important role to play in **helping students plot and assess their skills** and providing them with guidance and we will seek your input and support as to how to best translate these skills into skills which are VALUED and RECOGNISABLE by employers

Next steps

To gain more input on the ErasmusJobs project findings from the stakeholders, assess & further develop the ErasmusJobs Platform: Workshop for Employers & Workshop for Students in 2021

COMMENTS / Q & A



Lara Egli - Partnership Manager
European Institute for Industrial Leadership (Eiil)
www.eiil.net

lara.egli@eiil.net