

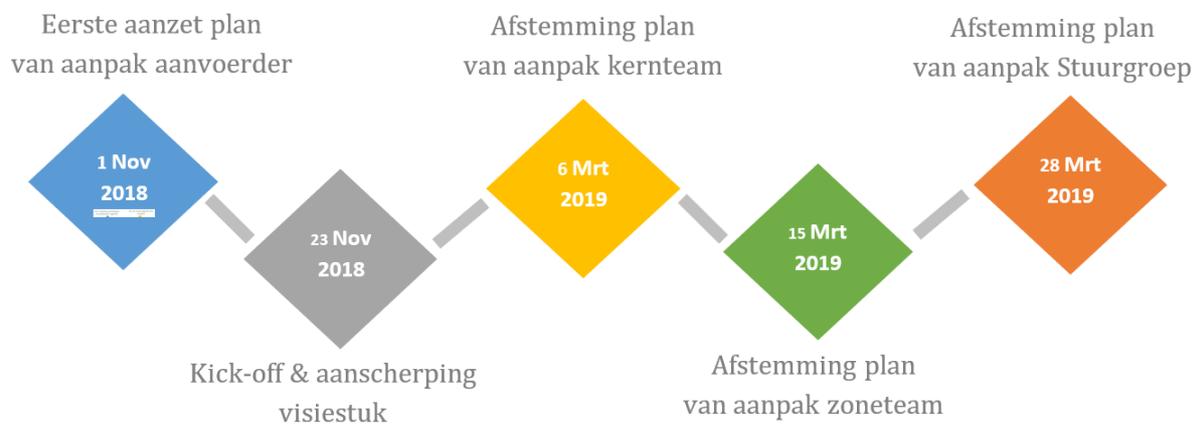
Action Plan zone 'Better connection to the job market'

Team lead: Ellen van den Berg

In this action plan, the acceleration zone 'Better connection to the labour market' shows the desired impact of the zone in four years. The plan also gives a more concrete overview of the zone's goals and methods of working for 2019.

Realisation

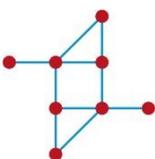
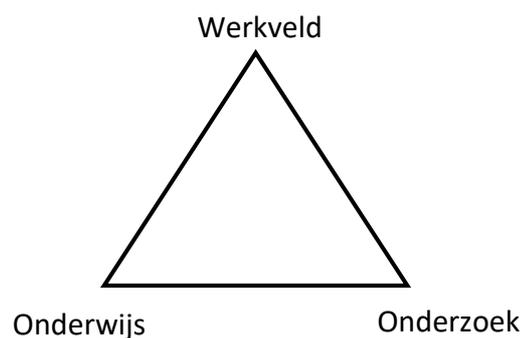
The figure below shows schematically how this action plan was realised.

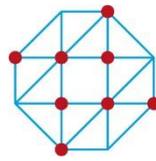


Adaptive dynamic system

The triangle on the right is central to the thinking and working of the acceleration team. This triangle symbolises an adaptive and dynamic system. Adaptivity and dynamics are expressed:

- By preparing students for digital developments in the labour market that are not always predictable;
- In a rapid response of higher education to the current needs of the labour market due to digital developments;
- In a rapid and substantial response from higher education to digital developments in leading companies and institutions;
- By generating the knowledge companies and institutions will need in the future by doing research.





Impact of the acceleration team in four years

A productive cooperation between the professional field, education, and research in the field of digitisation is pivotal to this zone. To this end, the zone develops methods and ways of working that ensure that higher education and the labour market are optimally aligned. In concrete terms, this means:

- Methods that enable the creation and maintenance of future-oriented competency profiles have been developed and tested. A scan that enables both companies/institutions and students/employees to generate an appropriate competence profile has been developed;
- Higher education institutions have strengthened their capacity to translate the labour market's needs to education for current and new target groups (responsiveness of higher education: *inside-out*);
- Higher education institutions use a methodology to (in relation to the increasingly shorter lifespan of knowledge) organise cooperation with the professional field in such a way that they incorporate knowledge of leading companies more quickly into education (higher education responsiveness: *outside-in*);
- Higher education institutions are better able to translate (scientific) research efforts into *next practices* (practices of the future) for the professional field and education (valorisation/development).

The work that is going to be done within the zone also provides building blocks for higher education directors and national and regional governments to fine-tune their policy on improving the connection with the labour market.

Results 2019

Whilst working on the four work packages described below, we will make an inventory of the stakeholders that are concerned with digitisation issues on the labour market. These stakeholders are, for example, government agencies, interest groups, and research institutes.

Result: A map of the infrastructure (network of stakeholders) concerning digitisation of the labour market. (This map will be updated throughout the entire project.)

Many higher education institutions are focused on intensifying their contact with companies. In addition, institutions are experimenting with innovative forms of education in mostly hybrid learning environments. Various interesting initiatives have also been put into practice among the members of our zone. In 2019, critical reflections from these experiments will serve as the first step towards our final results in four years.

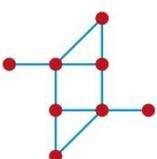
Work package future-oriented competence profiles

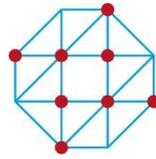
At two institutions in the zone, a case study is conducted based on a literature review of the way in which future-oriented competence profiles are part of the policy and the curriculum.

Result: A comparison between two case descriptions and guidelines for incorporating future-oriented competency profiles in higher education.

Work package qualification digital labour market

Best practices are analysed at two institutions in the zone. A distinctive quality of these *practices* is that they respond quickly to the changing needs of the labour market as a result of digitisation.





Acceleration plan Educational innovation with ICT

Result: Insight into how higher education can link developments on the labour market with the education that they offer to (new) target groups.

Work package for leading companies

Two institutions in the technology and health sector describe exemplary cases of new knowledge from leading companies/institutions, and indicate how this knowledge has quickly found its way into higher education. These companies/institutions will be selected in consultation with the Sector Advisory Councils (Sector Adviesraden).

Result: Explicit knowledge of forerunners and how it can be incorporated in higher education curricula.

Work package next practices

Two institutions analyse how knowledge for *next practices* is generated in their institution.

Result: Insight into how future knowledge needs can be mapped.

Working method

An '*open collective circle*', in which the team closely cooperates with input from outside, is characteristic of our working method. The first year we work on the long-term goals, mainly based on the good practices that are already present in the participating institutions. We conclude the year with a conference in which we share our results more widely and give others the opportunity to critically review our work and provide input for the coming years. Naturally, we also contribute to the SURF Education Days (SURF Onderwijsdagen).

Acceleration

As the performance of the dynamic triangle of work field-education-research improves, education and digital developments in the labour market can be aligned better and faster. Acceleration is achieved by placing this triangle at the centre of this zone.

Moreover, collaboration within the zone aids acceleration, as institutions benefit from each other's knowledge and experience. The wheel does not need to be reinvented. Cooperation with other zones ensures that conditions are created in higher education to improve the connection to the labour market. By aligning wishes and possibilities between zones at an early stage, success can be achieved quickly. Attention to *next practices* ensures the knowledge of the future is incorporated quickly into higher education programs.

Conditions for success

- Good internal and external cooperation
- Removing (or minimising) rules, procedures that stand in the way of flexibilisation
- Being able to think and work across the boundaries of institutions
- Smoother collaboration in the education chain
- Bringing in the labour market (market-in instead of product-out)
- Using the dynamics and speed of digital transformations for this acceleration task
- Cultural change: from bureaucratic orientation to an effective approach

