

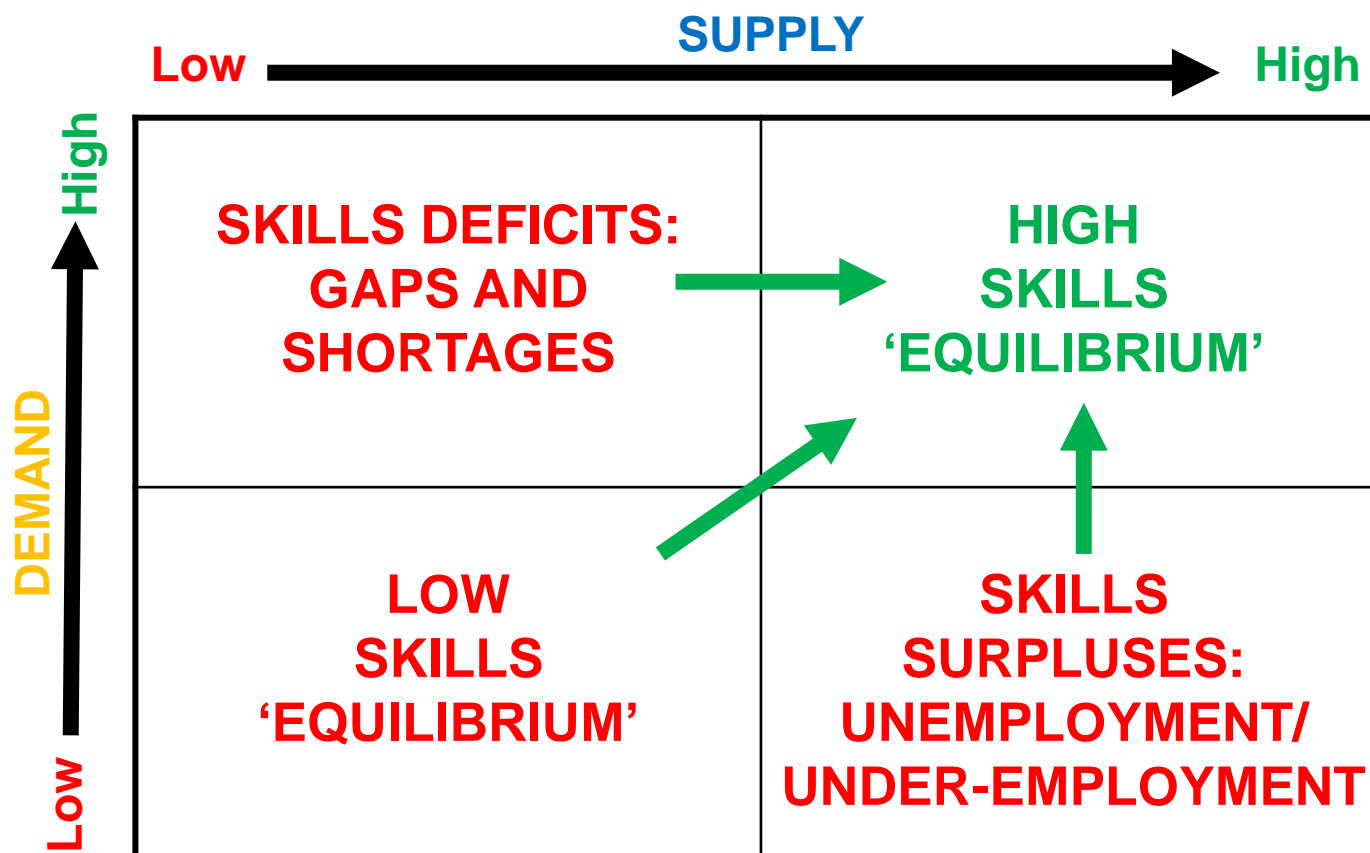
# Doing More with Less:

*How can Labour Market Policy support Economic Growth?*

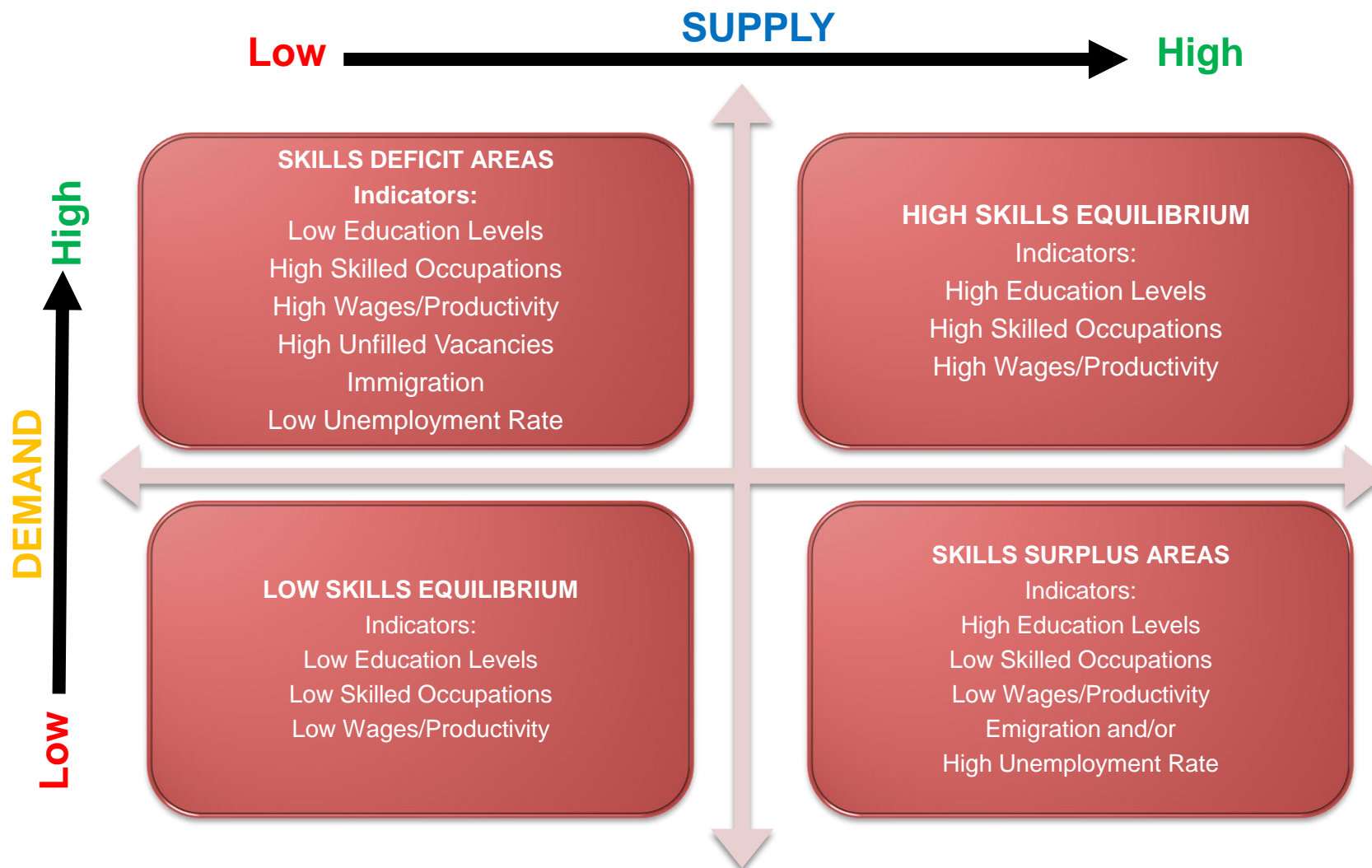
OECD LEED Forum  
Thursday 10 March 2011  
Vienna, Austria

**Professor Mike Campbell OBE**  
**Director of Research and Policy**

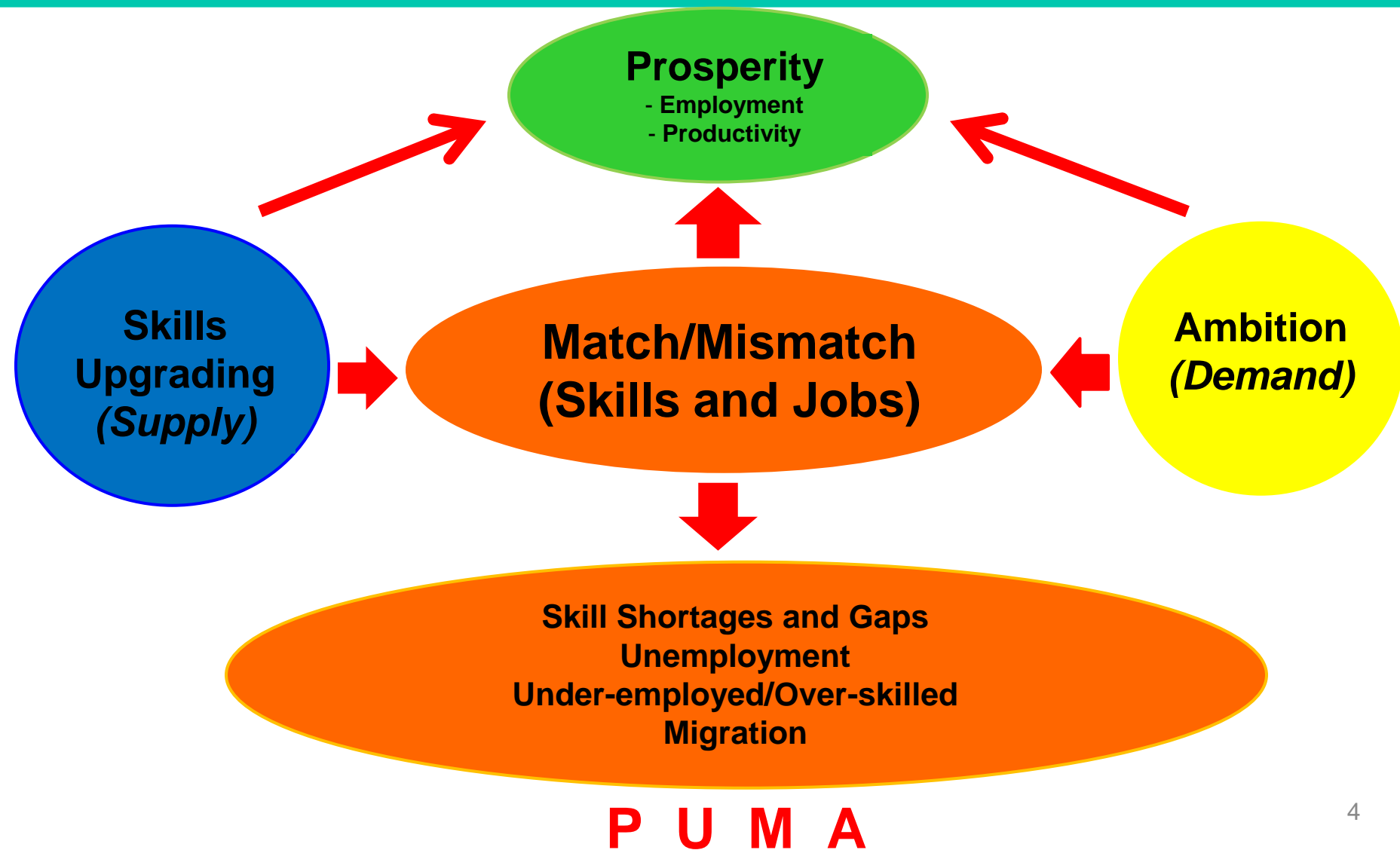
# Skills for Jobs



# Skills for Jobs: Key Indicators



# Create a Virtuous Circle





# We need greater Employer Ambition



## Transformational change is required

- In the end, skills are a **'derived' demand**: we, largely, get the skills our economy deserves
- The **level/growth of economic activity** and **the balance of the economy** drive overall skill demand but .....
- **Business Strategy matters above all**: product market strategies drive the level and type of employer's skill needs and their utilisation in the workplace – we need more **'economic pull' from business**
- Employer ambition is ultimately driven by the direction and quality of **management and leadership** (itself not always 'world class')
- Skill levels need to be raised **and effectively used in the workplace** – **Create a High Performance Workplace**: HR and Learning/Development professionals are key to business and national success
- We need **more high value added businesses**; we need to **move up the value chain**; we need **higher quality** products and services; we need intense **product, process and practice innovation**. In short, we need **more high skilled jobs for high skilled people to do**

# Labour Market Policy, The Recovery and Sustainable Growth

- Integrate **Training** and with **Employment** and **Economic Development** Policy
- Connect '**Providers**' and the **World of Work**
- Establish **Challenge, Vision** and **Measures of Success**
- **Develop the Tools**: Effective Policy is essential
  - **Beyond Public Funding**: changing behaviour through Information, Incentives and 'Nudges'
- **Build Partnerships**: good Governance is vital
- **The Guides**: read them and use them!
  - Putting in place **jobs that last**
  - Breaking out of **policy silos**