



Skills Intelligence Methodology



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INTRODUCTION

IMPORTANCE OF SKILLS INTELLIGENCE IN THE TCLF SECTOR

The need to study competencies in the TCLF (Textile, Clothing, Leather and Footwear) sector is fundamental in the current business and employment context.

In a constantly evolving business world, acquiring sector-specific competencies, skills and knowledge has become a crucial requirement for professionals and companies seeking to stand out and thrive in their respective fields.

The TCLF sector has its own dynamics, challenges and unique opportunities, and, in this regard, sector-specific competencies are key to understanding and effectively addressing these aspects.

In this era of globalization and rapid digital transformation, exploring and thoroughly understanding sector-specific competencies has become more important than ever. This approach not only benefits individuals but also drives the growth and development of organizations and the economy as a whole.

Addressing a study of sector-specific competencies at the European level is essential in the current context for several reasons:

Economic integration. The EU is a single market that spans multiple countries with diverse industries. Understanding sector-specific competencies at European level is crucial for promoting economic integration and efficient trade among the member states.

Labor mobility. EU citizens have the right to work in any member state. Knowledge of European sector-specific competencies facilitate labor mobility and enables workers to adapt more easily to the demands of different labor markets.

Employment and training policies. Studies on European sector-specific competencies provide valuable information for developing employment policies and educational programs that align with the actual needs of industrial sectors throughout the EU.

Global competitiveness. In an increasingly globalized world, the EU must maintain its competitiveness in international markets. Knowledge of European sector-specific competencies contribute to the EU's ability to compete globally and lead in industries.

Innovation and development. Understanding sector-specific competencies in Europe fosters innovation and sustainable development by identifying areas that require specific skills and where research and development can be promoted.

SCOPE AND PURPOSE OF WORK PACKAGE 3

Work package n°3

TITLE: Skills Intelligence for Forecasting and Monitoring TCLF Emerging Skills Needs

AIMS/OBJECTIVES

- ➔ Developing a common methodology for detecting urgent skills needs, monitoring the progress and evolution of the demand and supply of skills, as well as anticipating future skills needs in the TCLF sector.
- ➔ Detecting available innovative, valuable and ready-to-use information on skills in open data sources at EU and country and/or regional level.
- ➔ Strengthening skills intelligence, building on the recent work by CEDEFOP, in order to support the social partners' active involvement in skills anticipation/forecasting and the setting up of required training, according to the Skills Agenda.
- ➔ Involving in the detection of skills the main players in the value chain within the TCLF industrial ecosystem (i.e., companies and technology providers), Centers of Vocational Excellence, regions implementing smart specialization strategies, European Cluster Partnerships and Knowledge and Innovation Communities of the European Institute of Technology.
- ➔ Producing qualitative evidence and quantitative data on skills and knowledge in the TCLF industries in open data format to feed the EU Skills Panorama and the European Skills, Competencies, Qualifications and Occupations (ESCO).

BRIEF ON THE NECESSITY OF A ROBUST METHODOLOGY FOR SKILLS INTELLIGENCE

The need for a robust methodology for information on sectoral capabilities lies in its importance for effective decision-making in business and public policies. A solid methodology ensures the collection, analysis and presentation of accurate and relevant data on sectoral competencies. This enables the following:

Making informed decisions. It facilitates decision-making based on concrete data, which is crucial for success in the business world and the formulation of effective policies.

Identifying gaps and opportunities. It helps to identify gaps in existing competencies and development opportunities in the sector, which is essential for strategic planning and investment in training.

Adapting to sectoral changes. This allows businesses and governments to adapt to industry transformations, such as technological breakthroughs or changes in market demands.

Measuring the impact of training policies and programs. It allows for the assessment of the effectiveness of policies and programs aimed at improving sector-specific capabilities and their impact on the economy.

Promoting collaboration. It provides a solid foundation for collaboration among businesses, educational institutions, business organizations, administrations and governments to address sector-specific skill needs.

In summary, a robust methodology for information on sectoral capabilities is essential for strategic planning, adapting to changes and informed decision-making in the sector. All of this contributes to economic growth and competitiveness.

OVERVIEW OF SKILLS INTELLIGENCE METHODOLOGY

GENERAL FRAMEWORK AND OBJECTIVES OF THE SKILLS INTELLIGENCE METHODOLOGY

Anticipating future needs in the demand and supply of skills in the Textile, Clothing, Leather, and Footwear (TCLF) sector is crucial for adapting to a constantly evolving environment. The approaches that can help us anticipate these needs include, among others:

Analysis of trends. Conducting an analysis of trends in the TCLF sector, considering factors such as fashion, sustainability and consumer preferences as well as observing how these trends may impact the skills required in the future.

1. **Consulting experts.** Engage with industry professionals, business leaders and sectoral organizations to gather information about the skills they consider crucial for the future. Their expertise and knowledge can be valuable in anticipating future needs.
2. **Labor market research.** Conduct labor market research to understand the current supply of skills and examine gaps between existing skills and future needs.
3. **Collaboration with educational institutions.** Work closely with educational institutions and training plans to tailor the curricula and programs to the changing demands of the TCLF sector. This may include the development of customized training programs.
4. **Development of digital skills.** Promoting the development of digital skills among workers and future generations, given the increasing importance of technology in the TCLF sector.
5. **Promoción de la sostenibilidad.** Fomentar la adquisición de habilidades relacionadas con prácticas sostenibles en el sector dado el creciente enfoque en la sostenibilidad.

6. **Long-term planning.** Develop long-term strategic plans that consider how skill needs may evolve over a period of several years and adjust skill acquisition strategies accordingly.
7. **Continuous monitoring.** Maintain continuous monitoring of sector dynamics, technological evolution and consumer preferences to make ongoing adjustments in skill acquisition.

Anticipating future needs in the demand and supply of skills in the TCLF sector requires, therefore, a proactive approach and an innovative, open to change mindset. Flexibility and adaptability are key in order to ensure that the sector is prepared to face future challenges.

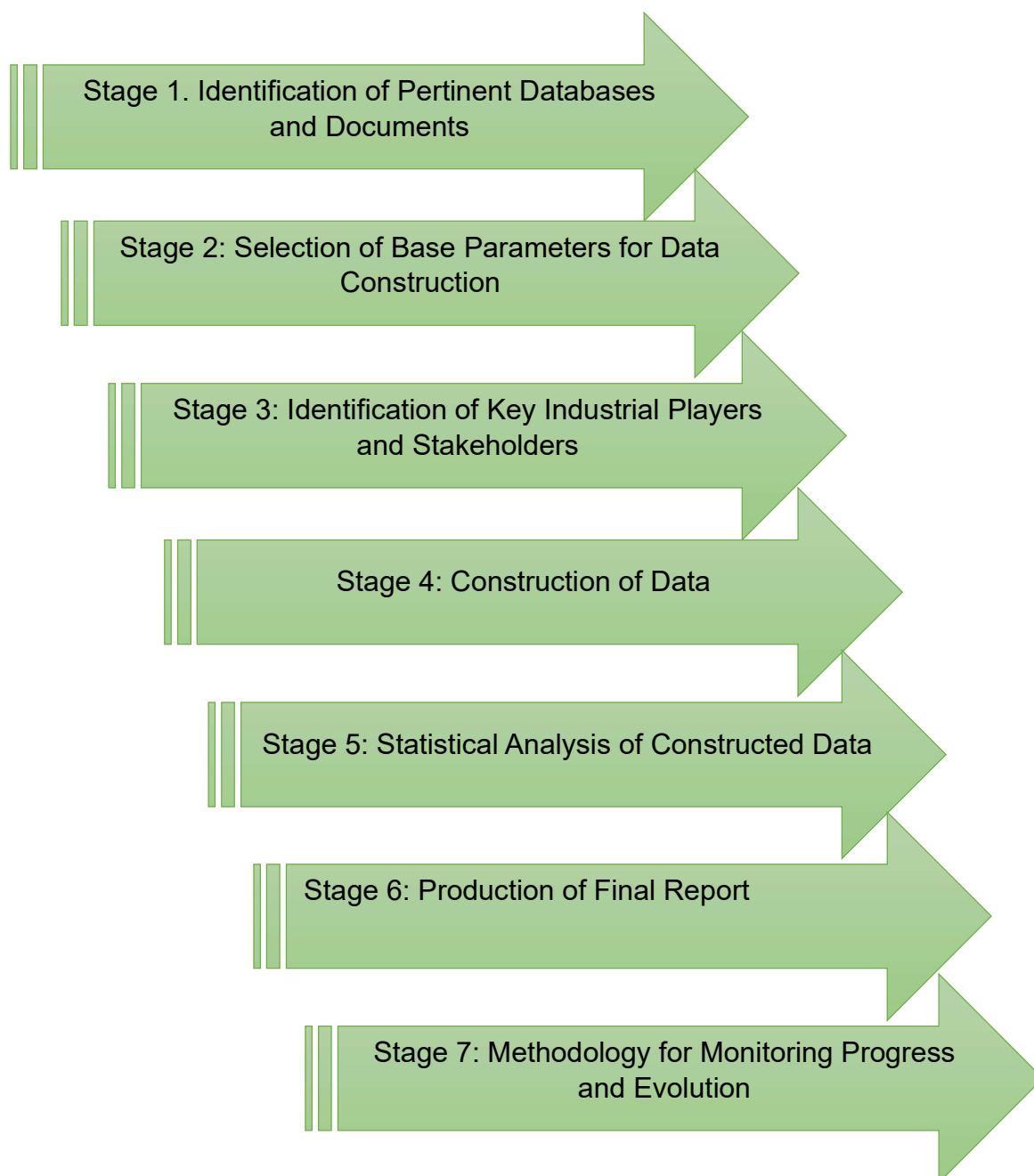
RATIONALE BEHIND THE SEVEN-STAGE APPROACH

The proposed methodology in seven stages provides an organized and comprehensive structure to systematically address the process of sectoral skill detection. This is because it allows us the following:

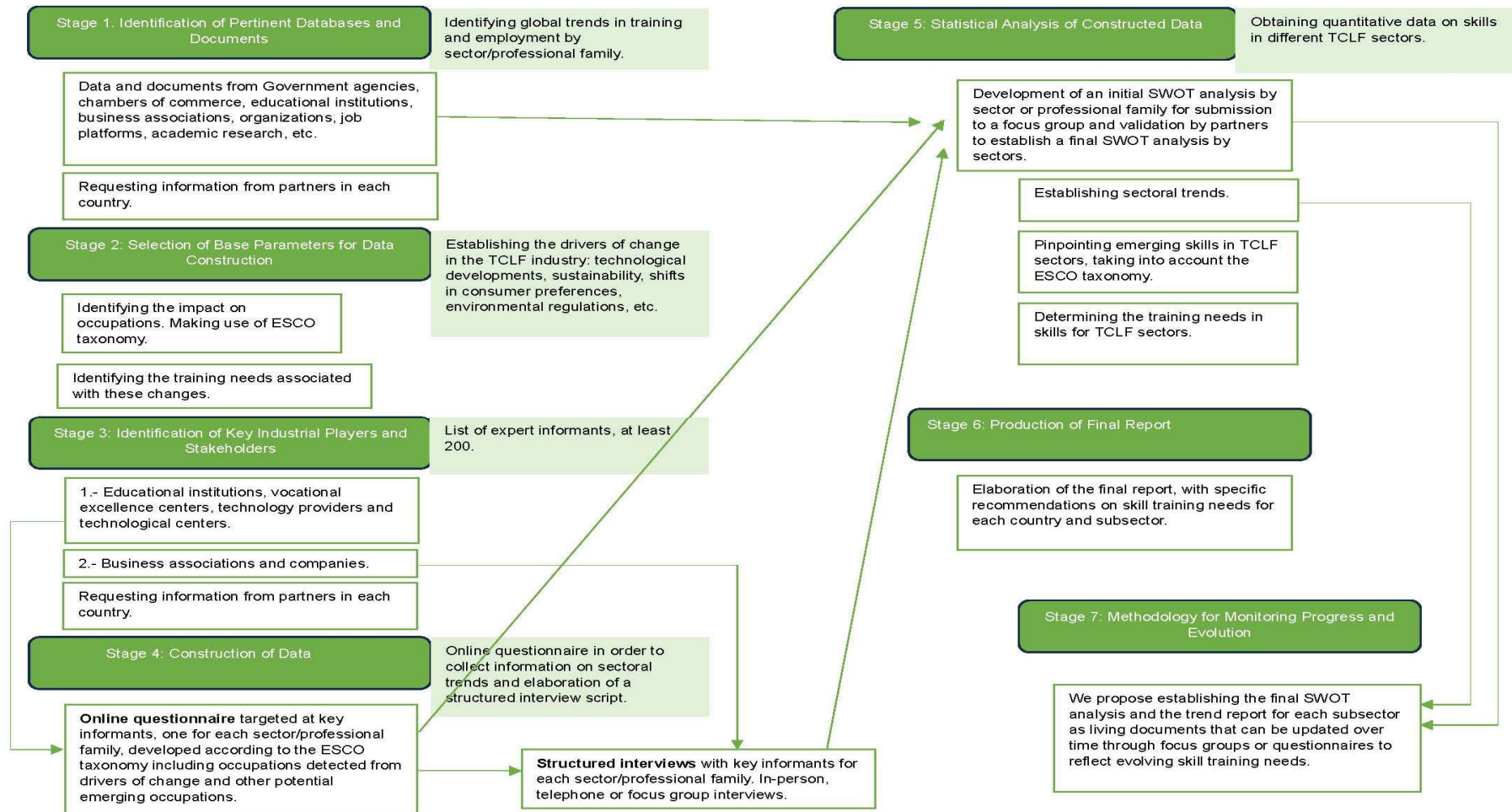
- Comprehensive understanding. Each stage addresses a specific aspect of the process, enabling a deeper and thorough comprehension of the sector's needs and dynamics.
- Step-by-step approach. By breaking down the process into stages, it facilitates the management of and execution of each phase more effectively, preventing the omission of crucial steps.
- Alignment with the project life cycle. The stages can be tailored to fit the project life cycle, from initial identification to ongoing assessment, providing a coherent structure.
- Continuous improvement. The inclusion of monitoring and evaluation stages allows for ongoing adjustments and improvements based on feedback and results, ensuring effectiveness over time.
- Stakeholder engagement. Each stage can involve various stakeholders, such as companies, workers, educational institutions, etc., which fosters collaboration and active participation of all relevant stakeholders.
- Adaptability. The staged methodology is adaptable to various contexts and sectors, allowing its application in different situations and ensuring the necessary flexibility.
- Clarity and transparency. The division into stages provides clarity in the process, facilitating communication and understanding both internally and externally.

In summary, a seven-stage methodology provides a comprehensive and organized structure for effectively managing the detection of sectoral skills, from identifying needs to ongoing evaluation and process improvement.

PLANNING FOR SEVEN STAGES OF SKILLS INTELLIGENCE METHODOLOGY



Skills Intelligence Methodology



STAGE 1: IDENTIFICATION OF PERTINENT DATABASES AND DOCUMENTS

Planning and criteria for identifying relevant databases and documents

Among others, we can consider the following sources for the identification of relevant databases and documents in the detection of sectoral skills:

GOVERNAMENTAL AGENCIES

Exploring databases provided by government agencies that compile information on employment, industries and skills, such as the Department of Labor, labor statistics as well as economic planning agencies.

CHAMBERS OF COMMERCE AND INDUSTRY

Chambers often maintain sectoral and economic data, along with reports on trends and skill demands.

EDUCATIONAL INSTITUTIONS

Access to reports from educational institutions, especially those that offer programs related to the TCLF sectors. These reports may highlight the skills that employers seek in qualified individuals.

BUSINESSES AND SECTORAL ASSOCIATIONS

Analysis of reports, articles and statistics prepared by leading companies and sectoral businesses organizations as they often provide valuable insights into the most relevant skills need in the TCLF sectors.

LABOR DATABASES

Use of online platforms that offer labor data and sectoral analysis. This may include information on salaries, employment trends and key competencies.

ACADEMIC RESEARCH

Review academic studies related to TCLF sectors. Academic research can provide detailed information about required skills and identified gaps which need to be covered.

SURVEYS AND INDUSTRY REPORTS

Refer to surveys and reports conducted by market research firms, focusing on the TCLF sector. These reports often provide detailed analysis of critical skills.

ONLINE JOB PLATFORMS

Review of job platforms to understand the skills demanded in job postings within the sector. Job descriptions and requirements are valuable sources of information.

By combining data obtained from these sources as well from others, whether at a global or depending on the country or region, we can obtain a comprehensive view of current and emerging sectoral skills. To achieve this, we will:

- Request information from partners regarding available databases in each country.
- Determine global trends in training and employment by sector/professional family.

Expected challenges and considerations

Before we identify databases and documents for the detection of sectoral skills, it is essential to take into consideration the following challenges and factors:

1. Variety of sources. Relevant information may be scattered across various sources, making the collection and consolidation of data rather challenging. It is crucial to have a methodological approach to enhance this diversity.
2. Data updates. The speed at which industries evolve can quickly render information outdated. It is necessary to establish mechanisms to ensure data currency and adaptability to changes in the sector.
3. Access to sensitive data. Some industry-specific data may be sensitive or confidential. Ensuring ethical and legal access to this information is essential for the integrity of the process.
4. Coordination with stakeholders. Identifying sectoral skills often involves collaboration with several stakeholders, such as businesses, educational institutions and governments. Coordinating these efforts may present logical and communication challenges.
5. Complexity of the ESCO Taxonomy. While taxonomies like ESCO provide a solid structure, the complexity and variability of skills can make their

application challenging. It is necessary to understand nuances and adapt the taxonomy according to the specific needs of the sector.

6. Geographic and cultural context. Required skills may vary based on geographical and cultural context. Considering these variations is vital to ensure the relevance and applicability of the collected data.
7. Technology and automation. The volume of data can be overwhelming. The implementation of technological tools and automated approaches can aid in the collection, analysis and continuous updating of information.
8. Interdisciplinarity. The detection of sectoral skills often requires an interdisciplinary approach that combines labor data, educational analysis and business perspectives. Integrating these disciplines can be a challenge but it is essential in order to obtain a comprehensive picture of the current sectoral landscape.

Addressing these challenges before starting the data identification process will ensure a more efficient and accurate process in detecting sectoral skills, thereby enhancing the effectiveness of skill development strategies.

STAGE 2: IDENTIFICATION OF PERTINENT DATABASES AND DOCUMENTS

Approach for defining base parameters

In order to define the baseline parameters or drivers of change in the Textile, Clothing, Leather and Footwear (TCLF) industry, it is crucial to adopt a comprehensive approach that considers factors such as sustainability, technological innovation, consumer trends and environmental regulations. Analyzing these areas will enable the identification of opportunities to drive significant changes in the value of chain of the TCLF industry.

Criteria for parameter selection and relevance to the TCLF sector

When selecting parameters to drive changes in the TCLF industry, it is essential to consider the following criteria.

SUSTAINABILITY

In a context where sustainability is increasingly crucial, parameters that promote eco-friendly practices, such as use of recycled materials or sustainable manufacturing processes, are fundamental for the TCLF industry.

TECHNOLOGICAL INNOVATION

The adoption of advanced technologies such as digital manufacturing, artificial intelligence and augmented reality can enhance efficiency and quality in production, serving as key elements for competitiveness in the sector.

CONSUMER TRENDS

Understanding consumer preferences is crucial. Parameters aligning with fashion trends, personalization and transparency in the supply chain are essential to meet the changing demands of the market.

OPERATIONAL EFFICIENCY

Improving efficiency in the production chain, from raw material sourcing to distribution, will contribute to reducing costs and minimizing environmental impact, strengthening the competitive position of TCLF companies.

ENVIRONMENTAL REGULATIONS

Compliance with environmental and ethical regulations is vital for the long-term sustainability of the sector. Parameter selection should consider adherence to these regulations and a commitment to ethical practices. E.g., Directive (EU) 2019/904 on the reduction of the impact of certain plastic products on the environment, to take effect on 1st January 2025.



Fostering collaboration and transparency in the supply chain can improve product traceability and quality, ensuring integrity and ethics at every stage of the production process.

These criteria are relevant to the TCLF industry as they provide a comprehensive framework addressing current and future challenges while fostering innovation and sustainability, key elements for the sectors' long-term success.

STAGE 3: IDENTIFICATION OF KEY INDUSTRIAL PLAYERS AND STAKEHOLDERS

Strategy for selecting key stakeholders

The strategy for selecting industrial agents and stakeholders in competency intelligence should be based on a proactive and collaborative approach. Some key steps are:

INDUSTRIAL ECOSYSTEM ANALYSIS

Conduct a comprehensive analysis of the relevant industrial ecosystem to identify key players, such as leading companies, educational institutions, government agencies and sectoral associations.

IDENTIFICATION OF KEY STAKEHOLDERS

Identify stakeholders who play a crucial role in competency development in the industry. This may include companies with notable expertise, specialized academics and government entities committed to training and development.

COLLABORATION WITH EDUCATIONAL INSTITUTIONS

Establish links with educational institutions and training centers to ensure a direct connection with the emerging workforce and to ensure that competencies align with market needs.

INCLUSION OF INNOVATIVE COMPANIES

Seek collaboration with innovative companies at the forefront of applying emerging technologies. These companies can provide valuable insights into the competencies required for the successful adoption of new technologies.

PARTICIPATION OF SECTORAL ASSOCIATIONS

Engage relevant industry associations and guilds. These organizations often have a comprehensive view of sector trends and can contribute to defining key competencies.

CONSULTATION WITH INDUSTRY PROFESSIONALS

Conduct interviews and consultations with industry professionals to understand their perspectives on necessary and emerging competencies. This ensures that the strategy aligns with real market labor expectations and demands.

GOVERNAMENTAL COMMITMENT

Collaboration with government agencies responsible for economic development and vocational training. Government support can be crucial in establishing policies and programs that support competency intelligence in the industry.

This comprehensive strategy will ensure that competency intelligence is developed collaboratively and aligns with the changing dynamics of the industry, providing a solid foundation for long-term success.

Importance of stakeholder involvement in Skills Intelligence

The involvement of stakeholders in Skills Intelligence is crucial for the following reasons:

1. **Relevance to the Job Market.** Stakeholders, such as companies and sectoral associations, provide up-to-date insights into the changing demands of the job market. Their involvement ensures that the developed competencies are relevant and aligned with the real needs of the industry.

2. Collaboration in Curriculum Development. Involvement of educational institutions and industry professionals in defining competencies allows for effective collaboration in creating updating curricula. This ensures that educational programs are aligned with the necessary skills for employability.
3. Adaptation to Technological Trends. Innovative companies and industry professionals provide valuable insights into emerging technological trends. Their participation ensures that competencies include skills relevant to the adoption of the new technologies and disruptive approaches.
4. Promotion of Sustainability. The involvement of stakeholders committed to sustainability contributes to integrating ethical and environmental aspects into competencies. This is essential for the development of professionals aware of social and environmental responsibility.
5. Alignment with Business Strategies. Involvement of companies in defining competencies allows for effective alignment with business strategies. This ensures that the trained professionals are prepared to address industry-specific challenges and contribute to business success.
6. Continuous Feedback. Ongoing interaction with stakeholders facilitates a process of continuous feedback. This is essential to quickly adapt competencies as market conditions and technologies evolve.
7. Facilitate Employability. Active participation of employers in designing competencies enhances the employability of graduates by ensuring they possess the necessary skills to effectively integrate into the workplace.
8. Governmental and Politic Support. The participation of government agencies ensures institutional support for competency development initiatives. This can translate into policies and programs that promote training and professional development.

In summary, stakeholder involvement is essential to ensure that Competency Intelligence is dynamic, relevant and aligned with the ever-changing realities of the business and technological development.

STAGE 4: CONSTRUCTION OF DATA

Methodology for data collection and construction

The proposed methodology for collecting quantitative data focuses on two directions:

1. Online questionnaire for key informants in each sector/family: educational institutions, vocational excellence centers, technology providers and technological institutions.
2. Structured face-to-face interviews or focus group interviews with key informants from each sector/family: business associations and companies.

The target is set at 200 as the number of individuals reached by the survey and interviews.

Types of data to be gathered and sources

Structure of the Questionnaire on the Analysis of Sectoral Trends and Skill Needs in Competency Intelligence.

This type of questionnaire would provide valuable information to understand sector dynamics and emerging skill demands. It would be beneficial to structure it with closed items to facilitate completion around the following aspects:

- ✦ **DEMOGRAPHIC INFORMATION:** Age, gender, educational level, work experience in the sector.
- ✦ **SECTOR KNOWLEDGE:** How would you describe the current state of the sector? What do you believe are the main trends in this sector?
- ✦ **CURRENT SKILLS:** List the skills you consider most important in your current job. Do you feel prepared to face technological changes in the sector?
- ✦ **EMERGING TECHNOLOGIES:** What emerging technologies do you believe are impacting the sector? Do you believe your current training addresses these technologies?
- ✦ **COLLABORATION AND INTERPERSONAL SKILLS:** How do you assess the importance of teamwork skills in your sector? What interpersonal skills do you consider essential?
- ✦ **TRAINING AND DEVELOPMENT:** Have you received specific training in the last two years? What areas of training do you think would be most beneficial for your professional development?

- **ADOPTION OF ARTIFICIAL INTELLIGENCE AND DATA ANALYSIS:** To what extent has the sector you work in adopted artificial intelligence and data analysis technologies? How does this affect your job responsibilities?
- **FUTURE SKILL NEEDS:** What skills do you think will be critical in the next 3-5 years? How do you think your role might evolve in response to these trends?
- **RESOURCES AND OBSTACLES:** What resources do you need to develop new skills? Are there obstacles that hinder the acquisition of these skills?

Interview Script for Sectoral Trends Analysis and Skills Needs Detection in Skills Intelligence.

This interview will be designed based on the results obtained in the online questionnaire and taking into account the drivers of change. The aspects to address would be the following:

INTRODUCTION: Greeting and introduction. Purpose of the interview: analyze trends and detect skills needs in Skills Intelligence.

GENERAL INFORMATION: Company/association name. Brief sector description. Main products/services.

SECTORAL TRENDS: What do you consider the most relevant trends in your sector currently? How has the sector evolved in recent years?

SKILLS INTELLIGENCE: How do you define and assess skills intelligence in your sector? What skills do you consider most critical for success in this business environment?

CHALLENGES AND OPPORTUNITIES: What are the main challenges your company/association faces in terms of skills and competencies? Are there emerging opportunities that require new skills?

TRAINING AND DEVELOPMENT: What training and development initiatives have you adopted to strengthen the skills of the company's/association's workforce? How do you assess the effectiveness of these initiatives?

COLLABORATION AND PARTNERSHIPS: Is there collaboration with educational institutions or companies to address skills needs? Have you considered strategic partnerships for skills development?

COMPETENCY ASSESSMENT: How do you currently assess the competencies of your staff? Have you identified skill gaps in your team?

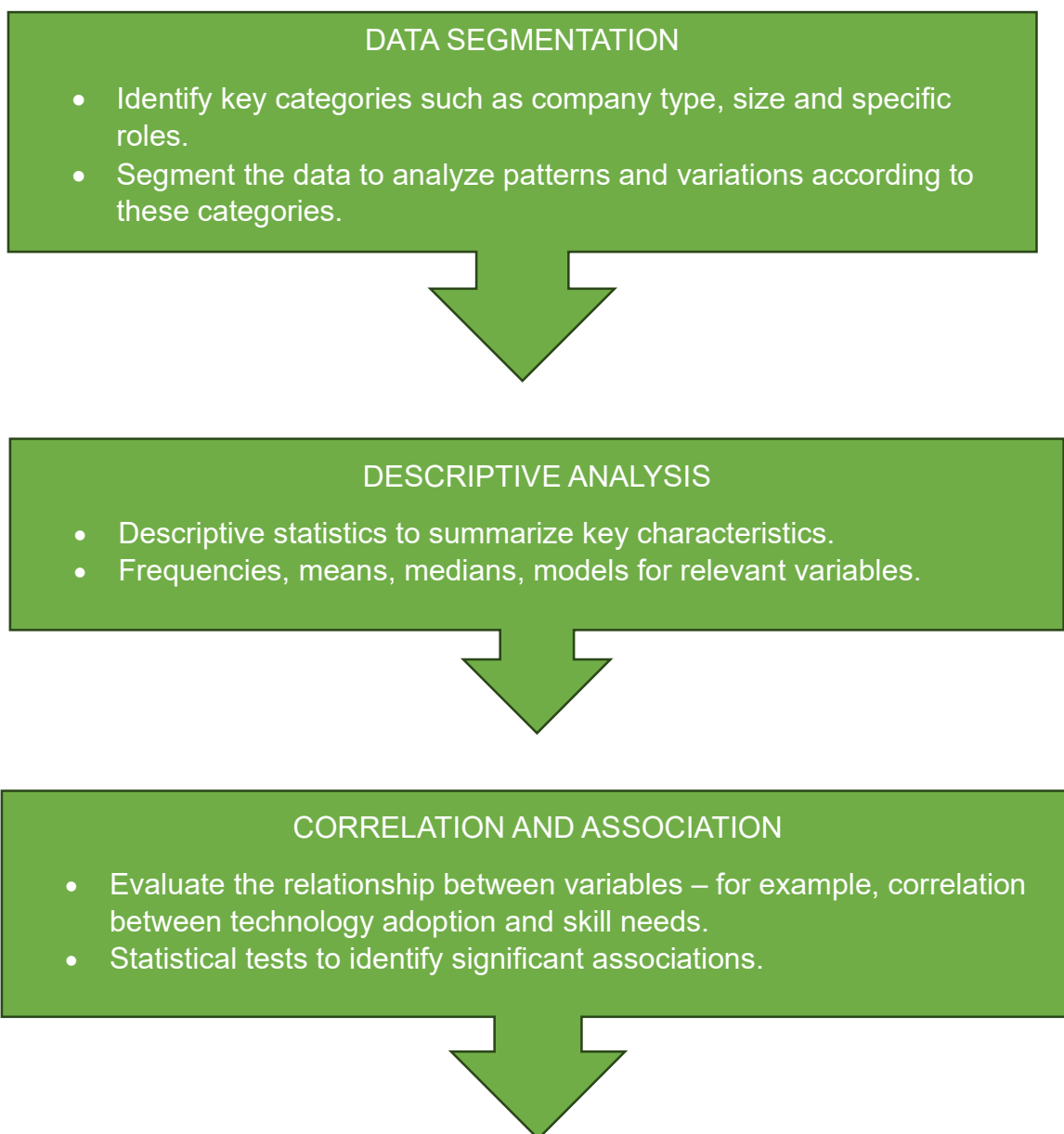
FUTURE AND ADAPTABILITY: How are you preparing your workforce for future market demands? How do you promote adaptability and continuous learning?

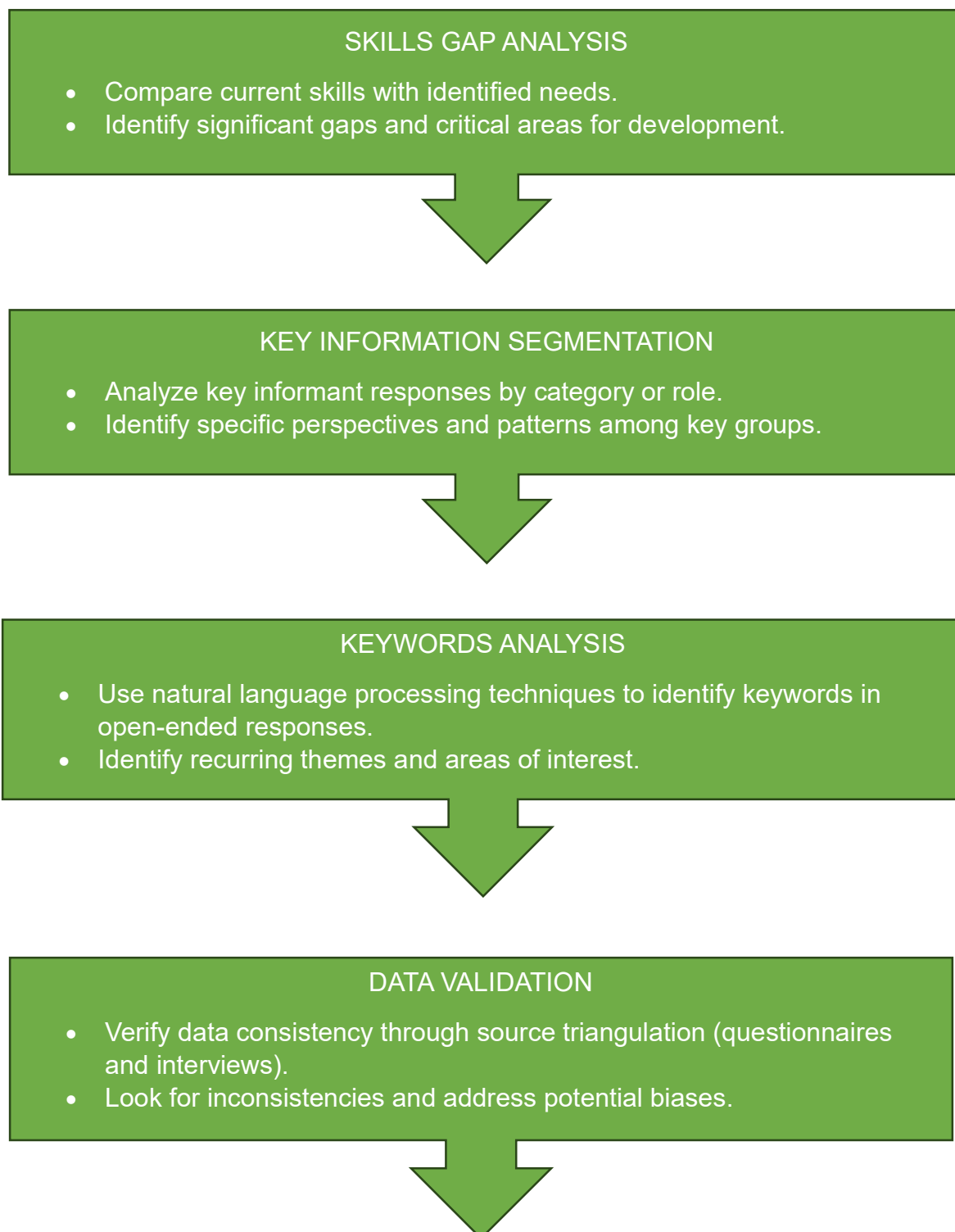
CONCLUSION: Summary of key points discussed. Thank you for your participation.

STAGE 5: STATISTICAL ANALYSIS OF CONSTRUCTED DATA

Outline for statistical analysis approach

The approach for the statistical analysis of the obtained data will be as follows:





Expectations from the data analysis phase

We aim to obtain a SWOT analysis for each sector or professional family to subject it to validation by the partners through a focus group. A SWOT analysis provides a comprehensive view of a situation or entity by examining its Strengths, Opportunities, Weaknesses and Threats.

STRENGTHS ✔ Solid internal resources (financial, human, technological, etc.) ✔ Competitive advantages. ✔ Brand reputation. ✔ Unique capabilities. ✔ Operational efficiency.	OPPORTUNITIES ✔ Positive market trends. ✔ Beneficial changes in EU regulations. ✔ New technologies or emerging markets. ✔ Potential collaborations. ✔ Growing consumer demand.
WEAKNESSES ✔ Resource limitations. ✔ Lack of key skills. ✔ Inefficient internal processes. ✔ Dependence on specific suppliers. ✔ Lack of presence in certain key markets.	THREATS ✔ Intense competition. ✔ Changes in the economic environment. ✔ Adverse political or legal factors. ✔ Technological advances that may render products or services obsolete. ✔ Public relations crises.

The SWOT analysis will help understand the current position of the sectors and develop informed strategies. By the exam of these four areas, we can identify which areas need improvement, as well as opportunities that may be vital for the TCLF sectors. The combination of strengths and opportunities suggests growth strategies. Besides, identifying weaknesses and threats can guide risk mitigation strategies and internal improvements.

STAGE 6: PRODUCTION OF FINAL REPORT

Framework for compiling and synthesizing findings

The ESCO (European Skills, Competences, Qualifications and Occupations) taxonomy is a framework that classifies skills and competences at different levels of detail. We can follow the steps below to detect the sectorial skills using the ESCO taxonomy:

1.- Occupation or Sector Identification:

Choose the specific occupation or sector of analysis. This can be based on the industry of interest or on key occupations within that sector.

2.- Explore the ESCO taxonomy:

Access the ESCO taxonomy and explore the relevant categories for the chosen occupation or sector. The taxonomy classifies competencies into areas such as social skills, technical skills, knowledge, etc.

3.- Matching skills:

Identify the relevant skills and competencies for the sector using the ESCO taxonomy. You can search for matches between the listed competencies and the specific needs of the sector.

4.- Levels of competence:

The ESCO taxonomy often classifies competencies at different levels of detail and complexity. Consider the levels of competence that are most relevant to the functions and responsibilities within the sector you are analyzing.

5.- Adaptation to local contexts:

Adjust the information according to the local or national context, as skill demands may vary. The ESCO taxonomy provides a foundation, but it's important to tailor it to the specific conditions of your region or country.

6.- Consultation with sector experts:

Validate the information obtained through the ESCO taxonomy by consulting with experts in the field, companies and professionals who have practical understanding of the required skills.

7.- Integration into skill development programs:

Use the information from the ESCO taxonomy to design skill development programs aligned with the specific demands of the sector, thereby contributing to closing the identified skill gaps.

By following these steps, we will be able to leverage the ESCO taxonomy as a structured tool for detecting sector-specific skills, facilitating the alignment of competencies with the needs of the labor market.

Structure and content of the final report

1. Executive Summary.

- ✓ A concise description of the purpose and scope of the report.
- ✓ Highlight key findings and recommendations.

2. Introduction.

- ✓ Contextualize the research on competency intelligence skill needs.
- ✓ Describe the data collection process and the methodology that has been used.

3. Industry profile.

- ✓ Provide an overview of the industry.
- ✓ Offer a brief summary of the current situation and the relevance of the skills analysis.

4. Methodology.

- ✓ Detail how data collection was conducted (surveys, interviews, etc.).
- ✓ Explain the approach used for statistical analysis.

5. SWOT Analysis Results.

- ✓ Synthesize the identified Strengths, Weaknesses, Opportunities and Threats (SWOT).
- ✓ Highlight emerging patterns and trends.

6. Sectoral Trends Analysis.

- ✓ Summarize the key trends identified in the sector.
- ✓ Relate these trends to skill needs.

7. Skill Gaps.

- ✓ Provide details on the identified gaps between existing skills and market needs.
- ✓ Classify the gaps by importance and urgency.

8. Key Informant's Perspectives.

- ✓ Synthesize the insights and observations from key informants.
- ✓ Highlight relevant perceptions that complement quantitative data.

9. Recommendations.

- ✓ Provide clear and actionable suggestions to address skill gaps.
- ✓ Develop specific strategies to capitalize on identified opportunities.

10. Competency Development Strategies.

- ✓ Describe approaches to strengthen personnel skills.
- ✓ Include training programs, collaborations, etc.

11. Implementation Plan.

- ✓ Establish a detailed plan to put the recommendations into practice.
- ✓ Assign responsibilities and deadlines.

12. Final conclusions.

- ✓ Recap key findings.
- ✓ Emphasize the strategic importance of addressing identified skill needs.

13. Appendices.

- ✓ Additional relevant data.
- ✓ Details on methodology, questionnaires that have been used, etc.

STAGE 7: METHODOLOGY FOR MONITORING PROGRESS AND EVOLUTION

Approach for ongoing skills monitoring and evolution

The approach to ensuring constant adaptability to the changing environment and conditions of the sector, allowing for the proactive adjustment of competency development strategies and maintaining a highly skilled and relevant workforce, must be based on the following points:

Establish Key Performance Indicators (KPIs):

- ➔ Identify specific KPIs related to key skill and competencies.
- ➔ Set metrics that reflect progress towards overcoming the identified gaps in the SWOT analysis.

Continuous Monitoring of Sectoral Trends:

- Maintain a system for monitoring sectoral trends.
- Regularly update the SWOT analysis to reflect changes in the business environment.

Periodic Competency Reassessment:

- Schedule regular reviews of workforce competences.
- Use of assessments and feedback to identify new needs or changes in required skills.

Periodic Surveys and Interviews:

- Conduct follow-up surveys and interviews with companies and organizations.
- Capture ongoing perceptions of the effectiveness of implemented competency development strategies.

Feedback from Key informants:

- Maintain open and continuous communication with key informants in the sector.
- Obtain updated perspectives on changing demands and emerging opportunities.

Comparative Analysis with Competitors:

- Regularly analyze competency development strategies of competitors in the sector.
- Learn from best practices and adapt strategies as needed.

Flexibility in Development Strategies:

- Design competency development strategies with built-in flexibility.
- Adjust in real-time based on changing market and internal needs.

Feedback Cycles and Continuous Improvement:

- Establish regular cycles of feedback and continuous improvement.
- Analyze results, identify areas for improvement and adjust strategies accordingly.

Integration into Human Resources Processes:

- Incorporate skill needs detection into talent management and personnel development processes.
- Align training with organizational goals and objectives.

Adoption of Emerging Technologies:

- Evaluate and adopt emerging technologies in the field of training and development.
- Stay updated on tools and platforms that facilitate skill improvement.

Evaluation of Quantitative and Qualitative Results:

- Measure the quantitative impact of implemented strategies.
- Collect and analyze qualitative feedback for more detailed insights.

Monitoring Report:

- Generate regular monitoring reports highlighting progress and the implemented strategies.
- Effectively communicate achievements and challenges encountered.

Integration with foresight scenarios and continuous updates

Integration with foresight scenarios and continuous updates allows the detection of skill to stay aligned with the changing dynamics of the TCLF sector, ensuring a workforce prepared for emerging challenges and opportunities. In this regard, we must consider the following points:

PROSPECTIVE SCENARIO

- Identify possible future scenarios in the TCLF sector.
- Analyse factors such as technological changes, consumer trends and dynamics of the global market.

MAPPING FUTURE SKILLS

- Link prospective scenarios with the required future skills.
- Identify key competences that could be essential in each scenario.

DEVELOPMENT OF ADAPTIVE CAPABILITIES

- Design skill development programs with a focus on adaptability.
- Incorporation of training in transferable skills that are relevant in multiple scenarios.

SPECIFIC PROGRESS INDICATORS

- Establish specific indicators to assess progress in competency development.
- Relate these indicators to the skills identified in the prospective analysis.

CONTINUOUS UPDATES OF SWOT ANALYSIS

- Keep a SWOT analysis updated, consistently considering the changing dynamics of the TCLF sector.
- Link identified and opportunities with the required skills.

PERIODIC EVALUATION OF SCENARIOS

- Schedule regular assessments of prospective scenarios.
- Adjust skill development strategies based on the evolving market conditions.

FEEDBACK FROM KEY STAKEHOLDERS

- Obtain feedback from key informants in the TCLF sector.
- Incorporate their perspectives in scenario assessments and skill needs evaluations.

INTEGRATION OF EMERGING TECHNOLOGIES

- Continuously consider the integration of emerging technologies into competency development programs.
- Evaluate how technological innovations will impact the required skills.

FLEXIBILITY IN DEVELOPMENT STRATEGIES

- Design skill development strategies that are flexible and adaptable to multiple possible future scenarios.
- Anticipate adjustments based on unexpected changes in the environment.

MONITORING CONSUMER TRENDS

- Maintain constant monitoring of consumer trends in the textile, clothing, leather and footwear industry.
- Align developed skills with changing consumer expectations.

ECONOMIC IMPACT ANALYSIS

- Evaluate the economic impact of implemented skill development strategies.
- Link the results to economic indicators in the sector.

CONTINUOUS COMMUNICATION

- Regularly communicate findings and adjustments to all stakeholders.
- Ensure that the organization is aligned with sector expectations and is also responsive to changes.

INTEGRATION OF ESCO IN SKILLS INTELLIGENCE

STRATEGIES FOR UPDATING ESCO WITH EMERGING TCLF SKILLS AND COMPETENCIES

The update of the European Classification of Skills, Qualifications and Occupations (ESCO) with emerging skills and competencies in the TCLF sectors involves a collaborative and ongoing approach. The following strategies can be followed to achieve this purpose:

Collaboration with Industries and Experts

Establish close collaborations with TCLF sectors companies and industry experts. Conduct regular meetings and workshops to identify emerging skills.

Continuous Monitoring of the Sector

Maintain a dedicated team to continuously monitor trends and changes in the TCLF sectors. Incorporate feedback mechanisms to proactively capture relevant information and

Participation in Associations and Guilds

Collaborate with industry associations and guilds to understand specific demands. Incorporate the perspectives of these entities in ESCO updates.

Research Studies and Gap Analysis

Conduct periodic research studies to identify gaps in skills and competencies. Analyse relevant trend reports and market studies.

Consultation with Educational Institutions

Collaborate with educational institutions and training centres to understand how study programs are evolving. Integrate new skills demanded by companies into educational programs.

Incorporation of Digital Skills

Recognize the growing importance of digital skills in the TCLF sectors. Update the ESCO taxonomy to reflect digital skills.

Inclusion of Sustainability

Integrate skills related to social sustainability into the ESCO. Recognize the growing importance of sustainability in the TCLF industry.

Focus on Cross-cutting Skills

Consider cross-cutting skills that are applicable to a variety of roles in the sector, such as problem-solving, critical thinking and interpersonal skills.

Collaborative Update of the ESCO

Facilitate online platforms or virtual meetings to allow the contribution of multiple stakeholders in updating the ESCO taxonomy. Foster an active community that shares insights and experiences.

Periodic Impact Assessment

Periodically assess the impact of the ESCO updates in the practice area. Collect feedback from companies and professionals regarding the usefulness and relevance of the included competencies.

Information Dissemination

Ensure effective communication about ESCO updates at both national and international levels. Publish reports and documentation highlighting the additions and changes that have been made.

Tracking Careers and Professional Pathways

Analyse career paths in the TCLF sectors to understand the skills that become critical at different stages. Adjust the ESCO taxonomy to reflect these developments.

By adopting these strategies, the ESCO can remain relevant and adapt to the changing needs of the TCLF sector, providing valuable guidance for competency management and professional development.

FUTURE OUTLOOK FOR ESCO IN THE CONTEXT OF TCLF SKILLS INTELLIGENCE

Future perspectives reflect the need for a dynamic and updated ESCO that can keep pace with transformations in the TCLF sector, ensuring that the classified competencies and skills remain relevant and valuable in the context of competency intelligence.

Integration of Digital Skills

ESCO will evolve to reflect the growing importance of digital skills in the TCLF industry, such as data analysis and artificial intelligence applied to design and supply chain management.

Incorporation of Sustainable Skills

It is expected that ESCO will include skills related to sustainability in TCLF, addressing topics such as eco-efficient design, waste management and sustainable manufacturing practices.

Interdisciplinary Skills

Given the changing nature of the TCLF sector, ESCO will incorporate interdisciplinary skills that enable professionals to work effectively in the convergence of technologies and areas of knowledge.

Focus on Creativity and Innovative Design

It is anticipated that ESCO will recognize and classify creative and innovative design skills as fundamental elements for competitiveness in the design of textile, footwear and fashion products.

Customer Experience Management

With a growing focus on customer experience in TCLF, ESCO will address skills such as user-centered design, Brand management and understanding consumer trends.

Adaptability and Continuous Learning

ESCO will reflect the constant need for adaptability and continuous learning in a business environment experiencing rapid changes, fostering skills such as resilience and self-directed learning capability.

Inclusion of Global Competencies

Given the global nature of the TCLF sectors, ESCO will focus on competencies that enable effective collaboration in multicultural environments and an understanding of global market dynamics.

Skills Assessment for Mobile Workers

Given the increasing mobility of workers in the industry, ESCO will facilitate the assessment and recognition of skills for professionals working in different regions and contexts.

Standardization of Competencies in New Technologies

With the adoption of emerging technologies in TCLF sectors, ESCO will play a crucial role in standardizing competencies related to augmented reality, digital manufacturing and automation.

Agile and Collaborative Updates

ESCO will adopt agile and collaborative models for continuous updates, incorporating industry feedback and expert input in real-time to reflect the changing dynamics in the TCLF sector.

Focus on Business Competencies

ESCO will expand to encompass essential business competencies, such as strategic management, data-driven decision-making and business innovation, recognized as fundamental in the modern TCLF sector.

Facilitation of Sustainable Career Paths

ESCO will focus on supporting sustainable career paths, enabling individuals to adapt and thrive in an industry that will evolve rapidly, fostering mobility and professional growth.

CONCLUSION

RECAP OF THE METHODOLOGY'S IMPORTANCE AND ITS EXPECTED IMPACT

Establishing a robust methodology for skill and competency detection in the TCLF sectors is essential to maintain relevance, competitiveness and sustainability in a dynamic and highly specialized business environment.

The competency intelligence methodology has a significant impact on the efficiency, productivity and competitiveness of the sector by strategically aligning skills and competencies with market objectives and challenges.

NEXT STEPS AND FUTURE DIRECTIONS FOR SKILLS INTELLIGENCE IN TCLF

The future directions for competency intelligence in TCLF aim to ensure the readiness and relevance of the sector in a constantly changing and evolving business landscape. In this regard, the next steps in the TCLF sector are geared towards:

- Integration of emerging technologies
- Development of sustainable competencies
- Personalization of career paths
- Predictive analysis of skills
- Intersectoral collaboration
- Development of digital competencies
- Inclusion of innovative design skills
- Continuous assessment of economic impact
- Development of cross-functional skills
- Integration of the consumer perspective
- Innovative training programs
- Collaborative updates of ESCO
- Focus on business competencies
- Assessment of competencies throughout the career life cycle



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