

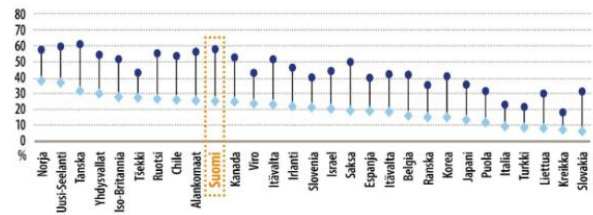
Motivation and incentive model for career-long learning

The transformation of work and the automation of companies are changing the nature of work. Urban Growth Vantaa -project aims to find a solution for continuous learning by developing skills of the workforce and by supporting growth of companies in the era of digitalization and automation. The solution is Growth Deals based on the GSIP (Growth and Social Investment Pacts) model, which support corporate growth and corporate social responsibility targets in the same context.

An effective but challenging pattern for continuing learning

Finnish education and learning system is diverse and institution-centric. Work is no longer just taught or previously learned but continuous learning is the nature of work. Despite of the outcomes of our education system are the best in the world, our learning system requires continuous improvement. One of main the challenges is the unequal distribution of education and training opportunities. The skill gaps are relatively large and need to be catch up. With the help of tool of continuous learning, we can meet the challenges. Or can we?

Figure 1: Differences in participation in adult education between low/intermediate and good-skill groups (light blue dot low-skill and dark blue dot intermediate-/good-skill)



Meeting better the challenges of lifelong learning, the phenomenon of lifelong learning needs to be understood more deeply, through incentives and barriers. In several aspects individual and employer perspectives also mismatch. For instance, an employee may see adult education as a possibility of wage or career development and employer may relates same on a risk of person getting new job outside ore waste of time and money.

Both incentive and barriers from individual and employers' perspectives are diverse and realized on a case-by-case basis. Therefore, there is need of carefully tailored incentive pact (company-based growth deals) instead of any generic models.

Table 1. Incentives and barriers

| Individual perspective for career-long learning | |
|---|---|
| Incentives <ul style="list-style-type: none"> - Wage development - Career development - Counterbalance to work - Meaningfulness of life - Identity - Competence - Financial support | Barriers <ul style="list-style-type: none"> - Loss of income and leisure - Reconciliation of work and education - Uncertainty of future opportunities - The compensation of unemployment benefit - Competence and attitudes |
| Employers' perspective for career-long learning | |
| Incentives <ul style="list-style-type: none"> - Employees' commitment and work satisfaction - Competence of new workforce - Growth and profitability | Barriers <ul style="list-style-type: none"> - Loss of working time - Risk of job-rotation - social responsibility |

Experiments

The Urban Growth Vantaa -project has gained a wealth of experience. The measures have been successfully implemented. However, the development of the incentive model has meet challenges. The findings on implementation have been interesting and serve as a good starting point for further development of the incentive model.

Companies do not feel that training can make them grow. In terms and content, “coaching” has been closer to the core need, but the realization of growth by changing the term has remained uncertain.

The obstacle to growth does not seem to be a lack of supply of skills but a lack of supply of skilled workforce. There is a noticeable difference between the concepts.

The company's growth and development are endogenous. The role of education and training is to promote the endogenous growth and to steer growth in a profitable and responsible direction. Narrative towards emerging growth is needed in every context, as well as growth-friendly operating environment.

Companies need a coaching growth partnership instead of growth training

The project has found that the most effective way to promote a growth of companies is to call, make an appointment and be interested in the company's growth goals and means. Defining needs and designing and tailoring coaching solutions are part of the partnership.

Sales skills are especially needed in situations where the solution cannot be found through the easiest way or, for example, the workforce is not fully prepared for the needs of the company.

The company's own time and effort is valuable. Public subsidies, such as a wage subsidy or a

financial support for apprenticeships, are aimed at compensating for an employee's ability. The loss of time for the company is not compensated and therefore service model is of great importance to the company.

A growth partnership is sales-oriented communication as well as tailoring training and employment solutions and making things easy

The actual GSIP model has proven to be challenging. The idea in the project plan was to provide companies with both growth-enhancing training and coaching content and trainings with social and corporate responsibility. The target groups of these two extremes had been thought of separately. However, both sides should always be implemented in the same company.

In the workshops, the GSIP-contents have been successfully conceived, but when implemented in the field at the company level and in practice, it has felt amorphous. And if these both sides of GSIPs have been found in practice, their time span for implementation has been different. Companies want growth measures first and after that comes social responsibilities.

GSIPs are easier to formulate when the contents of both growth and social responsibility are integrated, not implemented separately.

In the integrated model of GSIP the goal of social responsibility meets company's growth goals

Designing the actual incentive model has proven challenging. Companies do not feel that there is a sufficient incentive for growth by trainings, especially when they should include

elements of social responsibility at the same time. And If a company is enthusiastic about a topic, the idea needs to be sold to employees.

There are many different individual and company-based incentives and barriers described in the table 1. All of these perspectives should be able to be taken into account in order to make the GSIP model attractive to the company and to reach maximum social impact.

It is difficult to get a universal qualification from the incentive model because situations, needs and motives vary. A growth partnership is of great importance in the realization of the GSIP

Instead of creating incentives for the GSIP model, there is need to create Incentives for the growth partnership

In order to the action to be justified for the urban level and meaningful to be financed, these incentives should be directed to the high financial and social impact on the urban economy

Theoretical and empirical examination of various individual, corporate, and societal motives reinforces the notion of how challenging or even impossible it is to find a single patent solution that would promote a career-long learning agenda in a way that strengthens growth and social justice.

There is already an extensive tray of training opportunities and funding. The megatrends in global working life are disrupting our economy. Individual focus and the need for specialization brought about by the intensifying competition of companies also lead to the diversification of the demand for education and skills.

It can be argued that there is no basis on which a permanent model of lifelong learning or the incentives it produces would be firmly anchored. Rather, these models should be rolling stones, updating, and emerging.

The project has shown that there is the greatest potential for better implementation at the enterprise level. It can even be argued that the oversupply of lifelong learning is currently underused.

National plans for a lifelong learning service center of are particularly welcome, if such a center could be used to promote lifelong learning and support urban knowledge ecosystems.

The national structure needs a strong local coordination model. The most reasonable way to do that is to establish networks around cities. In this context, life/careerlong learning solutions are best reconciled with business, employment and vitality goals.

The content of GSIPs has been developed in the project: for the supply of skilled labor, for the training of existing personnel and for the strengthening of company automation. The deals were developed in this order by continuous learning and experiential development. The deals have included both growth and social responsibility goals in line with the project plan.

The contents of GSIPs and their execution have been sharpened when it came to the last deal. The latest innovation has been to plan training for airport workers facing the corona crisis and mass layoffs. This is an indication that the project has created the capacity to react quickly in emerging changes.

Demand for the first deal, the supply of skilled labor, was high. This deal content meets the challenges of the company's growth well. As growth drivers, companies are addressed by the supply of skilled labor. The latest deal is launching at the time of this writing and its content also looks promising.

Based on experience, it seems that the contents of GSIPs should not be developed too ready for the needs of the company.

In terms of content, education and coaching on a career-long learning agenda are an integral part of GSIPs. The individualization of needs must be considered, and this would be best achieved by implementing training solutions in the future, for example in the form of dynamic procurement. They strengthen the demand-side orientation and market mechanism needed to sustain continuous movement: Supply lives up to demand and allows for disruptive innovation. There is a supply of know-how everywhere and this is worth taking advantage of.

The technology should be developed in the direction of knowledge management and its focus should be on supporting sales and sales promotion. However, artificial intelligence is not smart enough to sell solutions and convince its customers. It still requires human activity and strong interaction.

There are tools to support solution sales, and it is best to put together the best of them. There are also solutions for anticipating the needs of companies and foresee growth. There are several business registers enriched with financial and decision-making information. Customers also need their own tools for customer management and information sharing. Open sharing of information between networks is important.

It is also important that the picture of companies' needs is more precise and up to date. Various motive surveys would be a good new type of development target. The motives

of the workforce should also be more detailed and individualized. Would motive surveys provide a new kind of encounter tool?

According to the experience of the project, the most effective additional incentive for companies would seem to be a service incentive. An incentive model that increases business demand could therefore be directed at a team implementing a growth partnership instead of companies.

Through different kind of municipal financial incentives, such as tax revenues and saves of social support costs, municipalities have sufficient incentives to invest in career-long learning that increases employment-rate and creates the conditions for better salaries. It is worthwhile to develop the incentive model based on municipal economic effects.

Social responsibility is achieved by preventing unemployment. The more difficult it is for an individual to get a job, the greater the incentive should be to promote access to labor market.