



KICKSTART

Essential insights
for your future career

Developed in partnership by

CHISWICK PARK **ENJOY-WORK**
LONDON W4



Supported by



London Borough
of Hounslow



Launch delivery partners



Acknowledgements

The development of KICKSTART has relied on the enormous energies of Spark! staff past and present, volunteers in partner companies, teachers, and learners in partner schools. It builds on many experiments - some successful, others less so - in what works in employability and enterprise education over several decades.

KICKSTART has been particularly informed by the development of The WEX Factor predecessor programme with Chiswick School, Feltham Community College and Kingsley Academy (2010-13).

In this first iteration of KICKSTART the input of Rachel and Owen at Penna, Tony and Paul at Chiswick School, and conversations with partner companies - particularly Brompton Bicycles and Chiswick Park - about what can and should be achieved has been vital. It has also been shaped by reflective sessions of the London Leaders Programme, an initiative of the London Sustainable Development Commission.

Thank you all for your support and please keep the feedback flowing so we can continue to improve KICKSTART.

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About the development partners

Chiswick Park is home to some of the UK's leading companies (such as Starbucks, Foxtons, Discovery, Paramount, QVC and Swarovski). Chiswick Park has an onsite estate management team called Enjoy-Work, which is completely dedicated to ensuring that everyone on the park enjoys being there – with the ultimate aim of making people happier and more productive. Events include Well Being Week, life-size table football, open air circus performances, classes for everything from exercise to languages and music, and even sheep herding. Guests can even call on Enjoy-Work to borrow anything from a bike to a tie for a last minute meeting, or a pair of tights if you have an emergency ladder! As part of Chiswick Park's extensive Corporate Social Responsibility (CSR) programme they work with Spark! and Chiswick School to support the delivery of KICKSTART. For more information visit: www.enjoy-work.com

Penna is a global HR Services Group. Through effective services and unrivalled expertise, they help organisations improve their performance through their people. Their expertise spans the entire employment lifecycle – from resourcing, executive search, executive interim and assessment to coaching, learning and development, performance and change, and outplacement. Penna's collaboration with Spark! in the development of KICKSTART is a reflection of their commitment to supporting the next generation of employees develop their employability skills whilst they are still at school. To find out more, visit: www.penna.com

Spark! is a local education business partnership and a registered charity. Since 1980 the organisation has been helping young people make a successful and informed transition from school to the world of work. We are an approved centre for delivering City & Guilds qualifications. More information is available on our website: www.sparklondon.org

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Welcome to KICKSTART

On KICKSTART you will choose a business-supported workshop group most closely matching your current career interests. You will remain in this group throughout the programme. If demand is high, workshop group places will be allocated on a first come, first served basis.

The KICKSTART tutors and partner companies are keen that when you start looking you find your first job quickly. Like you, we want your job and longer term career to be the right one.

We know that entering the job market can be daunting – perhaps you don't know where to start with your first CV and your first formal interview can be a daunting prospect – but be assured that this workbook is full of practical information and advice to help you take a positive view of the challenges ahead.

The KICKSTART team will give you all the encouragement and support that you need to get started in developing your employability and enterprise skills.

The workbook includes activities marked 'Exercise', links to Appendices, signposts to the Spark! website and extension activities for learners completing the KICKSTART PORTFOLIO required for the City & Guilds Employability and Personal Development qualification.

On days that you are on KICKSTART please remember to

THIS VIDEO IS TO BE REPLACED WITH STUDENT INTRODUCTION TO KICKSTART



TIP: Click once on the welcome video above to play. Right click and select 'Disable content' to stop.

wear business clothes to school or any businesses you are visiting.

As is explained in more detail in the workbook in some workplaces this will mean a suit, but at other organisations staff will wear more casual clothes, or clothing to keep them safe from injury. Your tutor will advise you on the dress code at your partner business.

What's in it for me?

All students completing KICKSTART will graduate with a certificate of recognition awarded by the programme partners.

Critically you will acquire the skills you need to get ahead in a competitive job market.

If you are completing the accredited programme you will either secure a level 1 or level 2 City & Guilds qualification. At level 2 this qualification is aligned to a GCSE. You will typically complete both tracks one and two which are made up of five units at Level 1 or 2:

Track 1: Employability skills

Unit 519 – Understanding the business environment

Unit 402 OR Unit 502 – Effective skills, qualities and attitudes for learning and work

Unit 403 OR Unit 503 – Career planning and making applications

Unit 494 – Preparing for and learning from interviews OR

Unit 521 – Performing effectively at interviews

Track 2: Enterprise challenge

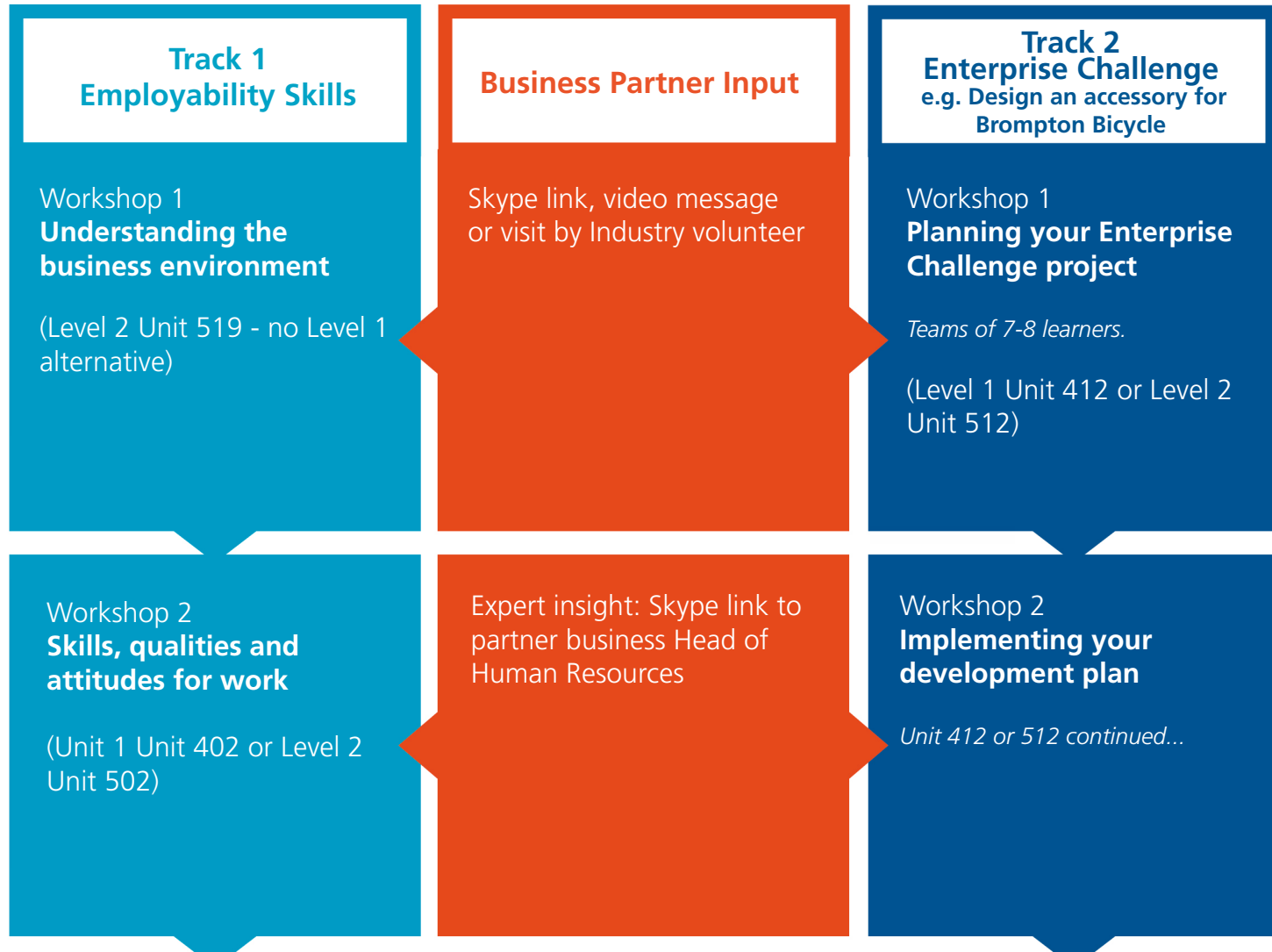
Unit 412 – Learner project OR Unit 512 – Candidate project for learning and work



“Find out who you are and do it on purpose.”

Dolly Parton

The journey





***1 Speed networking** - About 25 business volunteers (GSK, SKY, BAM, Police, etc) come to the venue, usually your school hall. In a group of 5 or 6 learners you have ten minutes to interview each employee volunteer about their job – best thing, worst thing, qualifications, how much they earn, do they travel, etc etc. After ten minutes, a whistle is blown, and you move on to your next interview.

***2 The Big Poster Exhibition** - 200+ different careers are allocated to learners covering the full range of industry sectors two weeks in advance of Day 1 of the programme. You will have to research your allotted career and produce a visual A0 poster that excites, inspires and educates your peers.

***3 Mock Interviews** - Business volunteers interview learners for approximately 15 minutes, and give feedback (written and oral).

KICKSTART ground rules and values

There are a number of essential ground rules that we have found make for successful workshops in a business environment:

- Attend all sessions
- Be on time
- Respect others
- Actively participate
- Please turn off all mobile phones

Discuss with your teacher and colleagues whether there are any additional ground rules you would like your group to follow. Note down any additions in the box below:

TIP: Click once on the box above to start playing an introduction to Fish! for schools.

At Spark! we are fans of the Fish! philosophy: Be there; Make their day; Choose your attitude; and Play. We hope that you will embrace Fish! during and beyond KICKSTART and that it provides you with inspiration on how to create a culture and attitude that is productive, fun and for your Enterprise Challenge, customer oriented.

Watch the introductory video to Fish! for Schools opposite to find out more.



Case study: Creative, playful workplaces

Growing numbers of companies, particularly in the creative and technology industries, are investing in designing offices that look more like adult playgrounds than a place of work. They hope this will make their employees more creative.

Examples include:

- A wooden treehouse at [Mind Candy](#), the company behind children's game Moshi Monsters.
- A slide at [Ticketmaster](#) that staff can take to reach a bar area with table football, a jukebox and pinball machines.
- A disco tunnel at [Karmarama](#) an advertising agency that also has a collection of strange objects including a huge red Buddha and a life-sized plastic llama.
- Fake grass floor at [Innocent Drinks](#) the smoothie maker. Their main kitchen area is filled with bunting and benches for people to sit together.
- Picnic benches at [Duke Studios](#) a Leeds-based co-working space.
- An indoor sky at [Virgin Money](#).
- One huge concrete desk at [Mother London](#) an advertising agency. The hope is that sharing one desk helps staff to talk to each other and removes hierarchies.
- Beach huts at [Man Bites Dog](#) the PR agency are used as meeting rooms and one of them is decorated to look like a forest.
- A chalkboard wall at [Badoo](#) the social network. It is updated with invitations to parties and product news.



Read more at:
goo.gl/FN4j5Z

Understanding the business environment

Learning objectives

Once you have completed this unit you will be able to:

1. Understand different types of business
2. Understand how businesses function
3. Understand changing patterns of employment
4. Understand how business activity is affected by market forces

and career decisions with the best insights available into where demand for labour is shrinking, stable or growing.

Finally, the unit will explore the concept of market forces and how this can impact on which areas of the economy are most active.

Developing a good understanding of the business environment will ultimately make you a smarter, more resilient worker - and also help ensure you find the niche in the workplace that best suits your interests and talents. If the niche does not exist yet, the insights might guide you towards establishing your own business.

In this unit of KICKSTART you will start by exploring the different types of business. We have identified a number examples local to where you study, as well as regional and national case studies.

We will then look at the key functions (or departments) of a businesses, small or large. Here we will take a look at one of the world's most exciting Research & Development departments at Google, as well as how Toyota has pioneered 'Just-in-time' manufacturing.

The next section of the unit looks at the best insights presently available to us on trends in the job market. This knowledge will hopefully help you inform your education

The private, public and voluntary sectors

The private sector is made up of privately owned companies. This means they are not owned by the government, but rather private individuals or institutions. The individuals that own the whole or part of a company are called 'shareholders'. Some private companies are 'listed on the stock market' which means that anyone with the money can buy part of the company and become a shareholder - these companies will have a "Plc" after their name. Other companies, that are not on the stock market, have restrictions on who can buy parts of them - these are called limited companies, and will have an "Ltd" after their name.

Most companies have the aim of making more money than they spend - this is called making a profit. This profit is usually given back to shareholders, who invested their money in the company. There are, however, other companies, which are 'limited by guarantee'. These companies have non-profit objectives, which means that they invest any surplus money they make on achieving their aims. These aims can include activities such as education, protecting the environment or campaigning on an issue of concern to their founders.

Companies are registered with and 'regulated' (i.e. monitored) by Companies House. Companies are also regulated by the Competition and Markets Authority (CMA) and sometimes sector regulators such as Ofgem, which regulates the electricity and gas markets.

Ormiston Wire Ltd are specialists in wire, from movie special effects to orthopedic saws based in Isleworth. They were founded in 1793 in the City of London and began by making spring wire for corsets and wigs in the days before rubber. It is one of Britain's longest running family businesses and celebrated its 220th birthday in 2013. Gerry Anderson's Thunderbirds puppets were lifted by Ormiston Wire. More recently the company supplied the wire that made the broomsticks fly in Harry Potter.



GlaxoSmithKline Plc is a science-led global healthcare company that researches, develops and manufactures a wide variety of products. Its world headquarters are in Brentford. These products are used by many people all over the world and help people feel better and live longer. The company work in three areas: pharmaceuticals, vaccines and consumer healthcare.



The public sector consists of central government departments, local government and agencies. Supported by funding from taxpayers they have a public service mission. They are regulated by democratically elected bodies, boards of directors and specialist agencies such as the National Audit Office.



London Borough of Hounslow is a local authority formed in 1965, under the London Government Act 1963. It is the principal authority responsible for running most local services, such as parks, leisure centres, libraries, youth centres, social services, waste collection and roads. Councillors, which are largely part-time voluntary roles, are elected every four years. They are supported by a staff of several thousand officers employed directly or by sub-contractors to deliver services to the community and support the council's democratic functions.



The Department for Education (DfE) are responsible for education and children's services in England. We work to achieve a highly educated society in which opportunity is equal for children and young people, no matter what their background or family circumstances. DfE is a ministerial department, supported by 9 agencies and public bodies.



The Health & Safety Executive's (HSE) mission is to prevent death, injury and ill health in Great Britain's workplaces. The HSE is a non-departmental public body of the United Kingdom with its headquarters in Liverpool, Merseyside, England. It was created by the Health and Safety at Work etc. Act 1974.

The voluntary and non-profit sector consists of organisations working to achieve social, environmental and economic development objectives. They may be funded by individuals, government or trust/ foundation grants or socially oriented contracts. They are regulated by the Charity Commission and other specialist agencies.

Hounslow Arts Trust, trade as Watermans Centre. Watermans is an arts centre for people of all ages, and a registered charity. On its site it has a cinema, theatre and drama classes for children as well as young people and dance workshops for all ages. Watermans also has an all year round programme called Interactive New Media Arts Installations, which attract people from all over the world.



WWF-UK is a registered charity whose main goals include protection of wildlife such as pandas and tigers, conservation of our environments, tackling climate change and sustainability of our environments through sensible use of resources. The work across the UK and internationally, with a secretariat based in Switzerland.



**Advantages and disadvantages of working in:
private, public or voluntary sectors**

Sector	Advantages	Disadvantages
Private	<ul style="list-style-type: none"> • Job opportunities growing at a time the public sector has shrunk • Better starting pay in entry-level positions • Promotion sometimes more driven by performance, rather than length of service (perhaps more prevalent in public sector) 	<ul style="list-style-type: none"> • Often a high pressured environment with strong sales focus • Employment may be more turbulent with highly flexible workforce • Very competitive atmosphere
Public	<ul style="list-style-type: none"> • Job security • Relatively generous benefits • Public service ethos means staff focused on positive social outcomes 	<ul style="list-style-type: none"> • Fewer positions available • Lower pay • May be driven by political priorities rather than those of staff (this link to the democratic process may also be seen as an advantage)
Voluntary/ non-profit sector	<ul style="list-style-type: none"> • Socially focussed organisations • Resource constraints may lead to more opportunities to develop diverse range of skills 	<ul style="list-style-type: none"> • Constant focus on fundraising and often insecure incomes • Work environments can be frustrating due to limited resources

STOP AND THINK: Choosing the right sector for you

After reflecting on the examples of different organisations from the public, private and voluntary sector, select one organisation and explain why its sector characteristics would suit you - but also the disadvantages with which you might have to contend.

Business functions

Businesses succeed through a complex interaction of key business functions. In a sole trader (one person) business these functions may be carried out by a single person, whereas in a larger enterprise dedicated departments will usually be established:

Research and development (R & D) - This department's role is to ensure new ideas are being nurtured to feed a development 'pipeline' that will lead to a next generation of products and services for new or existing customers. This may also involve refreshing current products and services.

Operations - This department(s) is responsible for delivering core business activities, and decisions of how to deploy the resources used for the production and delivery of a business' products and services.

Finance - This department's role is to make sure that costs are kept within budget, profits are delivered, suppliers are paid and clients invoiced (i.e. charged) for goods and services.

People/ Human Resources - This department is responsible for recruitment of employees, employee relations, pensions and benefits, as well as managing and assisting with training and development. In some businesses they may also lead on Corporate Responsibility initiatives.

Information Technology - This department involves logistics and allows businesses to stay organised, as well as manage information such as employee information, sales and marketing data etc.

Case study: Research and Development at Google

One of the most exciting commercial R & D teams in the world is based at Google which has spent the past twenty years changing how we work and play. They work to improve Google products and services, and contribute to the broader advancement of scientific knowledge. Research areas include:

- Artificial Intelligence and Machine Learning
- Data Mining
- Human-Computer Interaction and Visualisation
- Machine Perception
- Security, Cryptography, and Privacy

'Google[x]' is an R & D facility run by Google located about a half mile from the corporate headquarters Googleplex in Mountain View, California. The lab develops some of the company's most pioneering ideas, including Google Glass and a self-driving car. It is overseen by Sergey Brin, one of Google's co-founders.



<http://research.google.com>

Possible advantages and disadvantages of working for a large organisation and a Small and Medium-sized Enterprise (SME)

Sector	Advantages	Disadvantages
Large organisation	<ul style="list-style-type: none"> • More opportunities to specialise • May have more resources to mobilise and invest in staff • Better known brand may be a useful launchpad for other career opportunities 	<ul style="list-style-type: none"> • Specialising may mean that you do not develop such a broad skill set • May be a less personal environment where there are many people within the organisation you never know
Small and Medium-sized Enterprise (SME)	<ul style="list-style-type: none"> • Greater opportunity to develop skills and knowledge in a variety of areas • More viable to get to know everyone in the business • If the business is on a fast growth trajectory there may be more opportunities for promotion 	<ul style="list-style-type: none"> • Less opportunities to specialise can be frustrating for some people • Resources to invest in training and development may be more limited than a larger organisation • Business may be less recognised and valued if you seek employment elsewhere

TOYOTA



<http://www.goo.gl/j8FGgU>

Case study: Toyota - The Just-in-time manufacturing pioneers

One of the world's most pioneering business operations functions can be found at Toyota where 'Just in time' manufacturing was first established. Just-in-time production relies on finely tuned processes in the assembly sequence using only the quantities of items required, only when they are needed to reduce waste.

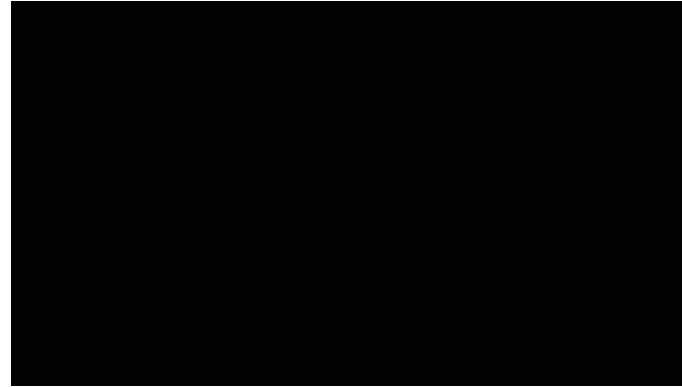
Just-in-time manufacturing was inspired by a research trip to the US when one of the founders, Ohno, observing supermarkets for the first time. He has the insight that supermarkets were essentially well-run warehouses with 'goods-in' closely matching 'goods-out' and from this developed the Just in time system of manufacture. The company has extended the method and today calls it the Toyota Production System (TPS). Today the company is most famous for its cars and perhaps also the first humanoid robot to visit the International Space Station.

[< Back to contents](#)

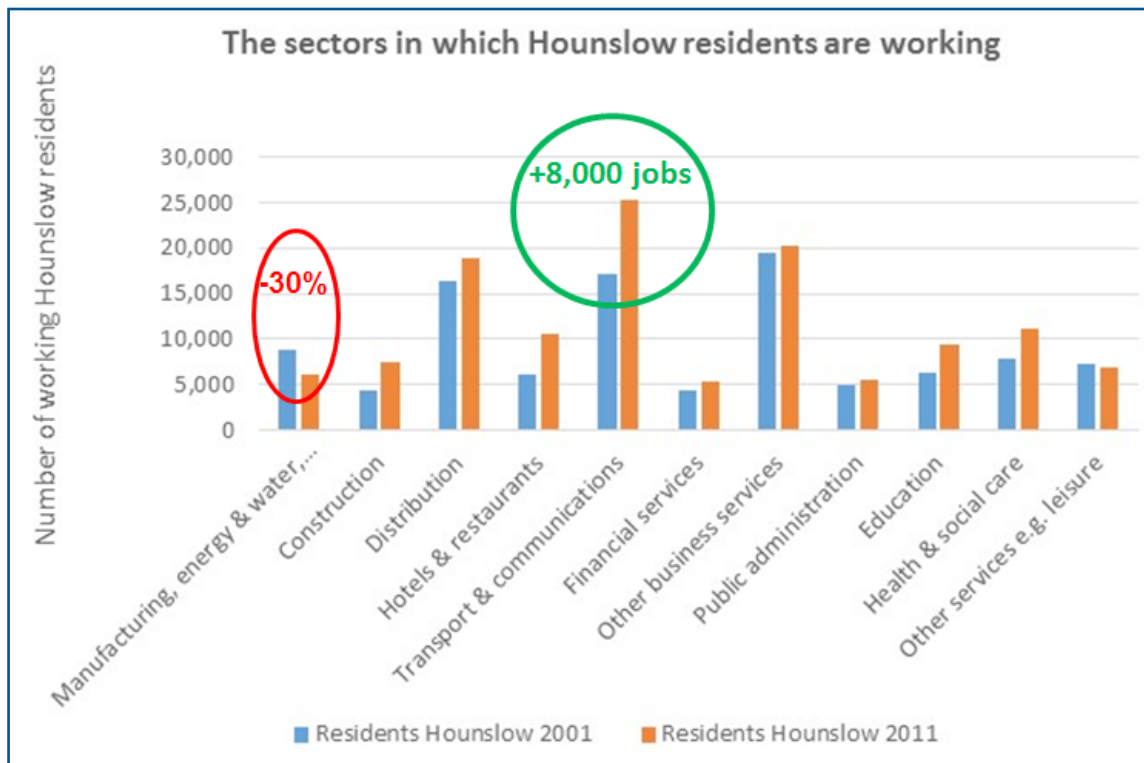
WATCH AND THINK: Collaboration across a business

Watch the video opposite which introduces the Toyota Production System (TPS).

In the box below write how you think the R&D, Finance, Human Resources and Information Technology departments of Toyota support the work of the Operations department, which leads the production system.



Employment patterns



Changing patterns of employment can affect choices for learning or work

For centuries, where movement within countries and across countries' borders has been allowed, individuals and their families have often chosen to follow the work and become 'economic migrants'.

In recent times this has seen people from Eastern Europe choose to uproot and relocate to the UK and other countries. At the same time there has been a continued drift of people from the north of England to employment opportunities in London and the South East. During the recession some people have left the UK to secure employment in the Middle East, Australasia and other parts of the world.

Getting access to the latest Labour Market Intelligence (LMI) can be helpful inform your decisions as to what to study and where to seek work. It can be enormously frustrating to complete a course only to discover that there is no demand amongst employers, or customers if you are looking to start your own business.

In the next few sections we highlight some of the most reliable sources of labour market intelligence and what they are telling us.

Changes in patterns of employment locally

In London Borough of Hounslow between 2001 and 2011 manufacturing employment has significantly reduced (see graph on left).

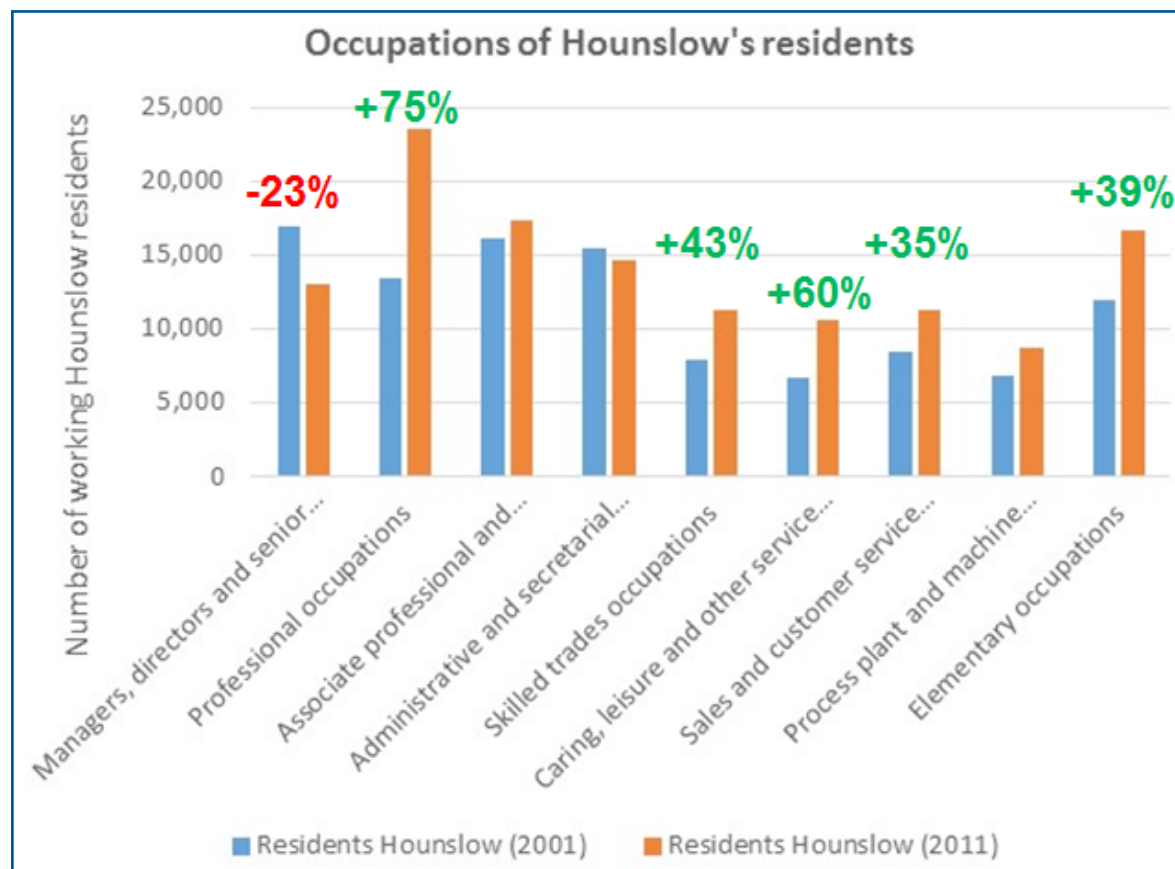
In attracting Hounslow's working residents, transport and communications, and hotels and restaurants seem to be the "big winners". They have experienced absolute growth of about 70%. This is probably reflective of the continued growth in economic impact of Heathrow Airport on the local resident-based economy. Continued growth in these areas remains uncertain.

Hounslow's residents do not appear to have been part of the financial and other business services boom that much of London has enjoyed. These sectors experienced fairly modest growth.

Major occupational growth (see graph on right) has been in: professional occupations, rather than managers/directors caring/leisure and also elementary occupations

Overall, the number of businesses in Hounslow appears to have grown from 10,090 in 2009 to 10,895 in 2011. Over the last couple of years, the number of business start-ups has grown and the number of closures has declined.

This means that Hounslow has more young businesses – and, perhaps, also more maturing ones. The picture is similar across West London – and is a higher level of entrepreneurial activity than the national average.



Source: Hounslow Local Economic Assessment update 2013

The 5th Wave By Rich Tennant



"There's not a big demand for experienced Kings right now. However, I've got an opening for a doorman at a theme hotel in Las Vegas."

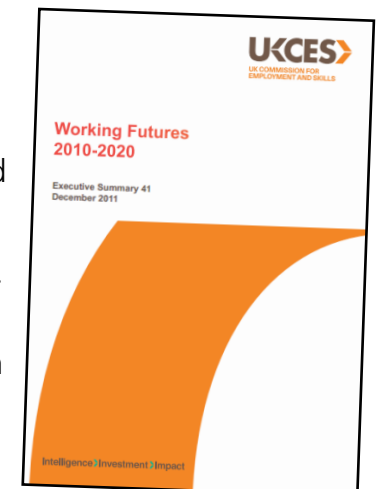
Changes in patterns of employment nationally

The key labour market assessment for the national economy is '[Working Futures 2010-2020](#)' published in December 2011 by UKCES (see report cover bottom right). It provides detailed projections for the UK labour market focused on a ten year horizon to 2020. This includes employment prospects for industries, occupations, qualification levels, gender and employment status for the UK.

The table opposite, which shows UK Gross Value Add (GVA) and employment by sector in 2011, will help you put some of the numbers in the key findings that follow in context:

- There will be a slow recovery from recession, with the UK economy generating **around 1 ½ million additional jobs by 2020**. 38 per cent of all additional jobs are projected to be full-time, 57 per cent part-time and 5 per cent self-employed.
- **Manufacturing is projected to maintain its share of total output (at around 11 per cent) up to 2020** but to see a small fall in its share of employment, from 8 to 7 per cent of the total, as a result of increased productivity by workers.

- **Private services are expected to be the main source of jobs growth, with employment in this part of the economy projected to rise by more than 1.5m (+9 per cent)** during the full period of 2010-2020, increasing its share of total employment from 55 per cent to 58 per cent.
- **Business and other services will be a particularly crucial component, with growth of more than 12 per cent**, equivalent to more than 1 million additional jobs.
- **The period is expected to see a shift in the balance of the economy away from public sector activities.** The share of total employment accounted for by non-market (i.e. public) services is projected to fall from 27 per cent in 2010 to 25 per cent in 2020.
- **There is forecast to be a continued trend of employment growth in higher skilled, white collar occupations, including managers, professionals and associate professional roles.** The study estimates 2 million additional jobs in these occupations by 2020. These three occupations are projected to increase their share of total employment from 42 per cent to 46 per cent over the 10 year period.
- **Continuing sharp declines in employment are expected for skilled and semi-skilled**



manual roles, including in skilled trade occupations and process, plant & machine operatives. 400,000 such manual jobs are forecast to disappear between 2010 and 2020, reducing the combined employment share of these occupations from 18 per cent to 16 per cent.

- **Administrative and secretarial occupations are projected to see a loss of almost 400,000 jobs, a fall of around 11 per cent, largely as a result of the continuing impact of technology in the workplace.** There is still expected to be around 3 million jobs in this occupational area by 2020 but its share of employment will have fallen from 12 per cent to 10 per cent, according to the projections.
- **Lower skilled jobs will remain a significant component of the labour market.** There is expected to be an increase of more than 300,000 jobs in caring, personal and other service occupations (+10 per cent) and 100,000 (+3 per cent) in low-skilled elementary jobs between 2010 and 2020, again mostly in service-based areas.
- **Job openings created by those who leave the labour market (i.e. replacement demands) are projected to generate around 12 million job openings between 2010 and 2020, many times more than the 1.5m openings from the creation of new jobs.** Replacement demands will lead to job openings for all industries and occupations including those in which the net level of employment is expected to decline significantly. This has important implications

UK GVA and employment by sector (2011)

		Output (GVA)		Employment	
		£m	% Share	Thou.	% Share
Low-Med Tech Manuf.	Food, Beverages & Tobacco	27,771	2.0%	399	1.3%
	Metal, plastic and non-metal mineral products	28,005	2.0%	584	1.9%
	Other Manufacturing	21,046	1.5%	566	1.8%
	Shipbuilding	1,246	0.1%	32	0.1%
Med-High Tech Manuf.	Chemicals	16,926	1.2%	119	0.4%
	ICT & Precision Instruments	8,393	0.6%	138	0.4%
	Automotive	6,955	0.5%	133	0.4%
	Aerospace	5,610	0.4%	112	0.4%
	Machinery, Electrical & Transport Equipment	22,748	1.7%	412	1.3%
	Pharmaceuticals	10,023	0.7%	38	0.1%
Other Production	Agriculture, Forestry & Fishing	9,122	0.7%	409	1.3%
	Mining & Quarrying	39,646	2.9%	61	0.2%
	Utilities	37,762	2.7%	327	1.0%
	Construction	91,681	6.7%	2,036	6.5%
Knowledge Services	Communications	23,028	1.7%	227	0.7%
	Digital, Creative & Information Services	61,821	4.5%	1,174	3.7%
	Financial Services	128,830	9.4%	1,116	3.6%
	Business Services	97,528	7.1%	2,235	7.1%
	Research & Development	4,290	0.3%	125	0.4%
	Education	89,676	6.5%	2,722	8.7%
Other Services	Hotels & Restaurants	39,601	2.9%	1,990	6.3%
	Retail	71,016	5.2%	3,070	9.8%
	Transport, Storage & Distribution	149,580	10.9%	3,183	10.1%
	Real Estate	98,091	7.1%	417	1.3%
	Administrative & Support Services	65,509	4.8%	2,432	7.8%
	Public Admin & Defence	67,915	4.9%	1,654	5.3%
	Health & Social Care	106,766	7.8%	4,079	13.0%
	Community, Social and Personal services	42,814	3.1%	1,591	5.1%
	Whole Economy	1,373,399		31,378	

Source: BIS analysis of ONS data.

Potential oversupply and undersupply of young talent

Occupations	Code	
Administrative occupations	C1	UNDERSUPPLY
Business and public service associate professionals	C2	=
Business, media and public service professionals	C3	OVERSUPPLY
Caring personal service occupations	C4	UNDERSUPPLY
Corporate managers and directors	C5	UNDERSUPPLY
Culture, media and sports occupations	C6	OVERSUPPLY
Customer service occupations	C7	=
Elementary administration and service occupations	C8	UNDERSUPPLY
Elementary trades and related occupations	C9	UNDERSUPPLY
Health and social care associate professionals	C10	=
Health professionals	C11	OVERSUPPLY
Leisure, travel and related personal service occupations	C12	=
Other managers and proprietors	C13	=
Process, plant and machine operatives	C14	UNDERSUPPLY
Protective service occupations	C15	OVERSUPPLY
Sales occupations	C16	UNDERSUPPLY
Science, engineering and technology associate professionals	C17	UNDERSUPPLY
Science, research, engineering and technology professionals	C18	OVERSUPPLY
Secretarial and related occupations	C19	UNDERSUPPLY
Skilled agricultural and related trades	C20	UNDERSUPPLY
Skilled construction and building trades	C21	=
Skilled metal, electrical and electronic trades	C22	UNDERSUPPLY
Teaching and educational professionals	C23	=
Textiles, printing and other skilled trades	C24	OVERSUPPLY
Transport and mobile machine drivers and operatives	C25	UNDERSUPPLY

for individuals considering their future career and education and training options, since even those occupations where employment is projected to decline may still offer good career prospects.

- **The demand for skills as measured by formal qualifications is projected to rise as is the supply of people holding higher level qualifications.** The number of jobs in occupations typically requiring a degree is expected to continue to grow but perhaps more slowly than previously forecast.
- The southern part of England is expected to see more rapid employment growth than the devolved nations and the northern regions of England. **Almost half of the growth in jobs in higher level occupations will occur in London, South East England and the East of England.**

The data on the left, based on the research report '[Nothing in common](#)' by the Education & Employers Task Force (March 2013), identified where more young people aspired to work in sector than the jobs forecast to be available (i.e. oversupply). These are the sectors where you will find competition for jobs is highest, but if this is where your talents and passion lie then we would encourage you to enter the race! The data also revealed where aspirations and demand for new recruits matched (i.e. '='), as well as where it looks like there will be an undersupply in young people choosing to enter a sector.

Changes in patterns of employment in Europe and globally

As if the UK labour market was not hard enough to read, at a European Union and global level the trends become even tougher to forecast. The Shift Happens video (right) will give you a flavour of how the continued growth in international trade and business is increasing the competition between workers around the world, as well as the importance of you developing and maintaining up-to-date knowledge and skills.

Particularly striking are the suggestions that you might have ten to fourteen jobs by the age of 38 and that we are currently preparing students for jobs that do not even exist.

If you are considering working overseas look out for news reports on working abroad (e.g. [The Guardian, Sept 2012](#)) that summarise current trends and issues such as the visas you will need to secure if you wish to work outside the European Union; and explore taking a gap year after school or university.

To deepen your understanding of European and global labour market trends explore these four websites:

- Eurostats ec.europa.eu/eurostat - try drilling down into 'Structural Business Statistics > Business Demography' and 'Labour market' data
- Organisation for Economic Co-operation and Development (OECD) www.oecd.org/employment
- International Labour Organisation (ILO) www.ilo.org/trends
- World Economic Forum www.weforum.org/reports



Source: Karl Fisch, *Ready Unlimited and Momentum World 2013*

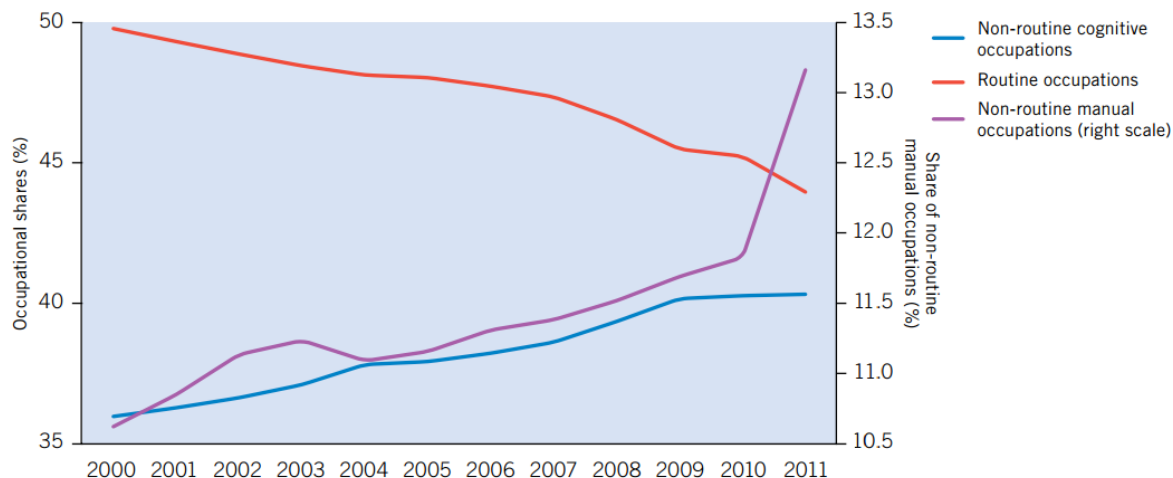
DID YOU KNOW?

The [Catapult centres](#) - launched in 2013 - are a network of world-leading centres designed to transform the UK's capability for innovation and help drive future economic growth in seven specific areas: High Value Manufacturing; Cell Therapy; Offshore Renewable Energy; Satellite Applications; Connected Digital Economy; Future Cities; and Transport Systems.

The Catapults provide physical spaces where the very best of the UK's businesses, scientists and engineers work side by side on late-stage research and development - transforming high potential ideas into new products and services. The seven investment areas give a good indication of where future jobs growth may lie.

CATAPULT

Global occupational shifts



Source: ILO, *Key Indicators of the Labour Market, 7th edition*

The graph above displays changes in occupational shares globally between 2000 and 2011.

Non-routine cognitive (i.e. thinking) occupations include (i) legislators, senior officials and managers, (ii) professionals and (iii) technicians and associate professionals. These occupations grew from about 36% to 38% - an increase of 2%.

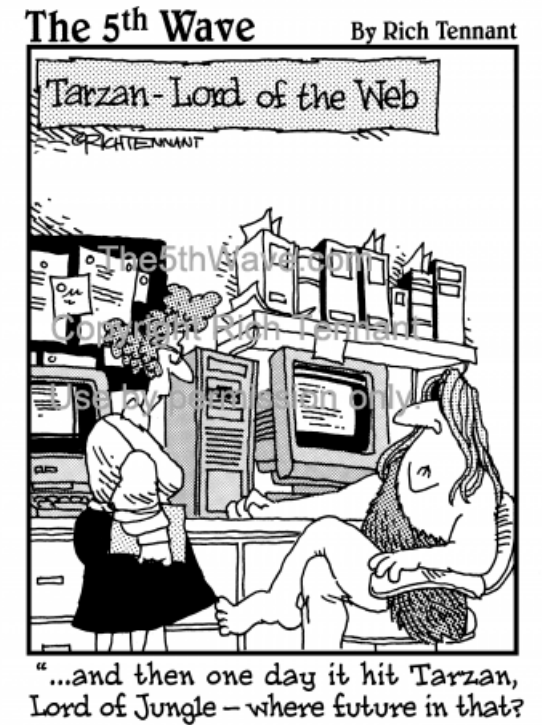
Routine occupations comprise (i) clerks, (ii) craft and related trades workers, (iii) plant and machine operators and assemblers, (iv) elementary occupations. These occupations shrank from about 50% to 44% - a decline of 6%.

Non-routine manual occupations cover service workers and shop and market sales workers. These occupations grew from about 10.7% to 13.2% - an increase of 2.5%.

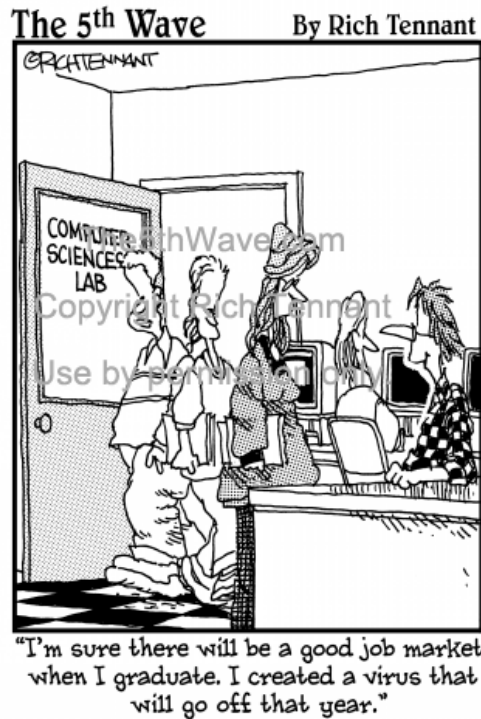
All of these trends reflect increased efficiencies and automation in manufacturing - and a slight increase in jobs globally towards those involving thinking professions (usually requiring higher levels of education), as well as lower skills service worker and retail jobs.

STOP AND THINK: The Labour Market - your personal perspective

After reflecting on the Labour Market Intelligence introduced in this unit of KICKSTART, either: 1) give examples of how and why your family, guardian or friends have been impacted by changing patterns of employment; or 2) explain how and why they have not been impacted.



Market dynamics



Understanding market dynamics is important, whatever type of organisation or sector you work in. Sometimes referred to as ‘Market forces’, how these play out will determine the success of the organisation that employs you (or you start-up) and therefore your long term employment prospects.

The relationship between supply and demand in the business environment

A market is a place where buyers and sellers meet to engage in trade and exchange: buyers exchange money for a product or service provided by the seller.

Buyers and sellers might meet face-to-face in a street market or a shop, or they could trade without ever meeting, e.g. using an online auction such as eBay. In all cases, trade only takes place when both the buyer and the seller are happy with what is being offered by

the other party. This is sometimes known as the double coincidence of wants: both parties are happy to trade. We can show this relationship using a simple supply and demand graph (see opposite).

The demand curve shows how much consumers are willing to buy at different prices: they buy more as the price falls. The supply curve goes in the opposite direction: companies supply more of something as the price rises because they

are likely to make more profit when the price is high. When a buyer and seller reach an agreement, they trade. This is shown by the equilibrium point (E).

The equilibrium point is the unique point (E) where the supply curve crosses the demand curve. It shows when a buyer and seller can reach an agreement. P1 is the price the buyer pays for the product and Q1 is the quantity supplied by the producer.

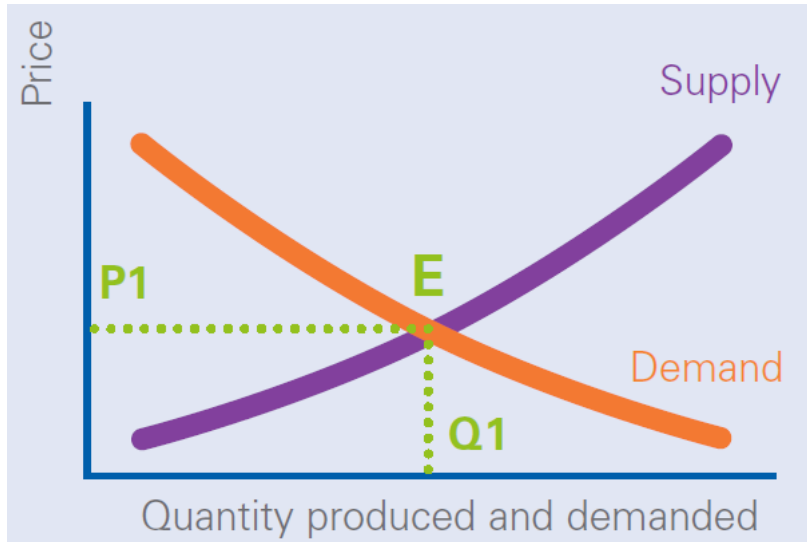
The relationship between price and profit

Profit is the difference between the money a business receives and the money it has to spend to produce and sell its product or service – known as costs.

Any company needs to make sure it charges a price that will earn it a profit. At the same time companies know they cannot charge too high a price because people will stop buying their product. The trick is to set the price ‘just right’ and generate a profit.

The connections between markets and competition

Competition is the rivalry among sellers in a market trying to increase their profits, market share, and sales volume relative to each other. The Merriam-Webster dictionary defines competition in business as “the effort of two or more parties acting independently to secure the business of a third party by offering the most favorable terms.”



Source: BP Educational Service

Businesses will compete in a market by varying the elements of the marketing mix: price, product, distribution, and promotion.

It is generally accepted that competition results in lower prices and a greater number of goods delivered to more people. Less competition is perceived to exhibit higher prices with a fewer number of goods delivered to fewer people.

Competition does not necessarily lead to a raising of quality standards in products and services. In response governments use law and voluntary initiatives (such as standards) to protect consumers, wider society and the environment.

INVESTIGATE AND LEARN: Success and failure driven by market dynamics

Using the internet, research one company that has recently gone into administration (i.e. closed), and research another company which is showing success in growth. In both cases identify and summarise the market dynamics at work. In other words, what do you think the broader reasons are for one company's success and another's failure?