



Evolve or Die

Transforming the productivity of Built Environment Professionals and Organisations of Digital Built Britain through a new, digitally-enabled ecosystem underpinned by the intelligent mediation of competence supply and demand

Benefits to the variety of stakeholders that comprise the ecosystem of the Digital Built Environment

“The productivity problems of the construction sector and wider built environment are likely to be as much a manifestation of the failures relating to the mediation of competence supply and demand as the failures relating to the flow of purpose driven information.”

-CDBB Pedagogy & Upskilling Network

Summary

The Pedagogy and Upskilling Network (PUN) is a network of collaborators for the Centre for Digital Built Britain (CDBB) drawn from research, practice, and other areas, and contribute to their work by exploring how we create and support a digitally enabled, agile, competent and ultimately, productive workforce. The outcomes of the network provide the key questions that need to be addressed if Digital Built Britain (DBB) is to both provide return on investment and succeed as the catalyst for evolving the manner in which we conceive, plan, design, construct, operate and interact with the built environment.

Impact and Value

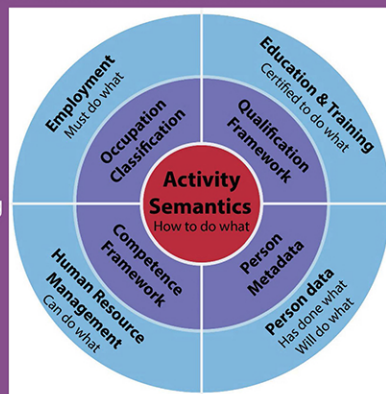
Establishing a community of people and determining the foundational questions and providing recommendations for taking this essential area forward; making it more centre stage of the productivity agenda and the sector's response to the Grenfell disaster.

Long-term Vision

We need to imagine incentivising an ecosystem of competency management that all stakeholders work together in coepetition to capture, infer, interpret, specify, integrate, accredit, apply, use, monitor and evolve competence as a working asset just like any other asset. But in a consistent, objective, explicit and scalable manner with end2end transparency and traceability. Then only can we truly oversee competency assurance across the system and raise the bar on competences and reduce imbalances.

Next Steps

- Moving this agenda forward by growing the community and building a case for the digitisation of competency data and knowledge to be incorporated in the efforts of the various working groups such as responses to Grenfell, Digital Framework Task Group, IRG Steering Group on Competencies for Building a Safer Future, Transforming Construction agenda, etc.; winning hearts and minds.
- Researching and validating the proposition that an ecosystem of competency management approach can effectively contribute to the improvement of the productivity of people and organisations in the built environment.
- Defining the capabilities and infrastructural requirements for an ecosystem of competency management that enables competence to act and flow as the currency (just like water) of the labour market and develop a roadmap and a sustainable operating model.

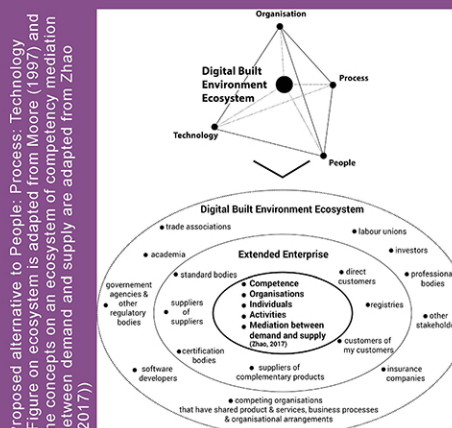


Adapted from Core of Competency
[© Interlates, see Zhao, 2017a]

Key Findings

- Central to productivity are people; the competency of the current and future workforce, which need to be treated as a working asset just like any other asset in the built environment.
- The purposeful language of Dame Judith Hackett concerning competence, competent, competency, and competency assurance has not been fully adopted by the sector.
- Competence is not just about competence frameworks; there are other sources of knowledge of competence as well as competency data (unstructured and distributed), which we also need to digitise. Competence does not currently act as the unifying currency of the labour market. Occupations are used as a

- roles, disciplines, etc. and this will only increase with automation, digitalisation and increased regulation. A new model for the post-professional society is required.
- Boosting productivity also comes from the effective mediation of competency demand and supply; skills imbalances are linked to low productivity.
- An ecosystem of competency management can facilitate the mediation of competency demand and supply in DBB; a people-centred community platform that connects all the inter-dependent stakeholders in coepetition within and across sectors, occupations, and disciplines. A digital marketplace facilitating and mediating supply and demand of data, information, and knowledge about competences, occupations and roles, disciplines, upskilling and learning, qualifications, certification, standards, regulations and policies.
- The upskilling/reskilling of people and their competencies is simply the evolution (acquisition, application, appreciation and depreciation) of one competency profile to another; one off static qualifications or certifications are no longer fit for purpose
- Upskilling must be competency-based and granular enough to address change to work duties and activities, and how work is done; across all dimensions of competence.
- Lifelong learning must be relevant to competency demand and the evolving competency needs of individuals.



- proxy for demand and qualifications as a proxy for supply, which is no longer granular or multi-dimensional for the dynamic world of work.
- There is increasing overlap of competences across sectors, activities, professions and trades,

Acknowledgements: Expressed thanks to members of the network for their commitment, dedication, and valued contribution and an extended special thank you to Debbie Carlton for her passionate interest and the sharing of her extensive knowledge.