



Cardiff and Vale College
Coleg Caerdydd a'r Fro

SME Skills Survey 2017

Final Report

Prepared for: South East Wales Regional Skills Partnership (LSkIP)

Procured by: Welsh Local Government Association (WLGA)

Delivered by: Cardiff and Vale College (CAVC)

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Inspirational. **Inclusive.** **Influential.**
Ysbrydoledig. **Cynhwysol.** **Dylanwadol.**

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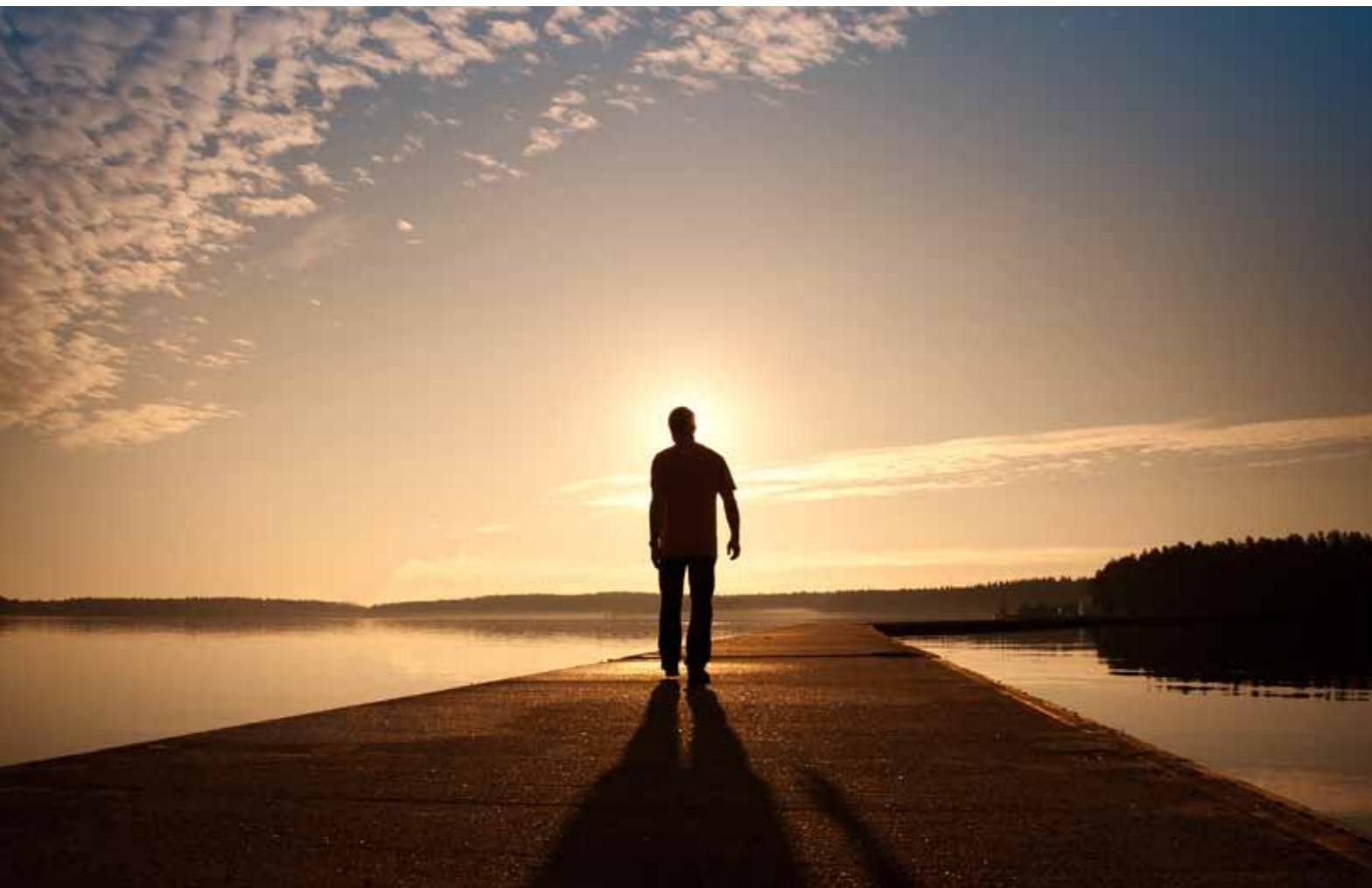
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Executive Summary

The report captures the key findings of the 2017 SME Skills Survey completed by Cardiff and Vale College, with the support of Professor Dylan Jones-Evans OBE. The aim of the project was to complete a qualitative study and gain a rich insight into the skill needs of SMEs across priority sectors as identified by the South East Wales Regional Skills Partnership.

The focus was to look at future needs and current skill gaps and shortages, bringing together demand, supply and key drivers of change. Analysis of findings has led to a number of recommendations and calls for action to consider as part of the next iteration of the Employment and Skills Plan.



The research concludes:



Digital Technology will have a profound impact as new technologies are adopted and change existing business models. There is a cross-sector requirement to ensure employees are equipped with basic digital skills and some in specialist areas such as cyber security and big data.



Essential/Soft Skills¹ are important to all organisations regardless of size or sector and it is the role of both the employer and the education system, particularly colleges and universities, to ensure that future workers meet employer need.



Leadership and Management is a notable training requirement for existing staff, with a tendency across sectors to promote from within the organisation based on technical experience and competence.



Welsh Language is not an issue for most firms although a small number see it as creating a competitive advantage and a requirement for public sector procurement opportunities.



Ageing Workforce is a challenge where experienced, skilled and well paid staff are exiting the market early and with little succession planning and talent supply in place.



Infrastructure Projects noted and concerns raised around the ability to respond and take advantage of these projects and the threat to employed staff being attracted to higher wages at other firms.



Apprenticeship Opportunities exist to meet skill requirements in sectors such as financial and professional services and Digital/ICT and in occupations which span across sector including administration and management.



Collaboration between Industry and Education is key to supporting change and ensuring that workforce supply meets business need and that young people are aware of career opportunities and pathways to employment in sectors such as manufacturing and construction. Collaboration with the education sector is critically important, local colleges, training providers and universities need to understand and respond to business need with bespoke and tailored programmes which meet existing and future skill requirements.

1. Essential Skills in conversations with employers typically encompasses a spectrum of literacy, numeracy, digital, employability and soft skills (including leading, decision making, work ethic, confidence, problem solving, communication, project and team work) which are considered to be of high importance and transferable across all sectors. It is important to note that this is different to the traditional interpretation of Essential Skills, particularly within the education sector.



Introduction

Cardiff and Vale College (CAVC) is pleased to present the findings of the SME Skills Survey delivered on behalf of the South East Wales Regional Skills Partnership, LSkip, and procured via the Welsh Local Government Association.

As a college, our mission is to deliver high quality education and training, outstanding results, skilled and employable people, excellent customer experience, innovative business growth and continued investment that supports prosperous communities and a thriving economy. Our vision is to be a leading educational business. Engaging and partnering with employers and stakeholders from across South East Wales and beyond is key to our success. Our approach is underpinned through research and labour market intelligence which is used to make evidence based decisions. In 2016, we partnered with the University of South Wales to successfully deliver the 'Large Employers Skills Survey' and we take great pleasure in leading and delivering the 2017 SME Skills Survey.

A qualitative study has been completed, targeting Small and Medium Sized Employers (SMEs) to understand current and future workforce skills needs, current training offer and training supply. It is hoped the study will support

LSkip in building a 'Mittelstand' approach². Understanding the needs of SMEs across the ten local authorities of South East Wales is important and this report will help to inform future skills policy and provision. A qualitative focus has provided real insight into the needs of SMEs and provides another layer to enhance existing research which is quantitative in nature and other reports which offer an insight into future skill requirements.

The research has been carried out over an intense 12-week period, February to April 2017, with the vast majority of field research being completed in March. The project has benefited from the support of Professor Dylan Jones-Evans OBE who has fulfilled the role of Academic Lead and Report Author, working closely with the project team at CAVC.

The project team have completed 46 interviews across key priority sectors during this period and held a SME Skills Survey Forum event, a total of 55 unique companies have been consulted as part of the

process. Over 4,000 individuals were engaged through the course of the campaign.

We would like to extend sincere thanks to Professor Dylan Jones-Evans OBE for his role in supporting the delivery of the project and final report and extend this to partners from across the LSkip network for their support of the project. Finally, we would like to thank all of the employers who have been involved and have engaged with this process, valuable time has been invested in sharing rich and insightful information which has provided the foundation for this report.

The report includes a number of recommendations and calls for action and we look forward to working with partners to achieve these and make a real difference to provision and support growth across the Cardiff Capital Region by meeting the needs of SMEs.

James Scorey

SME Skills Survey Project Lead
Cardiff and Vale College

2. LSkip working definition: Mittelstand is a geographically based grouping of companies – entrepreneurial and growth orientated which are able to take advantage of shared skills, an interleaved production (supply) chain developing innovative approaches to improve for the long term. Companies are linked by common interests, collaborate readily and are supported by local academic institutions and training providers together offering an interleaved employment skills and training service up to a high level research capability and delivering a highly skilled workforce. The strength of the Mittelstand arises from the focus on particular specialisations – being the best, not standing still, innovating and turning their success back in on themselves (circular economy – circular skills) and looking to sell that strength abroad (not the company).

Methodology

The research methodology was built on a robust approach which was used in 2016 for the Large Employers Skills Survey project and has incorporated lessons learned to aid question design, analysis and reporting of data.

Project scope was agreed in consultation with LSkIP:

Variable	Agreed Parameters
Employer Size	<ul style="list-style-type: none"> ▪ Small employers (10-49 employees) ▪ Medium sized employers (50 – 249 employees)
Sector Focus	<ul style="list-style-type: none"> ▪ Advanced Materials and Manufacturing (AMM) ▪ Construction & Financial and Professional Services (FPS) ▪ ICT/Digital (as a cross cutting theme) ▪ Human Foundational Economy includes Education, Health Services and Social Care
Firm Location	<ul style="list-style-type: none"> ▪ Representation and spread of key sectors across the 10 local authorities of South East Wales.
Role	<ul style="list-style-type: none"> ▪ Senior decision maker/director



Research Design

- i. Questionnaire designed in consultation with Academic Lead and agreed with LSkIP network and revisions incorporated. Agreed to focus on seven key question areas with a number of agreed prompts to facilitate discussion.
- ii. Qualitative focus conducted via a face to face interview, at a time and place which is most convenient for the interviewee. Interviews were semi structured to allow for emerging themes to be reviewed and explored.
- iii. All participants were asked to read the research protocol and sign a consent form. The majority of interviews were audio recorded.
- iv. Company information and demographics captured prior to interview starting.
- v. Interviews were scheduled to last no more than one hour.
- vi. Company dataset was created in line with agreed parameters and project was communicated through an extensive network to maximise engagement.
- vii. Summary of key points from discussion recorded against each of the seven key questions.

- viii. All data collected will be kept only for analysis and will remain confidential. WLGA will be the owner of the data.
- ix. Agreed to complete a minimum of 8 interviews for each of the five key priority sectors.

Analysis

- i. Thematic analysis of qualitative data undertaken to review seven key questions and consideration under three key themes (demand; supply; drivers of change).
- ii. Summary of findings presented to small engagement group, with a facilitated feedback session to explore key themes.
- iii. Detailed analysis to include reflections by sector and geography and consideration to short, medium and long-term requirements.
- iv. Final report to include recommendations from research.

Project Management

- i. Agreement of project plan and key milestones with LSkIP.
- ii. Interim progress reports provided to track delivery.
- iii. Project meetings and discussions held to review progress.

Response Summary

Employer Size (Local Unit)

Employer Size	#	%
Medium	23	50 %
Small	18	39%
Large	1	2%
Micro	4	9%
Grand Total	46	100 %

Sector Focus

Priority Sector	#	%
Advanced Materials and Manufacturing	8	17%
Construction	11	24 %
Financial and Professional Services	10	22 %
Human Foundational Economy	8	17%
ICT/Digital	9	20 %
Grand Total	46	100 %

Firm Location

Local Authority	#	%
Blaenau Gwent	4	9 %
Bridgend	2	4 %
Caerphilly	3	7 %
Cardiff	20	43 %
Merthyr Tydfil	1	2 %
Monmouthshire	3	7 %
Newport	5	11 %
Rhondda Cynon Taff	4	9 %
Torfaen	2	4 %
Vale of Glamorgan	2	4 %
Grand Total	46	100 %

Role

Position	#	%
CEO/MD/Owner	14	30.4 %
Director/Head	14	30.4 %
Manager	14	30.4 %
Other	4	8.7 %
Grand Total	46	100 %

Results & Analysis



1. Skill gaps amongst existing employees

This section focuses on examining the skills gaps experienced amongst existing staff by the respondent organisations.

It will attempt to understand a number of key issues including:

- Why these skills gaps exist within organisations
- The main causes of these skill gaps
- The impact these skill gaps have on organisations
- What specialist skillsets/occupations are currently needed
- The skills that need improving amongst staff with skill gaps
- What is being done to overcome skill gaps

It will also explore whether there are skills gaps in areas such as leadership and management, digital and the Welsh language and the importance of these areas to the business. It will also examine the organisation's internal focus on skills development in terms of the human resources (HR) function, a workforce development strategy and a succession plan.

According to the responses from the interviews, there was a mixed view of skills gaps amongst existing staff within the business. A majority of organisations had identified skills gaps within their operations, although a sizeable minority are content with the current skills position within their organisation.

Digital Skills

In terms of digital skills, the shortage of qualified employees is not limited to the ICT and digital sector although this does vary by industry. Indeed, the advent of developments such as big data, cyber security and artificial intelligence have a huge role to play in enhancing service provision for all firms although there is a lack of skills in all of these areas.

Within those businesses operating in the human foundational economy sector, most of the demand for digital skills is in relation to upskilling older members of staff, especially in basic areas such as Microsoft applications.

Whilst digital has been largely embraced within the advanced materials and manufacturing sector, there is a greater reliance on outsourcing to specialist organisations in areas such as software development, systems maintenance and programming. In contrast, firms in the construction sector have invested considerably in this area, mainly because of the encouragement by UK government to utilise BIM (Building Information Modelling) and this investment is considered to be a measure of future proofing against anticipated need. In terms of upskilling, most of the requirements are not around technical use of digital, but in areas such as social media and administration. In addition, clients in the construction industry are requiring project updates via tablets, which is an immediate challenge for older site workers who have been in the industry all of their lives, and are reluctant to acquire new 'digital' skills when near to retirement.

The biggest requirement for digital and ICT skills amongst the existing workforce seems to be within financial and professional services. This includes (a) having more advanced in-house IT skills to enable deeper technical work to be done with software and maximise existing IT architecture; (b) network and security management, and; (c) specific skillsets for positions such as social media specialists, content creators and press release writers.

This lack of digital skills amongst existing employees may be a generational issue especially if there is a low staff churn, and digital skills are lacking in the older members which have remained with the organisation. For example, a legal firm where lawyers or consultants do not use digital dictation software despite this being seven times faster than typing. In contrast, another legal business has reduced the number of legal secretaries due to solicitors using digital software to undertake their own administration more efficiently. Given this, there's a growing need for young recruits who are trained in digital business tools to be coming through the business.

One way to upskill the wider workforce to be digitally competent is through Essential Skills training which offers digital literacy development to employers, ensuring competence in service provision.

Leadership and Management

Leadership and management training was seen as a key issue for existing employees by the majority of organisations and could have a real impact for their future development. For example, having more leaders within some of the organisations would free up the managing director to do other things and therefore help the growth of the business. This applied across all industries although there were specific requirements by each sector. For example, it was perceived by one legal company that whilst leadership and management skills are important, they had not been traditionally offered, as legal continuous professional development takes priority. Given this, it was suggested that having 'short and sharp solutions' in leadership and management to upskill staff would help to bring younger solicitors through the business. In the human foundational economy, one business noted that there were gaps in soft skills in leadership and management by those who had been working for the business for more than a decade, mainly because of complacency through length of service.

Welsh Language

The Welsh language is seen as not important by most firms as it has low impact on the business; this applies across all sectors and it is not seen as a barrier as most firms don't use it in their everyday business dealings. There are some exceptions, and fluent Welsh speakers are seen as an advantage to businesses working with Welsh Government and bidding for public sector contracts or for those operating in specific areas such as North Wales. In financial and professional services, there seems to be an increasing demand for Welsh medium legal service delivery and in one firm, nearly a third of its client facing teams are able to do business in the medium of Welsh. However, that is the exception rather than the norm as having Welsh language skills is not generally seen as a business asset by vast majority of organisations who expressed an opinion, although staff are supported if they want to learn and speak it.

Experienced Employees

Various skills gaps were identified for those existing employees who had already been in post for a number of years. These included the need for formal qualifications and in a number of sectors, it was highlighted that because of the demographics of some of the workforce, there would be issues going forward. For example, in advanced materials and manufacturing and construction, roles such as labouring, steel erecting or carpentry now required employees to have NVQs. Companies feel at a disadvantage as a result with those unqualified individuals who had been doing the job for 20 years suddenly needing to demonstrate their competence.

HR Function

Surprisingly, few of the respondent companies mentioned the importance of managing human resources within the organisation with a significant number outsourcing this function to other organisations. Only a small minority have a workforce development strategy which is currently being implemented although some with legal requirements (such as construction) did have a plan which ensured that workers' skills are renewed every 18 months. In addition, financial and professional services firms had stronger human resources functions than the other sectors.

Sectoral Analysis

Within the advanced materials and manufacturing sector, most companies are having difficulties with technical skills (especially in specialist roles such as CNC Setters, AutoCAD Systems and Programming) but are focusing on addressing these gaps through intensive internal training as the technology changes or, where necessary, by promoting current staff and bringing in new recruits with the requisite skills. At least one manufacturing business was concerned that having staff without the required skills could have a detrimental effect on their growth in the future. Whilst there are companies that report they have no current skills gaps at present, this could change in the future and to deal with this, they aim to upskill existing employees through internal training which will enable some, if necessary, to move roles within the organisation e.g. from production to a customer facing role.

Within the construction industry, there seemed to be less of an issue with skills amongst the existing workforce with a focus predominantly on upskilling for legislative purposes i.e. staff are put on short courses to keep up to date with issues such as health and safety. However, more specialist providers within the industry were finding difficulties in finding specific niche skills for their business for example one organisation commented on technical skill gaps in Ecology; Quantity Surveying; Highways and Mechanical and Electrical Engineering. Whilst there are skill gaps amongst financial services businesses, they are proactive in addressing this issue

with existing employees by, for example, training with trade bodies, upskilling in key areas or hiring in trained employees from other organisations (although some may need further support to develop the right skills). Given the customer-focused nature of the sector, there was considerable emphasis placed on the development of soft skills especially in balancing the requirement for personal skills and those technical skills normally required within the industry.

Within the human foundational economy, the main issue is related to management, with staff having evolved into these positions over time but having received very little management training. As a result, they do not have the requisite skills required for managerial positions. Others have more specific skill requirements that are directly related to the work their organisations undertake e.g. audiology, life science regulation and construction. The lack of skills with existing employees is more acute within ICT and digital businesses where nearly all of the respondents have specific gaps not only in software skills but also in people skills. The lack of softer skills amongst employees could be slowing down business growth in some firms although one solution was to employ individuals from outside of Wales to introduce new ways of working. One respondent also suggested that there is a need to embed basic knowledge within computer skills courses (e.g. how a computer works) at school and college level whilst another suggested that there is not enough training in key areas being provided by the sector and educational organisations.

"Leadership and management training was seen as a key issue for existing employees by the majority of organisations and could have a real impact for their future development."

“Some organisations are looking to recruit individuals from outside the sector to deal with skill shortages.”



2. Skill shortages and recruitment issues for new employees

This section focuses on examining the skills shortages and recruitment issues faced by organisations with regard to new and future employees.

It will attempt to understand a number of key issues including:

- Why these shortages exist and the cause
- The main skill challenges with new recruits
- How skill shortages have an impact on your business
- What is being done to overcome these skill shortages
- Whether organisations are experiencing skills shortages in areas such as leadership and management, digital and the Welsh language

Nearly all of the firms interviewed are experiencing recruitment issues when it comes to appointing new members of staff, with many of these being specific to the sectors in which the firms operate.

Sectoral Analysis

In advanced materials and manufacturing, one firm had a problem in recruiting individuals with a background in refrigeration whilst others couldn't source maintenance electricians, steel erectors and machinists. Similarly, construction firms were struggling to find recruits with the right qualifications in both skilled areas such as structural engineering or quantity surveying, as well as less skilled posts such as fencing and fabrication.

Another specific problem identified in advanced materials and manufacturing was the age profile of the existing staff being employed. For example, many of the current Computer Numerically Controlled (CNC) operators are in their 50s and, because of good pensions, these employees will retire and leave a gap in the business unless they recruit or train younger staff to eventually replace the ageing workforce. In dealing with this issue, the firm has been proactive and is working with a local college to develop machinist and CNC qualifications. There also needs to be better succession planning in place within companies to replace those older workers nearing retirement.

In financial and professional services, the issue is less about graduate positions than recruiting suitable middle-tier managers. For example, one firm advertised for an experienced communications/marketing manager and despite offering an above average salary, there were difficulties in sourcing an individual with all of the required skills. Some ICT and digital companies were concerned that recruitment issues within their sector was due to a lack of interest in the subject at schools which meant pupils became disengaged, resulting in a lack of take-up at tertiary level. Given this, it is important for educational bodies to work with large companies, as well as innovative small firms to redefine education in the sector. It was also noted that it was difficult to recruit employees with basic software developer skills in South Wales.

ICT and digital companies expressed concern over skills availability for existing staff within their sector and some struggle to attract suitable staff with the required skills. One small ICT firm explained that the focus on web development skills and languages in Computer Science degrees has not been helpful to them due to the current gap in fundamental computing knowledge. The (Technical) ICT firms interviewed commonly said that there are core principles of computer science and older programming languages which should be taught to all computer science students because they train transferable skills that can be applied to the more modern, trend driven, technologies such as web or app development.

Digital Skills

Companies expressed a general concern with regards to the availability of digital skills. For example, one firm noted that digital skills are essential due to the ever-increasing reliance on IT and the importance of upskilling staff and recruiting new talent to use the technology better. Another stated that digital literacy is now something they would look for within new recruits and if not present, upskill them if necessary.

Leadership and Management

Interestingly, very few of the respondents specifically identified leadership and management skills to be an issue amongst new recruits to the organisation with the emphasis more on training staff when they are in the post.

Welsh Language

Only one company (in financial and professional services) had identified a Welsh language skill gap and that there will be an increasing need for bilingual staff within the organisation as it develops. Most others had not expressed an opinion or did not see it as an important attribute for new recruits.

Remuneration

Pay was mentioned by some firms as a barrier to recruiting suitable new staff and they struggle to fill positions as they can't pay as much as the larger organisations. Also in ICT and digital firms, younger workers with modest qualifications have high expectations of salary and support.

As staff wages rise, firms are having to pay more to retain existing staff. One company discussed the struggle to bring people in from other companies as once they

offer a new recruit higher pay, the rest of the existing staff also demand a pay rise with negative effects on the firm's bottom line. Another firm would much rather upskill existing employees as opposed to employing new people.

Workforce Supply

Some organisations are looking to recruit individuals from outside the sector to deal with skill shortages. For example, one construction firm have been attempting to attract people out of other industries (such as law or customer services) with the added benefit that they often bring a different culture to the organisation.

Staff are constantly being poached and they are not easy to replace. In fact, attraction of talent at an appropriate salary is a particular issue within the ICT and digital sector as there are only a handful of technology companies where employees can be appointed to and the talent pool is quite small. As a result, the increase in remote working means that specialists living in this area are being poached to work for London companies and receiving London salaries which makes it hard to compete.

Other businesses which have a wider national or international presence are drawing on their pool of workers in other sites based overseas to fill the gap or recruiting from further afield in the UK. For example, an ICT firm in Cardiff has had to recruit a person from Lithuania to fill one engineering position because of a lack of suitably qualified local people. There is also a lack of commercial property and corporate lawyers in the local market and one firm has had to look for new recruits in this field from Bristol and London to find the people with the right skillset and experience. For those who have no recruitment issues and are filling the gaps with new staff, they are utilising recruitment agencies successfully or developing relevant training programmes in-house to upskill those joining the organisation. This includes putting new recruits through trade apprenticeships, placing them on a ten-day internal course relevant to their employment when they join and filling gaps by promoting upwards.



"Digital Skills are essential due to the ever-increasing reliance on IT and the importance of upskilling staff and recruiting new talent to use the technology better."

Collaboration between Industry and Education

A number of businesses were critical about the knowledge of school-leavers and graduates when they finish education and enter the world of work. Some suggested that more basic skills - such as numeracy, literacy and communication - are lacking in some potential candidates for positions within their organisations.

One respondent was also critical about the lack of dialogue between industry and tertiary education which results in a low level of understanding by local colleges

and universities of the needs of businesses. This then leads to a lack of interest by the colleges in certain areas and courses being abolished despite a requirement for training within firms. This then has the knock-on effect on competitiveness as there is no new talent emerging to replace an ageing workforce.

Another particular challenge identified is the lack of understanding by school-leavers and graduates about key sectors such as advanced materials and manufacturing and construction and the failure to make positions within these sectors as attractive as those found in other industries.

3. Utilisation of the skills and qualifications of employees

This section focuses on the utilisation of the skills and qualifications within the respondent organisations.

It will attempt to understand a number of key issues including:

- Under-utilisation of skills and where this is the most prevalent
- The main reasons for this and whether this will change in the future
- Whether organisations would benefit by utilising these currently under-utilised skills/qualifications

The majority of the respondents across all sectors stated they are currently fully utilising the skills and qualifications of their employees, although reflections in other areas of the report note that employers are making efforts to better utilise skill sets to meet business need. It is generally noted that skill utilisation and use of transferable skills has a positive impact on retention and supporting staff to build a career within the business.

Sectoral Analysis

In advanced materials and manufacturing, a welding fabrication company stated that staff are trained up in this area and the firm utilises that experience effectively. Another business notes that whilst they recruit into job roles based on technical experience, they will upskill existing staff to address this requirement if there are no suitable recruits. In financial and professional services, one business actively encourages individuals to maximise their own potential whilst another had recently appointed a 'talent and development manager' to ensure that personal reviews are more detailed and aligned to career pathways, and therefore guarding against any missed opportunities to utilise and grow staff skills.

Most of the respondents based in the human foundational economy are looking to make the most of their staff's experience and expertise. One employer goes so far as to state that an employer has a duty to develop its people to reach and fulfil their potential and that the biggest challenge is understanding the potential skills of staff. Another believes in developing staff and aspiring leaders and to support them with ILM training so they can cover when their manager is on leave or sick. Doing this results in an easier process to put someone in this position in the future as they have already had time in that role and are aware of the role and what is required.

In ICT and digital, the biggest concern is that some have staff with skills sets that probably rank them as over-qualified for the roles they occupy. Despite this, there are organisations that believe they could do more with the potential of their staff, especially within financial and professional services. One firm in this sector stated that there was a general lack of awareness of the skills which exist in the team and conversations with staff have uncovered skills which could be utilised in other teams. It was also noted that those employed have degrees that they aren't necessarily using in their role, although the company is encouraging these people to feed into the business through their own projects. This has resulted in the organisation trying to understand what each employee is capable of and then using those skills to get the best out of them.

In other sectors, there are various strategies to ensure that staff are being fully utilised to the best of their abilities within different organisations. This includes helping staff to build a career around skills so that their job is shaped in the right way and assessing regularly what each employee is capable of, and using these skills effectively.

Skill Utilisation

More formal techniques are also enacted by organisations. These include utilising one-to-one staff appraisals to identify skills and qualifications of current staff and to regularly give staff the opportunity to upskill and move roles. It also involves creating an in-house Learning Management System which will show who has done what qualification and to identify which skill/qualification they may need to move to another part of the organisation.

One of the main drivers for encouraging continuous professional development amongst staff is the need to remain competitive in the market place. As was noted, firms need to stay better than good in a world where good is no longer good enough.

“Skill utilisation and use of transferable skills has a positive impact on retention and supporting staff to build a career within the business.”



4. Future recruitment issues and skills shortages

This section focuses on the future recruitment issues and skills shortages within the respondent organisations.

It will attempt to understand a number of key issues including:

- What organisations are doing to overcome shortages
- The impact of future skill shortages on organisations and how this will be addressed
- The future recruitment plans of organisations

There were a range of different and wide-ranging concerns on future skills shortages expressed by organisations across all sectors, including providing the right levels of training to staff over the medium term, although many were specific to the industry in which those businesses were operating.

Sectoral Analysis

In advanced materials and manufacturing, these included building on current skills requirements as well as those which the companies felt would be needed in areas such as mechatronics, laser technology and robotics. In construction, there were requirements for structural engineers, ground-workers and those with software skills in BIM. In ICT and digital, it was considered that the companies needed technical skills in areas such as web development, cloud computing, virtualisation and cyber security although not in sales and business development.

In construction, firms were conscious that management and administration within the sector is shifting to be more digitalised and there may be a skills gap in the future if this is not addressed. In financial and professional services, IT skills were seen as a priority skills shortage issue, especially in keeping up with system changes that can affect the operational efficiencies required as companies employ more people. More specific issues included developing courses that help the use of digital platforms in a strategic way for public relations and ensuring that IT is a part of the curriculum of educating lawyers given that legal firms are quickly digitising their operations. Succession for specialist jobs currently held by older people but who are now coming up to retirement was an issue in certain occupations within the advanced materials and manufacturing sector, such as welding, where younger people do not have the experience or expertise.

Another key issue for addressing future skills shortages in both construction and advanced materials and manufacturing is ensuring that it is seen as a more appealing career, particularly by young people who may consider both sectors to be dirty and tough environments to work in. One respondent suggested that construction is not publicised as a career and that students are going to university to do degrees in areas that will not utilise their skills in the future. This requires providing more support to careers services at both a secondary and tertiary level to provide more knowledge on the sectors as well as publicising the different career pathways directly to parents. It was also suggested that the sector could be promoted directly via work placements to encourage greater interest in the sector.

Digital

The lack of digital skills going forward was not limited to the ICT sector and a skills gap in this area was highlighted as an issue by a number of companies, especially given that a whole range of industries will become digitised over the next few years. This ranges from industries as diverse as public relations, legal services, manufacturing and building.

Leadership and Management

Recruiting senior management staff with greater entrepreneurial attitudes and ambition is a problem due to shortages in the market. One of the human foundational economy firms in the health sector was looking to recruit innovative people who can 'think big' to help grow the business in the future.

Workforce Supply

One firm had adopted a proactive approach to dealing with future skills by recruiting a 'talent and development manager'. This provides the ability to conduct more strategic annual appraisal reviews with all staff and align the outcomes to specific career pathways. As a result, annual reviews are organised among team managers to identify themes around future key skills gaps.

Remuneration

There was also some apprehension that regions such as London will continue to pay higher wages and attract talent from South Wales, especially for contracting staff across all sectors. As one construction business noted, the main struggle in recruitment is retaining staff on the basis of pay as it is highly competitive in the market. Losing trained workers can stop the business expanding and it is trying to counteract this by looking after the staff as best as possible by training them properly. On the other hand, highly specialised skills requirements in the short term mean that at least one company in

financial and professional services offers an attractive relocation package to a candidate from London although in the medium to long term, it would prefer to grow its own talent internally. Therefore, organisations believe that there is a need to attract new workers from other industries and locations as well as bring people through the company at an accelerated rate.

Infrastructure Projects

In construction and advanced materials and manufacturing, it was felt that demand from a range of large projects in the next few years will put pressure on skilled staff. There were concerns that there were only a finite number of people available that are skilled to work on projects which include the Cardiff Metro, HS2, Tidal Lagoon and Hinkley Point. This is not only to deal with potential opportunities that may arise but also a concern that staff members may be lost to these projects if they are offered more competitive salaries than those currently being offered. In the construction industry these projects will put more stress on existing shortfall of ground workers and strain on infrastructure. For example, Hinkley Point is already paying £17.50 per/hour which is double the Cardiff rates for ground workers and this is attracting workers out of Wales.

Collaboration between Industry and Education

Finally, it was noted that preparing future workers is the responsibility of both employers and colleges/universities and there should be an emphasis on work ethic; identification of jobs of tomorrow and recognition of existing opportunities in market; and the transferability of skills through utilising the armed forces recruitment model of communal induction to set baseline standards and skills which transfer into every area of the forces. Essential and soft skills are a key future requirement which is applicable across all sectors and it is vital that the education system responds to this requirement.

"Preparing future workers is the responsibility of both employers and colleges and universities."



“There is a need for training programmes that are tailored towards older workers as well as young people.”

5. Training and skills providers

This section focuses on the how the training market responds to the respondent's recruitment and skills priorities.

It will attempt to understand a number of key issues including:

- The types of training and workforce development being provided internally and externally and whether this will change in the future
- Whether external training providers are able to deliver the training required and if not, where are difficulties experienced
- Whether organisations will work with training providers to improve provision
- What can be done to improve skills provision in the local market

Training Source

The majority of organisations were involved in sourcing external training for their employees although a small number of organisations were undertaking in-house courses. However, it was considered that this may well change in the future and that in areas such as leadership and management, external trainers will be required.

Delivery Approach

A number of organisations suggested that providers needed to be more flexible and relevant to their needs. One of the main criticisms is that there are too many external training companies that are providing general support and not delivering bespoke programmes relevant to businesses i.e. a proper training needs analysis with industry knowledge and an agile response is lacking from many providers. An important consideration to this model is the ability of training consultants to not only conduct an analysis but to have flexibility in proposed solutions; ensuring the employer receives the most appropriate delivery expertise which could involve different training providers.

An implication of suggested improvements is to further consider the concept of ‘train the trainers’ and how colleges, training providers and universities are able to partner with industry and training providers to support this. The delivery mechanisms of external organisations are also perceived as not being reflective of the requirements of businesses and more flexibility is required by the providers. As one digital firm notes, very little has been done in the way of training with external providers because of the cost of training and of releasing staff from the business. Another suggested that their overall preference would be towards short, sharp training and blended learning where possible i.e. more bite-sized training which fits in with the time constraints of the organisation.

One suggestion was for a ‘real’ business development approach from training providers. Where they take the time to understand the business and then offer advice on future developments with a willingness to create solutions if they don’t currently exist.

Cost

Cost is not always an issue if there is a quality offering to the organisation. Businesses will pay for specialist advice and one business has paid a rate of up to £4k/day for a specialist provider from London although they argue that it was worth the expense given that the improvement was quickly measurable. Indeed, some viewed free training with suspicion and of lesser value.

Quality

Overall, there were mixed messages about the external training being offered by providers in South East Wales. For example, one company was very pleased with their current provision of training and had found all training partners to be very helpful, the type of courses they require are easily available and flexible to fit around their needs. Others had different experiences, with complaints that some providers are not up-to-date in training methods and there are too many of them out there looking for work.

Sectoral Analysis

ICT and digital firms tend to undertake internal training development but are not averse to working with external organisations if this cannot be offered by the business itself.

Human foundational economy firms also are comfortable with using external firms which are meeting their current training needs. However, another commented that smaller training companies are quick to respond and turnaround whereas larger businesses tend to be too slow to get back which causes frustration.

In both advanced materials and manufacturing and construction, some firms were satisfied with the way that external providers were meeting their standards although others felt that that there were issues over relevance and competence. Examples from these sectors included the need to develop apprenticeships to meet skill shortages in areas such as groundwork and training issues in the areas of welding and fabrication. The issue of access to courses was also raised by one firm i.e. they have staff who may require evening classes in the trades like carpentry and haven't been able to source this option.

The biggest criticisms of external training providers came from those firms in the financial and professional services sector. One firm stated that the training market does not currently meet its needs from a digital

perspective and it is not possible to source a local training provider to support some of the digital skills shortages identified. Quality seemed to be an issue for some firms and they are highly selective in who they choose as providers. Others were critical that there seem to be too many training providers in the market and they are constantly being contacted by these firms looking for business rather than responding to the specific needs of the organisation.

Leadership and Management

Very few organisations highlighted leadership and management training as being a key issue. One of the concerns highlighted by a financial services company was that many of their staff were already operating at a higher level than the essential skills being delivered via ILM. A human foundational economy organisation was only focusing its leadership training on those staff being promoted into management positions. One interesting point was a perception by one respondent that leadership and management training will need to change in the future as there are key areas that need to be looked at and addressed and they would like to work with a provider who can evaluate, consult and deliver this training. If this trend was replicated across other institutions, this could be an opportunity for training providers.

Funding and Support

There is a need for training programmes that are tailored towards older workers as well as young people. Currently, as one of the human foundational economy organisations noted, there tends to be a lot of funded training options for young people. However, young people tend to leave college with more qualifications than the older staff they employ and it is the older staff who should be the focus of further upskilling. Another noted that the current training and skills market offering doesn't fit in with the age of employee they wish to upskill because it is usually only available to under 25s. Whilst there is no shortage of leadership and management training for older employees, there is little that offers basic skills for that age group especially in health and social care.

A number of organisations felt that funding and support for training and skills needs to be more transparent and accessible. One construction business felt that there are so many different types of funding streams and that there is confusion not only over financial support but regarding the provision of the training itself i.e. it's hard to track who has what and where it's from. Another had

made a decision on training because of the funding available rather than the quality of the provider and that had led to considerable problems going forward.

Collaboration between Industry and Education

There was a mixed reaction with regard to the role of further education in supporting skills development. Some colleges were seen as market leading in terms of their approach in the way they go out to build relationships with employers whilst others offer training without understanding the needs of local businesses. One employer was unsure about what was on offer from colleges across the region and colleges were perceived by some as being slow to react to enquiries from organisations for training. As a result, opportunities were being lost for working more closely with business and to provide the training to encourage students to enter specific industries.

One advanced materials and manufacturing company noted that they had used private companies reluctantly because of the lack of response from local colleges, whilst another would have preferred to work with further education but there was no trainer available. Another believed that there was a gap for training in welding and fabrication, although the provision locally has been reduced. This gap was also mentioned by one of the construction firms interviewed.

It was also suggested that the training content of colleges can be out of date, although this can vary by institution. For example, whilst training on hydraulics and pneumatics is not current, the opposite was true about skills development in logistics. Another noted that local colleges were not providing courses at sufficient levels (in refrigeration training) although that could be down to a lack of demand.

One proposal to deal with this issue was for colleges to partner up with industry to gain access to the latest technology and equipment to ensure that their training is up to date. As students have to be retrained when they enter employment, one ICT company has been engaging with colleges to ensure that industry standard software is being made available. In the construction sector, the biggest issue was around the development of softer skills for students and in improving their confidence prior to joining the business.

Work ethic, language and culture are all leading to an increased need for soft skills in a diverse workforce. This means good communicators with transferable skills are needed at every level in the organisation. However, there are significant challenges with new entrants to the job market in terms of work ethic and employability and core skills which impacts across all sectors. One business has changed its recruitment model to prioritise hiring individuals on cultural fit and work ethic to ensure a better fit in the team. Technical competence is second priority as training can be done from a baseline. As a result, recruitment demand is driven by the 'people fit' and culture of an organisation. In addition, the role of technology is also resulting in an increasing need for soft skills and for staff to have an entrepreneurial mind-set to challenge thinking and be able to be creative and solve problems.

Therefore, it is essential that colleges and universities make employability a mandatory part of the learner experience and one suggestion is for a 'framework' for soft skills that can be embedded into delivery without changing the curriculum as there is a core set of behaviours regardless of sector.

"Providers need to be more flexible and relevant to business needs."

6. Apprenticeships

This section focuses on the use of apprenticeships as a source of training.

It will attempt to understand a number of key issues including:

- The current use of apprentices and whether this will increase in the future
- The impact of apprentices on the organisation
- Collaborating with other organisations to share apprentices
- The impact of the Apprenticeship Levy

Use of Apprenticeships

The majority of respondents have used apprentices within their organisations although they tend to be utilised mainly by advanced materials and manufacturing and construction businesses in areas such as fabrication, carpentry, quantity surveying and bricklaying. Most will continue to do so if opportunities are available (one manufacturing firm will be looking to ensure that 10% of the workforce in the future will be apprentices). Others would want to explore utilising higher management apprenticeships which could be used as a vehicle for training. Fewer respondents from the human foundational economy, finance and professional services and ICT/digital have taken on apprenticeships although many are interested in doing so in the future.

Shared apprentices are attractive to some companies if they were trained at the appropriate level in both (or multiple) firms. According to one advanced materials and manufacturing business, one of the advantages to this approach is the opportunity to gain different experiences and this makes them more attractive to employers.

Benefits

The main advantages are bringing new people (and new ideas) into the business, additional energy into the team, positive influence leading to good PR and the development of committed staff. One business noted that apprentices have positive influences as it's a big decision to work while learning. Therefore, when apprentices enter the business, they are generally quite committed.

Another mentioned that apprentices appeal because

they are flexible, uncover potential and reignite employee passion e.g. one employee undertook a HND, had to stop and the opportunity of an apprenticeship gave him renewed faith in the firm's desire to develop him as a professional. In addition, on the job training and the project specific nature of apprenticeships suits the lateral growth plans of most companies which are limited to vertical growth due to relatively small workforces.

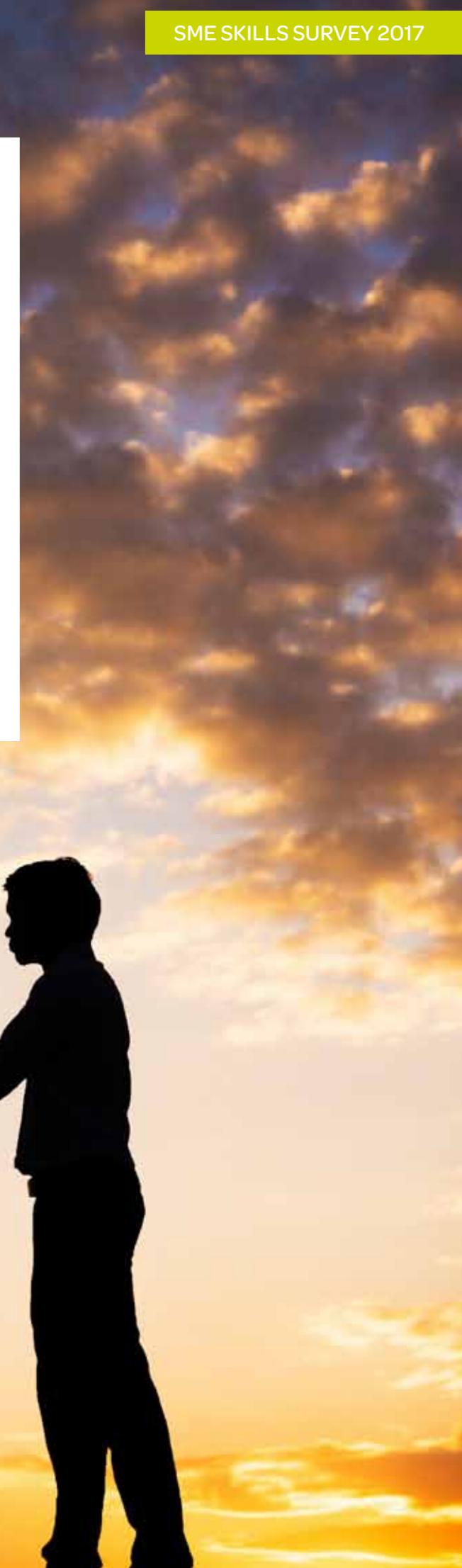
Challenges

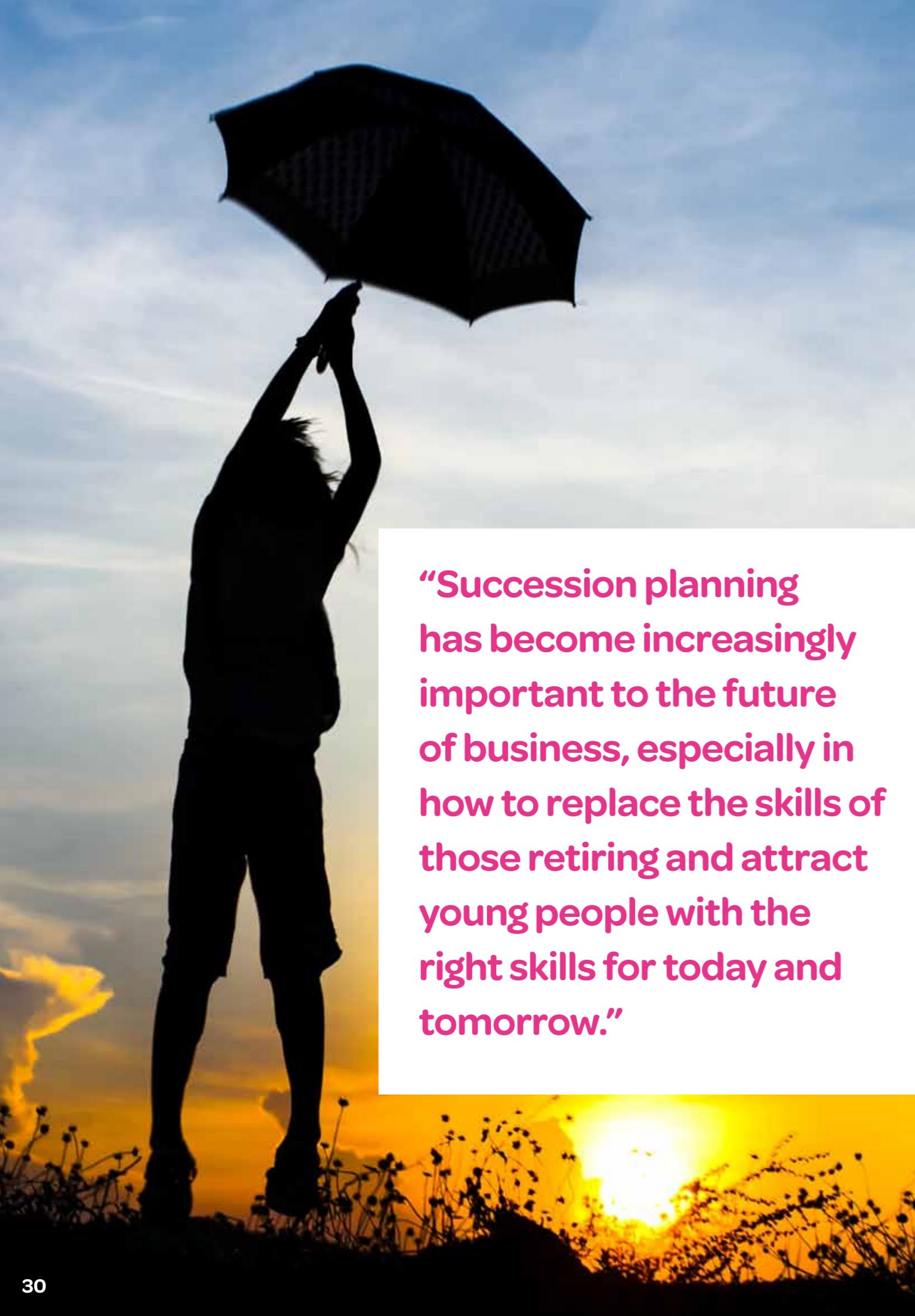
The key challenges are constant supervision, cost and loss of apprentices to other companies when training is completed. For example, despite wanting to help bring people into the industry, one firm was disillusioned when their apprentices were then headhunted by other firms and they questioned what they were getting out of the process.

For those not currently involved in apprenticeships, there is interest in taking on such staff. However, some believe that it is not relevant to their industry and that there are no relevant opportunities for their business. In fact, there was an impression by some that apprenticeships are more for the traditional vocational trades rather than office administration and consultancy. One financial and professional services firm noted that legal apprenticeships are not currently available in Wales but that they would be keen to become involved if this situation changed.

Those firms having to pay the Apprenticeship Levy are thinking about how to maximise apprenticeships as a result of this new tax and it is a great opportunity to attract young people into organisations. However, there remains uncertainty for employers around apprenticeship systems in Wales and England and how the Levy mechanics operate.

“The main advantages are bringing new people (and new ideas) into the business, additional energy into the team, positive influence leading to good PR and the development of committed staff.”





“Succession planning has become increasingly important to the future of business, especially in how to replace the skills of those retiring and attract young people with the right skills for today and tomorrow.”

7. Key drivers of change

This section focuses on the key drivers of change affecting the respondent organisations.

It will attempt to understand a number of key issues including:

- The key drivers of change affecting each sector and the impact on the business
- The impact of these drivers on skills requirements
- The effect of issues such as Brexit and large infrastructure projects on the business
- How colleges and universities can help to develop the skills required by these organisations

Digital Technologies

A small number of firms currently identify digital technologies as a key issue and all felt that digital technologies will have a really big impact, especially in terms of new systems and new processes. In particular, keeping up with the pace of change is a challenge both in terms of resources and logistics and there will need to be a change of business practice in many organisations. For firms working in the digital world, there is increased demand for the services being offered resulting in greater demand for staff with the right skillsets.

In construction, 3D printing is bringing significant changes and opportunities and civil engineering roles based on design and infrastructure are changing in light of 3D printing, including managing how projects will be run to budget. In addition, more automation across all sectors means that it is key to have core ICT skills to adapt to these changes and be a transferrable employee.

Sectoral Analysis

Some of the key factors identified were highly specific to each industry. For example, two manufacturing firms stated that automation and the development of the smart factory (especially in relation to software-based solutions) would be a major influence on its development in the future. In housing, local housing allowances will have an impact as well as welfare reform and universal credit, bedroom tax and anything that will impact on a tenant's income.

Infrastructure Projects

A number of factors were identified by firms from all sectors including public expenditure on infrastructure such as the M4 relief road, Hinkley Point and HS2, the different expectations of millennials as both staff and customers, and keeping up with the pace of change in the digital world. Succession planning was also perceived to be a key issue for many firms.

Those who expressed an opinion believed the new M4 relief road would be good for business as it currently makes it hard to travel, attract staff and motivate people. There is also the perception that it will also bring more business into South Wales. The reduction in tolls on the Severn Bridge was also welcomed especially if it reduced costs for those bringing in goods from England and for those goods going out from Wales.

Workforce Supply

The work ethic and the 'work readiness' of millennials was a concern of some firms, including the simple process of preparing a CV for potential employers. The statement, 'they do only what is asked, not what is around' was reflective of the concerns of employers. For education providers, the increased importance on soft skill requirements and ensuring individuals are employable when they leave education is a major challenge going forward.

Younger workers seem to lack initiative in the workplace as well as not understanding that how they respond now can affect their future career. They also lack those soft skills that are becoming increasingly important to employers. This changing mentality to work and work/life balance means that more people tend to work to the clock, mean productivity is down, leaving less time for training. However, managing change and being resilient is now a fundamental trait which is required in young people in employment, especially in coping with change and reacting to the opportunities created.

Succession planning has become increasingly important to the future of business, especially in how to replace the skills of those retiring and attract young people with the right skills for today and tomorrow. This may not be easy in some sectors. For example, one construction company noted that a third of their workforce are over 55, with increasing demand from infrastructure projects, one way to address this could be to introduce flexible working to ensure employees remain productive in their roles and to consider utilising these people in alternative ways to mentor and support 'training the trainer'.

Political Drivers

Those companies that expressed an opinion felt that skills should be a priority for the City Deal as there was requirement to not only attract people back into Wales with the right skills but to also upskill the people who are already here.

Another important concern was the difference in skills policy between England and Wales and how the Industrial Strategy could be increasing the divide between both nations, especially as many clients operate in both economies and want a solution which is cross border.

The majority of companies felt that Brexit had not affected their business to date or were generally unsure of the impact it would have in the future. There was

a mixed reaction within the advanced materials and manufacturing sector and a number of firms were very concerned about Brexit due to the increased costs of importing raw materials and increased costs which would make increased productivity a necessity over the long term. However, another business had experienced a positive bounce in the last few months and felt that Brexit will encourage them to think more commercially.

Similarly, whilst one legal firm felt that there would be opportunities due to changes in immigration legislation, another was concerned that its international work would be affected due to uncertainties over future relationships with Europe. Other sectors were largely ambivalent although some were concerned at higher import costs, the loss of EU workers and access to European funded projects.

Collaboration between Industry and Education

Organisations from all sectors were enthusiastic on developing links with colleges and universities, especially in having an open dialogue to share information and collaborate.

One suggestion was encouragement and promotion of best practice models which exist and how this can be adopted by others as well as the creation of a 'think-tank' to generate feedback on courses and enable further and higher education to give an insight into those factors which may affect organisations in the future. This would enable businesses to be fully involved in developments for training and skills responses. Another proposal was for staff at FE and HE colleges to job-shadow with private sector company staff in order to give tertiary education organisations a real understanding/awareness of the commercial training needs of employers.

Tailoring programmes to the specific needs of businesses and sectors by understanding what challenges employers face was highlighted by a number of organisations. One business suggested that colleges have tended to take a product that they have off the shelf rather than working with clients to create a bespoke product and deliver the training they actually need. Therefore, rather than offering standardised courses, they could develop something more bespoke and cost-effective that meets the needs of clients and is able to demonstrate the positive impact this investment will have. This would require greater company input and engagement around course development and there needs to be openness to discuss those needs by all partners.

Colleges should offer more basic skills, including IT training to older employees. They can help further by ensuring that courses are more relevant to the existing workforce and by actively involving business in each sector with their curriculum and activities.

One important role was in promoting opportunities for graduates in their industry, especially in areas such as advanced materials and manufacturing and construction. Colleges can support them by continued support of subjects where there are skills gaps in industry and publicising of them as future career paths so that people can make informed decisions. For example, the construction industry is desperate for more ground-workers and apprenticeships in these roles. The issue is that it isn't an attractive area to young people/their parents and there isn't a recognition of the wider, higher skilled careers available within construction. Given this, there is scope for better promotion by career specialists to young people of the career pathways in construction.

Ensuring students improve on their people skills (e.g. confidence and independence) was seen as a priority. Softer skills are highly transferrable across all industries and would be beneficial to both the individual and the employing organisation. Colleges and universities need to better prepare people for the world of work, including focus on ensuring that students are more work-ready and not just exposed to theory.

For example, one manufacturing firm suggested that all engineering-related programmes should introduce sales training to grow soft skills in the industry so that graduates can clearly communicate with the customer and back into the business team. This requires a sales mind-set which has typically not been incorporated into traditional engineering courses and would be critical for those firms that need people who can go talk to customers, find their problems and understand them. Some firms were also interested in seeing more team-building approaches to students working on live employer briefs as this is a particularly useful skill in the workplace.



"Organisations from all sectors were enthusiastic on developing links with colleges and universities."

Conclusion

Demand

The results show that the majority of organisations are currently facing skills gaps but cannot appoint new members of staff to fill these gaps for a variety of reasons.

There also seems to be difficulties with regard to flexibility within the businesses to take on further skills as current employees' skills and qualifications are, according to the companies interviewed, being fully utilised. This situation may not be too surprising given that there seems to be very little emphasis on human resource management as a strategic function within most of the organisations questioned and, more relevantly, few perceive workforce planning to be important.

The key issues that emerge from the interviews in terms of demand for skills are as follows:

- The importance of soft skills in all organisations regardless of size or sector.
- The increasing relevance of leadership and management training for existing staff (although this was not perceived as an issue for newly recruited staff).
- The deficit in digital skills across all sectors not only in specialist subjects such as cyber security and big data but also in more basic skills for general applications.
- School-leavers and graduates have a lack of understanding of the world of work in industries such as manufacturing and construction and this is affecting recruitment into those sectors.
- Demographic issues with an ageing workforce both in terms of succession planning and upskilling, especially in digital skills.
- Organisations are looking to recruit from outside of the sector or local area to deal with skills shortages.
- There is an opportunity for organisations to adopt a range of different approaches to manage skills internally as well utilising external bodies such as recruitment agencies to help to identify and solve skills issues.
- The Welsh language is not an issue for most firms although a small number of organisations see its use as creating a competitive advantage in certain areas.
- Apprehension that organisations may not be ready to take full advantage of major infrastructure projects and that skilled staff could be lost to these projects over time.
- Ensuring that there is greater dialogue between industry and education as there is a perception that local colleges and universities lack an understanding of the needs of businesses.

Supply

In terms of the supply of skills provision, there was extensive use of training from external providers by organisations, although a small number also delivered their own in-house courses. In addition, most organisations have taken on apprentices and will continue to do so if opportunities are available.

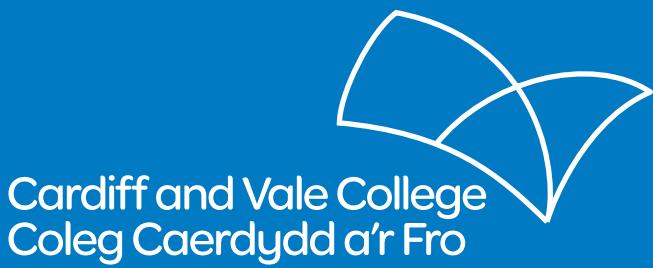
The key issues that emerge from the interviews in terms of supply of skills are as follows:

- A number of organisations suggested that providers should be more flexible in their delivery of programmes with many external training companies providing general support rather than bespoke programmes relevant to individual businesses.
- Whilst some colleges were seen as market leading in terms of their approach in the way they go out to build relationships with employers, others offered training without understanding the needs of local businesses.
- Colleges, training providers and universities also need to ensure that their training content is up to date and can be provided across all levels.
- A need for colleges and universities to be marketing their offering in skills and training more effectively across the region and to respond more quickly to external enquiries.
- Funding and support for training and skills should to be more transparent and accessible and needs to be made available to older workers as well as young employees.
- Employability needs to be made a mandatory part of the learning experience within colleges and universities with soft skills embedded into the curriculum.
- Whilst apprenticeships are popular, there needs to be a widening of their utilisation within the region especially in ensuring they are taken on within all sectors of the economy and at different levels e.g. higher management apprenticeships. More should be done to promote shared apprenticeships that can be beneficial to those involved

Key Drivers of Change

There were a number of key issues as follows:

- Changes in digital technology were perceived to have a potentially large impact on all organisations in the region over the next few years, although many are not prepared for these changes.
- The 'work readiness' of millennials was a concern for some firms and the increased importance on soft skill requirements to ensure individuals are employable when they leave education is a major challenge going forward.
- Addressing the issue of succession planning in retaining and improving skills within the workforce is important to all organisations.
- The development of skills by policymakers for the region should be a priority for the Cardiff Capital Region City Deal but it should also ensure that the differences between Wales and England in this area is minimised.
- Brexit has not had an effect to date and organisations are generally unsure of the impact it would have in the future.
- Changes to the M4, including the relief road and toll reductions, were generally seen as being beneficial to the local economy.
- Creating better engagement between industry and tertiary education in the region was seen as critically important to businesses in the region, especially in ensuring that skills training was fit for purpose for all sectors.



Cardiff and Vale College
Coleg Caerdydd a'r Fro

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Arolwg Sgiliau CBaCh 2017

Adroddiad Terfynol

Paratowyd ar gyfer: Partneriaeth Sgiliau Ranbarthol De Ddwyrain Cymru

(LSkIP) Sicrhawyd gan: Cymdeithas Llywodraeth Leol Cymru (CLILC)

Cyflawnwyd gan: Coleg Caerdydd a'r Fro (CCAF)

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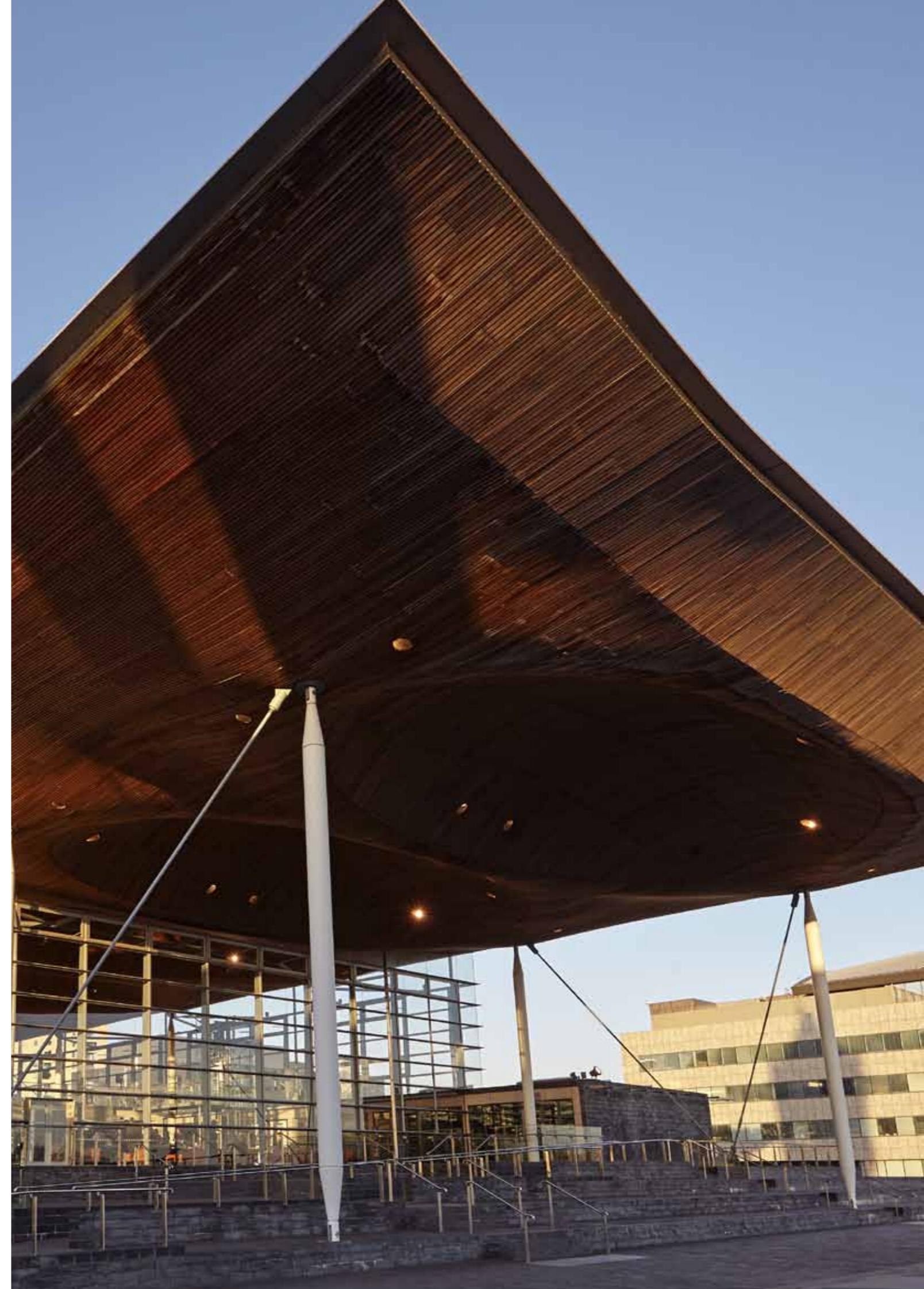
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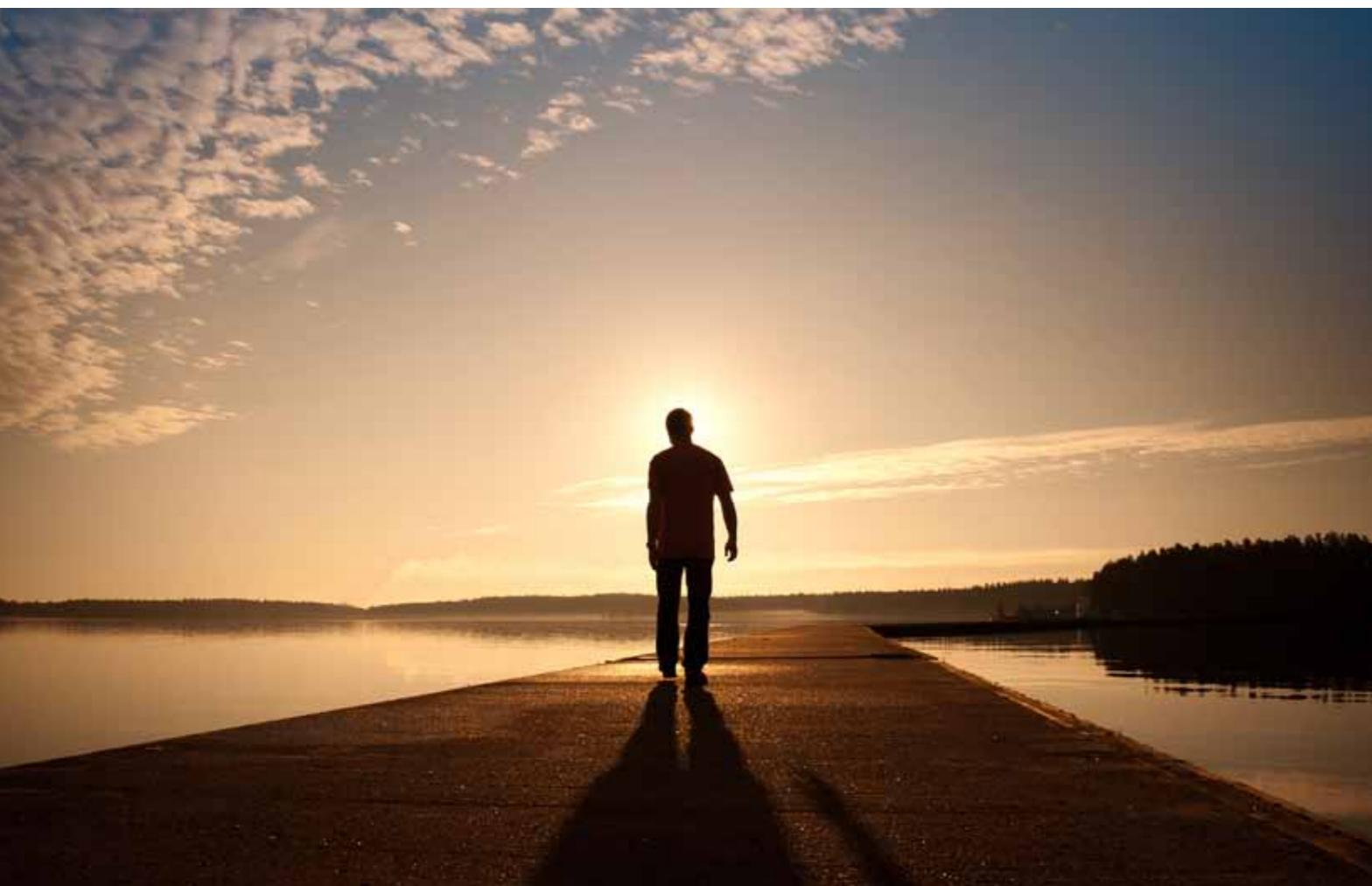


Crynodeb Gweithredol

Mae'r adroddiad yn cofnodi canfyddiadau allweddol Arolwg Sgiliau CBaCh 2017 a gwblhawyd gan Goleg Caerdydd a'r Fro, gyda chefnogaeth yr Athro Dylan Jones-Evans OBE. Nod y prosiect oedd cwblhau astudiaeth ansoddol a chael gwybodaeth gyfoethog am anghenion sgiliau CBaCh ar draws sectorau blaenorriaeth, fel y nodir gan Bartneriaeth Sgiliau Ranbarthol De Ddwyrain Cymru.

Sgiliau Ranbarthol De Ddwyrain Cymru. Y ffocws oedd edrych ar yr anghenion yn y dyfodol a'r bylchau a'r prinder sgiliau presennol, gan ddod â galw, cyflenwad a sbardunau newid allweddol at ei gilydd.

Mae dadansoddi'r canfyddiadau wedi arwain at nifer o argymhellion a galw am weithredu i'w hystyried fel rhan o'r Cynllun Cyflogaeth a Sgiliau nesaf.



Dyma gasgliadau'r ymchwil:



Bydd **Technoleg Ddigidol** yn cael effaith fawr wrth i dechnolegau newydd gael eu mabwysiadu a newid modelau busnes presennol. Ceir gofynnad traws-sector am sicrhau bod gan gyflogion sgiliau digidol sylfaenol a rhai sgiliau mewn meysydd arbenigol, fel seibr ddiogelwch a data mawr.



Mae **Sgiliau Hanfodol/Meddal**¹ yn bwysig i bob sefydliad heb ystyried maint na sector a dyma rôl y cyflogwr a'r system addysg, yn enwedig colegau a phrifysgolion, i sicrhau bod gweithwyr y dyfodol yn bodloni anghenion cyflogwyr.



Mae **Arweinyddiaeth a Rheolaeth** yn ofyniad hyfforddi nodedig i'r staff presennol, gyda thueddiad ar draws sectorau i hybu o'r tu mewn i'r sefydliad yn seiliedig ar brofiad a chymhwysedd technegol.



Nid yw'r **Iaith Gymraeg** yn fater ar gyfer y rhan fwyaf o gwmniau ond mae nifer bach yn ei gweld fel elfen sy'n creu mantais gystadleuol ac yn ofynnol ar gyfer cyfleoedd caffael y sector cyhoeddus.



Mae **Gweithlu'n Heneiddio** yn her lle mae staff profiadol, sgiliedig ar gyflog da'n gadael y farchnad yn gynnar heb fawr o gynllunio olyniaeth na chyflenwad o dalent yn eu lle.



Mae **Prosiectau Seilwaith** wedi'u nodi a phryderon wedi'u codi am allu i ymateb a manteisio ar y prosiectau hyn, a'r bygythiad o staff cyflogedig yn cael eu denu at gyflogau uwch mewn cwmniau eraill.



Mae cyfleoedd **Prentisiaeth** yn bodoli i ddiwallu gofynnion sgiliau mewn sectorau fel gwasanaethau ariannol a phroffesiynol a Digidol/TGCh ac mewn galwedigaethau sy'n rhychwantu sectorau, gan gynnwys gweinyddu a rheoli.



Mae **cydweithredu rhwng Diwydiant ac Addysg** yn allweddol i gefnogi newid a sicrhau bod y cyflenwad o weithlu'n diwallu anghenion busnes a bod pobl ifanc yn ymwybodol o gyfleoedd a llwybrau gyraol at gyflogaeth mewn sectorau fel gweithgynhyrchu ac adeiladu. Mae cydweithredu â'r sector addysg yn eithriadol bwysig; rhaid i golegau lleol, darparwyr hyfforddiant a phrifysgolion ddeall ac ymateb i anghenion busnes gyda rhagleni pwrrpasol a theilwredig sy'n diwallu gofynnion sgiliau'r presennol a'r dyfodol.

1. Mae Sgiliau Hanfodol gan drafod â chyflwyno'r rheol yn cynnwys sbectwm o sgiliau llythrenedd, rhifedd, digidol, cyflogadwyedd a meddal (gan gynnwys arwain, gwneud penderfyniadau, ethig gwaith, hyder, datrys problemau, cyfathrebu, prosiect a gwaith tim) sy'n cael eu hystyried o bwysigrwydd mawr ac yn drosgwylwyddadwy ar draws pob sector. Mae'n bwysig nodi bod hyn yn wahanol i'r dehongliad traddodiadol o Sgiliau Hanfodol, yn enwedig yn y sector addysg.



Cyflwyniad

Mae Coleg Caerdydd a'r Fro (CCAF) yn falch o gyflwyno canfyddiadau'r Arolwg Sgiliau CBaCh a gyflwynir ar ran Partneriaeth Sgiliau Ranbarthol De Ddwyrain Cymru, LSkIP, a'i chaffael drwy gyfrwng Cymdeithas Llywodraeth Leol Cymru..

Fel coleg, ein cenhadaeth yw darparu addysg a hyfforddiant o ansawdd uchel, canlyniadau eithriadol, pobl sgiliedig a chyflogadwy, profiad rhagorol i gwsmeriaid, twf busnes arloesol a buddsoddiad parhaus sy'n cefnogi cymunedau ffyniannus ac economi llwyddiannus. Ein gweledigaeth yw bod yn fusnes addysgol blaenllaw. Mae gweithio a bod yn bartneriaid gyda chyflogwyr a rhanddeiliaid o bob cwr o Dde Ddwyrain Cymru a thu hwnt yn allweddol i'n llwyddiant. Mae ein dull o weithredu'n seiliedig ar ymchwil a gwybodaeth am y farchnad lafur, a ddefnyddir i wneud penderfyniadau seiliedig ar dystiolaeth. Yn 2016, ffurfiwyd partneriaeth gennym â Phrifysgol De Cymru er mwyn cyflwyno'r 'Arolwg Sgiliau Cyflogwyr Mawr' yn llwyddiannus ac mae'n bleser cael arwain a chyflwyno Arolwg Sgiliau CBaCh 2017.

Mae astudiaeth ansoddol wedi cael ei chwblhau, gan dargedu Cyflogwyr Bach a Chanolig (CBaCh) er mwyn deall yr anghenion am sgiliau presennol y gweithlu a'r sgiliau yn y dyfodol, y ddarpariaeth hyfforddi bresennol a'r cyflenwad o hyfforddiant. Y gobaith yw y bydd

yr astudiaeth yn cefnogi LSkIP i greu dull o weithredu 'Mittelstand'. Mae deall anghenion CBaCh ar draws y deg awdurdod lleol yn Ne Ddwyrain Cymru'n bwysig a bydd yr adroddiad hwn yn helpu fel sail i bolisiau a darpariaethau sgiliau yn y dyfodol. Mae ffocws ansoddol wedi rhoi gwybodaeth fanwl am anghenion CBaCh ac mae'n darparu haen arall i wella'r ymchwil presennol sy'n feintiol ei natur, ac adroddiadau eraill sy'n cynnig gwybodaeth am anghenion sgiliau yn y dyfodol.

Mae'r ymchwil wedi cael ei wneud dros gyfnod dwys o 12 wythnos, o fis Chwefror i fis Ebrill 2017, gyda mwyafrif helaeth yr ymchwil maes yn cael ei gwblhau ym mis Mawrth. Mae'r prosiect wedi elwa o gefnogaeth yr Athro Dylan Jones-Evans OBE, sydd wedi cyflawni'r rôl yr Arweinydd Academaidd ac Awdur yr Adroddiad, gan weithio'n agos â thîm y prosiect yn CCAF.

Mae tîm y prosiect wedi cwblhau 46 o gyfweliadau ar draws y sectorau blaenoriaeth allweddol yn ystod y cyfnod ac wedi cynnal digwyddiad Fforwm yr Arolwg Sgiliau CBaCh, ac ymgynghorwyd â chyfanswm o 55 o gwmniau unigryw fel rhan o'r broses.

Mae mwy na 4,000 o unigolion wedi cymryd rhan yn ystod yr ymgrych.

Hoffem ddiolch yn ddiwyll iawn i'r Athro Dylan Jones-Evans OBE am ei rôl yn cefnogi rhoi'r prosiect hwn ar waith a'r adroddiad terfynol a diolch hefyd i bartneriaid ar draws rhwydwaith LSkIP am eu cefnogaeth i'r prosiect. Yn olaf, hoffem ddiolch i'r holl gyflogwyr sydd wedi bod yn rhan o'r broses hon; mae amser gwerthfawr wedi cael ei fuddsoddi mewn rhannu gwybodaeth gyfoethog a defnyddiol sydd wedi darparu'r sylfaen ar gyfer yr adroddiad hwn.

Mae'r adroddiad yn cynnwys nifer o argymhellion ac yn galw am weithredu ac rydym yn edrych ymlaen at weithio gyda phartneriaid i gyflawni'r rhain a gwneud byd o wahaniaeth i ddarparu a chefnogi twf ledled Prifddinas-ranbarth Caerdydd drwy ddiwallu anghenion CBaCh.

James Scorey

Arweinydd Prosiect yr Arolwg Sgiliau CBaCh (Coleg Caerdydd a'r Fro)

2. Diffiniad gwaith LSkIP: Mae Mittelstand yn grŵp o gwmniau daearyddol sydd â'u ffocws ar entrepeneuriad a thwf sy'n gallu manteisio ar sgiliau a rennir a chadwyn gynhyrchu (gyflenwi) sy'n rhngblethu gan ddatblygu dulliau arloesol o wella ar gyfer y tymor hir. Mae cwmniau'n cael eu cysylltu gan diddordebau cyffredin, yn cydweithredu'n barod ac maent yn cael gefnogaeth gan sefydliadau academaidd a darparwyr hyfforddiant lleol yn ogystal â chynnig sgiliau cyflogaeth a gwasanaeth hyfforddi sy'n rhngblethu hyd at allu ymchwil lefel uchel a darparu gweithlu sydd â lefel uchel o sgiliau. Mae cryfder Mittelstand yn codi o'r ffocws ar arbennigedd penodol - bod y gorau, peidio â sefyll yn lloonydd, arloesi a thro i eu llwyddiant yn ôl iddynt hwy eu hunain (economi gylch - sgiliau cylch) a cheisio gwerthu'r cryfder hwnnw dramor (nid y cwmni).

Methodoleg

Seiliwyd y fethodoleg ymchwil ar ddull cadarn o weithredu a ddefnyddiwyd yn 2016 ar gyfer prosiect Arolwg Sgiliau Cyflogwyr Mawr ac mae wedi cynnwys y gwersi a ddysgwyd i helpu gyda dylunio'r cwestiynau, dadansoddi ac adrodd yn ôl ar ddata.

Cytunwyd ar gwmpas y prosiect gan ymgynghori â LSkiP:

Amrywiad

Terfynau y Cytunwyd Arnynt

Maint y Cyflogwr

Ffocws y Sector

Lleoliad y Cwmni

Rôl

- Cyflogwyr bach (10-49 o gyflogeon)
- Cyflogwyr canolig (50 – 249 o gyflogeon)

- Deunyddiau a Gweithgynhyrchu Uwch
- Adeiladu
- Gwasanaethau Ariannol a Phroffesiynol
- TGCh/Digidol (fel thema drawsbynciol)
- Mae'r Economi Sylfaenol Ddynol yn cynnwys Addysg, Gwasanaethau lechyd a Gofal Cymdeithasol

- Cynrychiolaeth a lledaeniad y ffactorau allweddol ar draws y 10 awdurdod lleol yn Ne Ddwyrain Cymru

- Uwch gyfarwyddwr / gwneud penderfyniadau ar lefel uwch



Dylunio'r Ymchwil

i. Yr holiadur wedi'i gynnllunio gan ymgynghori â'r Arweinydd Academaidd a'i gytuno gyda rhwydwaith LSkiP a'r adolygiadau wedi'u cynnwys. Cytunwyd i ganolbwytio ar saith maes y cwestiynau allweddol gyda nifer o ysgogiadau y cytunwyd arnynt i hwyluso trafodaeth,

ii. Ffocws ansodol wedi'i gynnal drwy gyfrwng cyfweliad wyneb yn wyneb, ar amser ac mewn lle oedd yn gyfleoedd i'r sawl oedd yn cael ei gyfweld. Y cyfweliadau'n lled-strwythur dig fel bod lle i themâu ddod i'r amlwg ar gyfer eu hadolygu a'u harchwilio.

iii. Gofynnwyd i'r cyfranogwyr i gyd ddarllen y protocol ymchwil a llofnodi ffurflen ganiatâd. Recordiwyd mwyafrif y cyfweliadau.

iv. Casglwyd gwybodaeth am y cwmni a demograffeg cyn dechrau'r cyfweliad.

v. Trefnwyd y cyfweliadau i bara dim mwy nag awr.

vi. Crëwyd cyfres ddata'r cwmni yn unol â therfynau y cytunwyd arnynt a chyfathrebwyd y prosiect drwy gyfrwng rhwydwaith helaeth i sicrhau cymaint o gyfraniad â phosib.

vii. Cofnodwyd crynodeb o'r pwyntiau allweddol o'r drafodaeth yn erbyn y saith cwestiwn allweddol.

viii. Bydd yr holl ddata gaiff eu casglu'n cael eu cadw ar gyfer dadansoddi a byddant yn parhau'n gyfrinachol. CLICL fydd perchenog y data.

ix. Cytunwyd i gwblhau isafswm o 8 cyfweliad ar gyfer pob un o'r pum sector blaenoriaeth allweddol.

Dadansoddi

i. Cynhaliwyd dadansoddiad thematig o ddata ansodol i adolygu'r saith cwestiwn allweddol ac i ystyried o dan dair thema allweddol (galw; cyflenwad; sbardunau newid).

ii. Cyflwynwyd crynodeb o'r canfyddiadau i grŵp ymgysylltu bach, gyda sesiwn adborth wedi'i hwyluso i astudio'r themâu allweddol.

iii. Dadansoddiad manwl i gynnwys yr adlewyrchu yn ôl sector a daearyddiaeth gan ystyried gofynion tymor byr, canolig a hir.

iv. Yr adroddiad terfynol i gynnwys yr argymhellion o'r ymchwil.

Rheoli'r Prosiect

i. Cytuno ar gynllun y prosiect a'r cerrig milltir allweddol gyda'r LSkiP.

ii. Adroddiadau cynnydd interim wedi'u darparu i gofnodi cyflawni.

iii. Cyfarfodydd a thrafodaethau prosiect wedi'u cynnal i adolygu cynnydd.

Crynodeb o'r Ymateb

Maint y Cyflogwr (Uned Leol)

Maint y Cyflogwr	#	%
Canolig	23	50 %
Bach	18	39%
Mawr	1	2%
Micro	4	9%
Prif Gyfanswm	46	100 %

Ffocws y Sector

Sector Blaenoriaeth	#	%
Deunyddiau a Gweithgynhyrchu Uwch	8	17 %
Adeiladu	11	24 %
Gwasanaethau Ariannol a Phroffesiynol	10	22 %
Economi Sylfaenol Ddynol	8	17%
TGCh/Digidol	9	20 %
Prif Gyfanswm	46	100 %

Lleoliad y Cwmni

Awdurdod Lleol	#	%
Blaenau Gwent	4	9 %
Pen-y-bont ar Ogwr	2	4 %
Caerffili	3	7 %
Caerdydd	20	43 %
Merthyr Tudful	1	2 %
Sir Fynwy	3	7 %
Casnewydd	5	11 %
Rhondda Cynon Taf	4	9 %
Torfaen	2	4 %
Bro Morgannwg	2	4 %
Prif Gyfanswm	46	100 %

Rôl

Swydd	#	%
Prif Weithredwr/Cyfarwyddwr Rheoli/Perchenog	14	30.4 %
Cyfarwyddwr/Pennaeth	14	30.4 %
Rheolwr	14	30.4 %
Arall	4	8.7 %
Prif Gyfanswm	46	100 %

Canlyniadau a Dadansoddiad



1. Bylchau sgiliau ymhllith cyflogion presennol

Mae'r adran hon yn canolbwntio y bylchau sgiliau a brofir ymhllith staff presennol y sefydliadau a ymatebodd.

Bydd yn ceisio deall nifer o faterion allweddol, gan gynnwys y canlynol:

- Pam mae'r bylchau sgiliau hyn yn bodoli yn y sefydliadau
- Prif achosion y bylchau sgiliau hyn
- Yr effaith mae'r bylchau sgiliau hyn yn ei chael ar sefydliadau
- Pa gyfresi sgiliau / galwedigaethau arbenigol sydd eu hangen ar hyn o bryd
- Y sgiliau sydd angen eu gwella ymhllith staff sydd â bylchau sgiliau
- Beth sy'n cael ei wneud i oresgyn bylchau sgiliau

Bydd hefyd yn ystyried a oes bylchau sgiliau mewn meysydd fel arweinyddiaeth a rheolaeth, digidol a'r iaith Gymraeg a phwysigrwydd y meysydd hyn i'r busnes. Hefyd bydd yn edrych ar ffocws mewnlol y sefydliad ar ddatblygu sgiliau o ran y swyddogaeth adnoddau dynol (AD), strategaeth datblygu gweithlu a chynllunio olyniaeth.

Yn ôl yr ymatebion yn y cyfweliadau, roedd barn gymysg am fylchau sgiliau ymhllith y staff presennol yn y busnes. Roedd mwyafrif y sefydliadau wedi nodi bylchau sgiliau yn eu gweithrediadau, ond roedd lleiafrif sylweddol yn fodlon gyda'r sefyllfa sgiliau bresennol yn eu sefydliad.

Sgiliau Digidol

O ran sgiliau digidol, nid yw prinder cyflogion cymwys yn gyfyngedig i'r sector TGCh a digidol, er bod hwn yn amrywio yn ôl diwydiant. Yn wir, mae gan ddyfodiad datblygiadau fel data mawr, seibr ddiogelwch a gwybodaeth artiffisial rôl enfawr i'w chwarae mewn gwella'r ddarpariaeth o wasanaethau i'r holl gwmniau, er bod diffyg sgiliau yn yr holl feysydd hyn.

Yn y busnesau hynny sy'n gweithredu yn y sector economi sylfaenol ddynol, mae'r rhan fwyaf o'r galw am sgiliau digidol mewn perthynas â gwella sgiliau aelodau hŷn o staff, yn enwedig mewn meysydd sylfaenol fel rhaglenni Microsoft.

Er bod y digidol wedi cael ei groesawu i raddau helaeth yn y sector deunyddiau a gweithgynhyrchu uwch, mae mwy o ddibyniaeth ar roi contractau i sefydliadau arbenigol mewn meysydd fel datblygu meddalwedd, cynnal a chadw systemau a rhaglenni. I'r gwrrthwyneb, mae cwmniau yn y sector adeiladu wedi buddsoddi'n sylweddol yn y maes hwn, yn bennaf oherwydd anogaeth gan lywodraeth y DU i ddefnyddio Modelu Gwybodaeth Adeiladu (MGA). Mae'r buddsoddiad hwn yn cael ei ystyried fel mesur diogelu ar gyfer angen a ddisgwylir yn y dyfodol. O ran gwella sgiliau, nid yw'r rhan fwyaf o'r gofynion yn ymwnud â defnydd technegol o'r digidol, ond mewn meysydd fel cyfryngau cymdeithasol a gweinyddu. Hefyd, mae cleientiaid yn y diwydiant adeiladu'n gofyn am ddiweddarriadau am brosiectau ar ddyfeisiadau tabled, sy'n her ar unwaith i weithwyr safle hŷn sydd wedi bod yn y diwydiant drwy gydol eu bywydau ac yn amharod i ddysgu sgiliau 'digidol' newydd wrth nesáu at ymddeoliad.

Mae'r gofyniad mwyaf yn ôl pob tebyg o ran sgiliau digidol a TGCh ymhliith y gweithlu presennol ym maes gwasanaethau ariannol a phroffesiynol. Mae hyn yn cynnwys (a) cael sgiliau TG mewnol ar lefel uwch i alluogi gwneud gwaith technegol dyfnach gyda meddalwedd a gwneud y defnydd gorau posib o bensaerniâeth TG gyfredol; (b) rheoli rhwydweithiau a diogelwch, ac; (c) cyfresi sgiliau penodol ar gyfer swyddi fel arbenigwyr cyfryngau cymdeithasol, crewyr cynnwys ac awduron datganiadau i'r wasg.

Gall y diffyg sgiliau digidol hwn ymhliith cyflogion fod yn fater perthnasol i genhedaeth, yn enwedig os oes lefel isel o newid yn y staff, a sgiliau digidol yn brin ymhliith yraelodau hŷn sydd wedi aros gyda'r sefydliad. Er engraifft, cwmni cyfreithiol lle nad yw cyfreithwyr neu ymgynghorwyr yn defnyddio meddalwedd arddweud digidol, er bod hwn saith gwaith yn gyflymach na theipio. I'r gwrthwyneb, mae busnes cyfreithiol arall wedi lleihau nifer ei ysgrifenyddion cyfreithiol gan fod ei gyfreithwyr yn defnyddio meddalwedd ddigidol i wneud eu gwaith gweinyddol eu hunain yn fwy effeithlon. O gofio hyn, mae angen cynyddol am recrwiataid ifanc sydd wedi'u hyfforddi mewn adnoddau busnes digidol i ddod drwy'r busnes.

Un ffordd o wella sgiliau'r gweithlu ehangach drwy fod yn fedrus yn ddigidol yw drwy gyfrwng hyfforddiant Sgiliau Hanfodol sy'n cynnig datblygiad llythrennedd digidol i gyflogwyr, gan sicrhau cymhwysedd mewn darparu gwasanaethau.

Arweinyddiaeth a Rheolaeth

Gwelwyd hyfforddiant arweinyddiaeth a rheolaeth fel mater allweddol i gyflogion presennol gan fwyafri y sefydliadau, a gallai gael effaith fawr o ran eu datblygiad yn y dyfodol. Er engraifft, byddai cael mwy o arweinwyr yn rhai o'r sefydliadau'n rhyddhau'r cyfarwyddwr rheoli i wneud pethau eraill ac felly'n helpu gyda thwf y busnes. Gweithredir hyn ar draws pob diwydiant, er roedd gofynion penodol gan bob sector. Er engraifft, roedd un cwmni cyfreithiol yn teimlo bod sgiliau arweinyddiaeth a rheolaeth yn bwysig ond nid oeddent wedi cael eu cynnig yn draddodiadol, gan fod datblygiad proffesiynol parhaus cyfreithiol yn cael blaenoriaeth. O gofio hyn, awgrymwyd y byddai cael 'atebion byr a sydyn' mewn arweinyddiaeth a rheolaeth, i wella sgiliau staff, yn helpu i ddod â chyfreithwyr iau drwy'r busnes. Yn yr economi sylfaenol ddynol, nododd un busnes bod bylchau sgiliau meddal mewn arweinyddiaeth a rheolaeth ymhliith y rhai oedd wedi bod yn gweithio i'r busnes am fwy na degawd, yn bennaf oherwydd eu bod yn gorffwys ar eu rhwyfau ar sail hyd eu gwasanaeth.

Yr iaith Gymraeg

Nid yw'r iaith Gymraeg yn cael ei gweld yn bwysig gan y rhan fwyaf o gwmniau, gan ei bod yn cael effaith isel ar y busnes. Mae hyn yn berthnasol ar draws bob sector ac nid yw'n cael ei gweld fel rhwystr, oherwydd nid yw'r rhan fwyaf o gwmniau'n ei defnyddio yn eu gweithrediadau busnes o ddydd i ddydd. Mae rhai eithriadau ac mae siaradwyr Cymraeg rhwgl yn cael eu gweld fel mantais i fusnesau sy'n gweithio gyda Llywodraeth Cymru ac yn ymgeisio am gontactau'r sector cyhoeddus, neu'r rhai sy'n gweithredu mewn ardaloedd penodol, fel Gogledd Cymru. Ym maes gwasanaethau ariannol a phroffesiynol, mae'n ymddangos bod galw cynyddol am wasanaethau cyfreithiol cyfrwng Cymraeg ac, mewn un cwmni, mae bron i draean y timau sy'n delio â chleientiaid yn gallu gweithio drwy gyfrwng y Gymraeg. Fodd bynnag, eithriad yw hynny, nid norm, oherwydd nid yw sgiliau Cymraeg yn cael eu gweld fel ased busnes yn gyffredinol gan fwyafrif helaeth y sefydliadau a fynegodd farn, ond cefnogir staff os ydynt eisiau dysgu a siarad yr iaith.

Cyflogion Profiadol

Cafodd bylchau sgiliau amrywiol eu datgan ar gyfer y cyflogion presennol hynny oedd eisoes wedi bod yn eu swydd am nifer o flynyddoedd. Roedd y rhain yn cynnwys yr angen am gymwysterau ffurfiol ac, mewn nifer o sectorau, tynnwyd sylw at y faith, oherwydd demograffeg rhywfaint o'r gweithlu, y byddai problemau wrth fynd ymlaen. Er engraifft, ym maes adnoddau a gweithgynhyrchu uwch ac adeiladu, mae swyddi fel llafurwyr, codi strwythurau dur neu waith coed yn disgwyl i gyflogion fod ag NVQs erbyn hyn. Mae cwmniau'n teimlo eu bod o dan anfantais o ganlyniad, gyda'r unigolion heb gymhwyster sydd wedi bod yn gwneud y gwaith ers 20 mlynedd yn teimlo'n sydyn eu bod angen dangos eu cymhwysedd.

Swyddogaeth AD

Er mawr syndod, ychydig iawn o'r cwmniau a ymatebodd grybwylodd bwysigrwydd rheoli adnoddau dynol yn y sefydliad, gyda nifer sylweddol yn rho'i'r swyddogaeth hon allan ar gontact i sefydliadau eraill. Dim ond lleiafrif bychan sydd â strategaeth datblygu gweithlu sy'n cael eigweithredu ar hyn o bryd ond roedd gan rai sydd â gofynion cyfreithiol (fel adeiladu) gynllun a oedd yn sicrhau bod sgiliau gweithwyr yn cael eu hadnewyddu bob 18 mis. Hefyd roedd gan gwmniau gwasanaethau ariannol a phroffesiynol swyddogaethau adnoddau dynol cryfach na'r sectorau eraill.

Dadansoddiad Sectoraidd

Yn y sector adnoddau a gweithgynhyrchu uwch, mae'r rhan fwyaf o gwmniau'n cael anawsterau gyda sgiliau technegol (yn enwedig mewn swyddi arbenigol fel Gosodwyr CNC, Systemau AutoCAD a Rhagleni) ond maent yn canolbwytio ar roi sylw i'r bylchau hyn drwy gyfrwng hyfforddiant mewnol dwys wrth i dechnoleg newid neu, yn ôl yr angen, drwy hybu staff presennol a dod â recrwiataid newydd sydd â'r sgiliau gofynnol i mewn. Roedd o leiaf un busnes gweithgynhyrchu'n poeni y gallai cael staff heb y sgiliau gofynnol gael effaith niweidiol ar eu twf yn y dyfodol. Er bod cwmniau sy'n dweud nad oes ganddynt unrhyw fylchau sgiliau ar hyn o bryd, gallai hyn newid yn y dyfodol ac, i ddelio â hyn, eu nod yw gwella sgiliau'r cyflogion presennol drwy hyfforddiant mewnol, a fydd yn galluogi rhywfaint o symud swyddi yn y sefydliad, os oes angen, e.e. o gynhyrchu i swydd yn delio â chwsmeriaid.

Yn y diwydiant adeiladu, roedd yn ymddangos fel pe bai llai o broblem gyda sgiliau ymhliith y gweithlu presennol, gyda ffocws yn bennaf ar wella sgiliau at ddibenion deddfwriaethol h.y. staff yn cael eu hanfon ar gyrsiau byr i gael y wybodaeth ddiweddaraf am faterion fel iechyd a diogelwch. Fodd bynnag, roedd darparwyr mwy arbenigol yn y diwydiant yn cael anhawster dod o hyd i sgiliau arbenigol penodol ar gyfer eu busnes. Er engraifft, soniodd un sefydliad am fylchau sgiliau technegol mewn Ecoleg; Maintfesur; Prifyrdd a Pheirianeg Fecanyddol a Thrydanol.

Er bod bylchau sgiliau ymhliith busnesau gwasanaethau ariannol, maent yn mynd ati i roi sylw i'r broblem hon gyda'u cyflogion drwy, er engraifft, hyfforddiant gyda chyrrf masnach, gwella sgiliau mewn meysydd allweddol neu logi cyflogion wedi'u hyfforddi o sefydliadau eraill (er bydd rhai angen cefnogaeth bellach i ddatblygu'r sgiliau priodol efallai). O gofio am natur y sector a'i ffocws ar gwsmeriaid, roedd pwyslais sylweddol ar ddatblygu sgiliau meddal, yn enwedig o ran sicrhau cydbwysedd rhwng y gofyn am sgiliau personol a'r sgiliau technegol hynny sydd eu hangen fel rheol yn y diwydiant.

Yn yr economi sylfaenol ddynol, mae'r brif broblem yn ymwneud â rheoli, gyda staff wedi esblygu i'r swyddi hyn gydag amser ond heb dderbyn llawer o hyfforddiant rheoli. O ganlyniad, nid oes ganddynt y sgiliau gofynnol ar gyfer swyddi rheoli. Mae gan eraill ofynion sgiliau mwy penodol sy'n uniongyrchol gysylltiedig â'r gwaith mae eu sefydliadau yn ei wneud e.e. awdioleg, rheoliadau gwyydoniaeth bywyd ac adeiladu.

Mae diffyg sgiliau'r cyflogion presennol yn ddwysach mewn busnesau TGCh a digidol ble mae gan bron yr holl ymatebwyr fylchau penodol, nid yn unig o ran sgiliau meddalwedd ond hefyd o ran sgiliau pobl. Gallai diffyg sgiliau meddalach ymhliith cyflogion fod yn arafu twf busnesau mewn rhai cwmniau ond un ateb oedd cyflogi unigolion o'r tu allan i Gymru er mwyn cyflwyno ffyrdd newydd o weithio. Hefyd awgrymodd un ymatebydd bod angen ymgorfod i gwybodaeth sylfaenol mewn cyrsiau sgiliau cyfrifiadurol (e.e. sut mae cyfrifiadur yn gweithio) ar lefel ysgol a choleg ac awgrymodd un arall nad oes digon o hyfforddiant mewn meysydd allweddol yn cael ei ddarparu gan y sector a sefydliadau addysgol.

"Roedd hyfforddiant arweinyddiaeth a rheolaeth yn cael ei weld fel mater allweddol i gyflogion presennol gan fwyafrif y sefydliadau, a gallai gael effaith fawr o ran eu datblygiad yn y dyfodol."

**“Mae rhai
sefydliadau’n
ystyried recriwtio
unigolion o’r tu allan
i’r sector i ddelio â
phrinder sgiliau.”**



2. Prinder sgiliau a materion recriwtio ar gyfer cyflogelion newydd

Mae’r adran hon yn canolbwytio ar brinder sgiliau a’r problemau recriwtio mae sefydliadau’n eu hwynebu o ran cyflogelion newydd ac yn y dyfodol.

Bydd yn ceisio deall nifer o faterion allweddol, gan gynnwys y canlynol:

- Pam mae’r prinder hwn yn bodoli, a’r achos
- Y prif heriau sgiliau gyda recriwtiaid newydd
- Sut mae prinder sgiliau’n cael effaith ar eich busnes
- Beth sy’n cael ei wneud i oresgyn y prinder sgiliau hwn
- A yw sefydliadau’n profi prinder sgiliau mewn meysydd fel arweinyddiaeth a rheolaeth, digidol a’r iaith Gymraeg

Mae’r holl gwmniâu bron a gyfwelwyd yn cael problemau recriwtio wrth benodi aelodau newydd o staff, gyda llawer o’r rhain yn benodol i’r sectorau mae’r cwmniâu’n gweithredu ynddynt.

Dadansoddiad Sectoraidd

Ym maes deunyddiau a gweithgynhyrchu uwch, roedd un cwmni’n cael problem gyda recriwtio unigolion gyda chefdir mewn oergolloedd ac roedd eraill yn methu cael hyd i drydanwyr cynnal a chadw, gweithwyr i godi strwythurau dur a gweithwyr i weithredu peiriannau. Yn yr un modd, roedd cwmniâu adeiladu’n cael anhawster dod o hyd i recriwtiaid gyda’r cymwysterau priodol mewn meysydd sgiliedig fel peirianneg strwythurol neu faintfesur, yn ogystal â swyddi llai sgiliedig fel ffensio a ffabrigo.

Problem benodol arall a nodwyd ym maes adnoddau a gweithgynhyrchu uwch oedd proffil oedran y staff presennol a gyflor. Er enghraift, mae llawer o’r gweithredwyr Cyfrifiaduron a Reolir yn Rhifol (CNC) presennol yn eu 50au ac, oherwydd pensiynau da, bydd y cyflogelion hyn yn ymddeol ac yn gadael bwlch yn y busnes, oni bai eu bod yn recriwtio neu’n hyfforddi staff iau i gymryd lle’r gweithlu sy’n heneiddio yn y diwedd. Wrth ddelio â’r broblem hon, mae’r cwmni wedi mynd at i weithio gyda choleg lleol i ddatblygu gweithredwyr peiriannau a chymwysterau CNC. Hefyd mae’n rhaid wrth well cynllunio olyniaeth mewn cwmniâu er mwyn cymryd lle’r gweithwyr hŷn sy’n agosáu at oedran ymddeol.

Ym maes gwasanaethau ariannol a phroffesiynol, nid swyddi graddedig yw’r broblem gymaint, ond recriwtio rheolwyr haen ganol addas. Er enghraift, hysbysebodd un cwmni am reolwr cyfathrebu / marchnata profiadol ac, er gwaethaf cynnig cyflog uwch na’r cyfartaledd, cafwyd anawsterau gyda dod o hyd i unigolyn gyda’r holl sgiliau gofynnol.

Roedd rhai cwmniâu TGCh a digidol yn pryderu mai’r hyn oedd yn creu problemau recriwtio yn eu sector oedd diffyg diddordeb yn y pwnc mewn ysgolion, sy’n golygu nad oes gan ddisgyblion ddiddordeb, gan arwain at ddiffyg niferoedd ar lefel drydyddol. O ystyried hyn, mae’n bwysig bod cyrff addysgol yn gweithio gyda chwmniâu mawr, yn ogystal â chwmniâu bach arloesol, i ailddiffinio addysg yn y sector. Nodwyd hefyd ei bod yn anodd recriwtio cyflogelion gyda sgiliau datblygu meddalwedd sylfaenol yn Ne Cymru.

Mynegodd y cwmniâu TGCh a digidol bryder am argaeedd sgiliau o ran staff presennol eu sector ac mae rhai'n cael anhawster denu staff addas sydd â'r sgiliau gofynnol. Esboniodd un cwmni TGCh bach nad yw'r ffocws ar sgiliau datblygu'r we ac ieithoedd mewn graddau Gwyddoniaeth Gyfrifiadurol wedi eu helpu, oherwydd y bwlc presennol mewn gwybodaeth gyfrifiadura sylfaenol. Dywedodd y cwmniau TGCh (Technegol) a gyfwelwyd bod egwyddorion craidd gwyddoniaeth gyfrifiadurol ac ieithoedd rhaglennu hŷn y dyli eu dysgu i'r holl fyfyrwyr gwyddoniaeth gyfrifiadurol. Yr heswm am hyn yw am eu bod yn hyfforddi sgiliau trosglwyddadwy y gellir eu rhoi ar waith gyda thechnolegau mwy modern, sy'n seiliedig ar dueddiadau, fel ddatblygu'r we neu apiau.

Sgiliau Digidol

Mynegodd y cwmniâu bryder cyffredinol am argaeedd sgiliau digidol. Er enghraift, nododd un cwmni bod sgiliau digidol yn hanfodol oherwydd y ddibyniaeth gynyddol ar TG a phwysigrwydd gwella sgiliau staff a reciwtio talent newydd er mwyn defnyddio technoleg yn well. Nododd cwmni arall bod llythrennedd digidol yn rhywbeth y byddent yn chwilio amdanio mewn reciwtiaid newydd erbyn hyn ac, os nad yw'n bresennol, byddai'n gwella eu sgiliau os oes angen.

Arweinyddiaeth a Rheolaeth

Yn ddiddorol, ychydig iawn o'r ymatebwyr nododd yn benodol bod sgiliau arweinyddiaeth a rheolaeth yn broblem ymhlið reciwtiaid newydd i'r sefydliad, gyda phwyslais mwy ar hyfforddi staff pan maent yn y swydd.

Yr Iaith Gymraeg

Dim ond un cwmni (gwasanaethau ariannol a phrofesiynol) oedd wedi nodi bwlc sgiliau'r iaith Gymraeg ac y bydd angen cynyddol am staff dwyieithog yn y sefydliad wrth iddo ddatblygu. Nid oedd y rhan fwyaf o'r lleill wedi mynegi'r farn hon ac nid oeddent yn ei gweld fel priodwedd bwysig mewn reciwtiaid newydd.

Tâl

Cafodd tâl ei grybwyl gan rai cwmniâu fel rhwystr i reciwtio staff newydd addas ac maent yn cael trfferth llenwi swyddi am nad ydynt yn gallu talu cymaint â sefydliadau mwy. Hefyd, mewn cwmniâu TGCh a digidol, mae gan weithwyr iau gyda chymwysterau canolig ddisgwyliadau uchel o ran cyflog a chefnogaeth.

Wrth i gyflogau staff godi, mae cwmniâu yn awr yn gorfol talu mwy i gadw eu staff presennol. Trafododd un cwmni'r anhawster gyda dod â phobl i mewn o gwmniâu eraill oherwydd unwaith maent yn cynnig cyflog uwch i reciwt newydd, mae gweddill y staff presennol hefyd yn gofyn am godiad cyflog, gydag effeithiau negyddol ar linell waelodol y cwmni. Byddai'n well gan gwmni arall wella sgiliau'r cyflogion presennol yn hytrach na chyflogi pobl newydd.

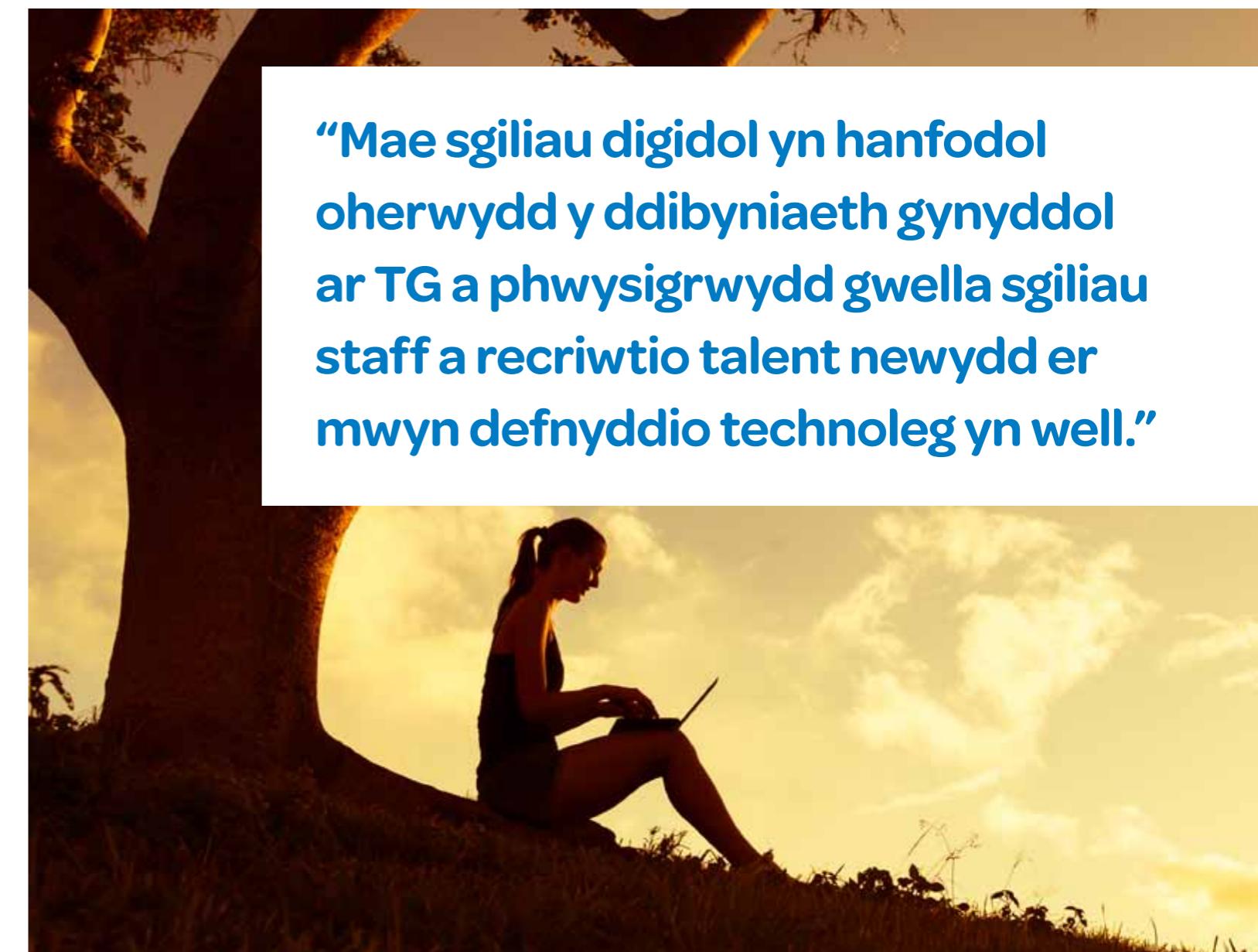
Cyflenwad o Weithlu

Mae rhai sefydliadau eisiau reciwtio unigolion o'r tu allan i'r sector i ddelio â phrinder sgiliau. Er enghraift, mae un cwmni adeiladu wedi bod yn ceisio denu pobl o ddiwydiannau eraill (fel y gyfraith neu wasanaethau cwsmeriaid) gyda'r fantais ychwanegol maent yn gallu ei chynnig yn aml o ran dod â diwylliant arall i'r sefydliad.

Mae staff yn cael eu hudo gan gwmniâu eraill yn gyson ac mae'n anodd cael rhywun yn eu lle. Yn wir, mae denu talent am gyflog priodol yn broblem benodol yn y sector TGCh a digidol, oherwydd dim ond llond dwrn o gwmniâu technoleg sydd y gellir penodi cyflogion iddynt a bod y gronfa dalent yn eithaf bach. O ganlyniad, mae'r cynnydd mewn gweithio o bell yn golygu bod arbenigwyr sy'n byw yn yr ardal hon yn cael eu hudo i weithio i gwmniâu yn Llundain a derbyn cyflogau Llundain, ac mae'n anodd cystadlu â hynny.

Mae busnesau eraill sydd â phresenoldeb cenedlaethol neu ryngladol ehangach yn defnyddio eu cronfa o weithwyr ar safleoedd eraill dramor i lenwi'r bwlc neu i reciwtio o ardaloedd pellach i ffwrdd yn y DU. Er enghraift, mae cwmni TGCh yng Nghaerdydd wedi gorfod reciwtio person o Lithuania i lenwi un swydd beirianeg, oherwydd diffyg pobl leol â chymwysterau addas. Hefyd mae diffyg cyfreithwyr corfforaethol ac eiddo masnachol yn y farchnad leol ac mae un cwmni wedi gorfod chwilio am reciwtiaid newydd yn y maes hwn o Fryste a Llundain er mwyn dod o hyd i bobl sydd â'r sgiliau a'r profiad addas.

O ran y rhai heb unrhyw broblemau reciwtio ac sy'n llenwi'r bylchau gyda staff newydd, maent yn defnyddio asiantaethau reciwtio yn llwyddiannus neu'n datblygu rhaglenni hyfforddi perthnasol i wella sgiliau'r rhai sy'n ymuno â'r sefydliad. Mae hyn yn cynnwys rhoi reciwtiaid newydd drwy brentisiaethau crefft, eu hanfon ar gwrs deg diwrnod mewnol perthnasol i'w cyflogaeth pan maent yn ymuno, a llenwi bylchau drwy ddyrchafu ar i fyny.



"Mae sgiliau digidol yn hanfodol oherwydd y ddibyniaeth gynyddol ar TG a phwysigrwydd gwella sgiliau staff a reciwtio talent newydd er mwyn defnyddio technoleg yn well."

Cydweithredu rhwng Diwydiant ac Addysg

Roedd nifer o fusnesau'n feirniadol o wybodaeth ieuengtied sy'n gadael yr ysgol a graddedigion wrth iddynt orffen eu haddysg a dod yn rhan o fyd gwaith. Awgrymodd rhai bod sgiliau mwy sylfaenol – fel rhifedd, llythrennedd a chyfathrebu – yn ddiffygol gan rai ymgeiswyr posib am swyddi yn eu sefydliadau.

Hefyd roedd un ymatebydd yn feirniadol o'r diffyg trafod rhwng diwydiant ac addysg drydyddol, sy'n arwain at lefel isel o ddealltwriaeth o anghenion busnesau gan golegau a phrifysgolion lleol. Mae hyn wedyn yn arwain

at ddiffyg diddordeb gan golegau mewn rhai meysydd a chyrsiau'n cael eu diddymu er bod angen hyfforddiant mewn cwmniâu. Mae hyn wedyn yn cael effaith ar allu cystadleul oherwydd nid oes talent newydd yn dod i'r amlwg i gymryd lle gweithlu sy'n heneiddio.

Un her benodol arall a nodwyd yw diffyg dealltwriaeth ieuengtied sy'n gadael yr ysgol a graddedigion o sectorau allweddol fel adnoddau a gweithgynhyrchu uwch ac adeiladu a methiant i wneud swyddi yn y sectorau hyn mor atyniadol â'r rhai a geir mewn diwydiannau eraill.

3. Defnyddio sgiliau a chymwysterau cyflogeion

Mae'r adran hon yn canolbwytio ar ddefnyddio sgiliau a chymwysterau yn y sefydliadau a ymatebodd.

Bydd yn ceisio deall nifer o faterion allweddol, gan gynnwys y canlynol:

- Tanddefnyddio sgiliau a lle mae hyn amlycaf
- Y prif resymau dros hyn ac a fydd hyn yn newid yn y dyfodol
- A fyddai sefydliadau'n elwa o ddefnyddio'r sgiliau/cymwysterau hyn sy'n cael eu tanddefnyddio

Dyweddodd mwyaf yr ymatebwyr ar draws yr holl sectorau eu bod, ar hyn o bryd, yn gwneud defnydd llawn o sgiliau a chymwysterau eu cyflogeion, ond mae adlewyrchu mewn meysydd eraill yn yr adroddiad yn nodi bod cyflogwyr yn gwneud ymdrech i wneud gwell defnydd o gyfresi sgiliau i ddiwallu anghenion busnes. Nodir yn gyffredinol bod defnyddio sgiliau, a gwneud defnydd o sgiliau trosglwyddadwy, yn cael effaith bositif ar gadw a chefnogi staff i greu gyfra yn y busnes.

Dadansoddiad Sectoraidd

Ym maes deunyddiau a gweithgynhyrchu uwch, dywedodd cwmni weldio bod y staff yn cael eu hyfforddi yn y maes hwn ac mae'r cwmni'n defnyddio'r profiad hwnnw'n effeithiol. Mae busnes arall yn nodi eu bod yn reciwtio i swyddi'n seiliedig ar brofiad technegol, ond byddant yn gwella sgiliau'r staff presennol i roi sylw i'r gofyniad hwn os nad oes reciwtiaid addas.

Ym maes gwasanaethau ariannol a phroffesiynol, roedd un busnes yn annog unigolion i ddefnyddio eu potensial i'r eithaf. Fodd bynnag, roedd busnes arall wedi penodi 'rheolwr talent a datblygu' i sicrhau bod adolygiadau personol yn fanylach ac yn cyd-fynd yn well â llwybrau gyraol, ac felly'n gwarchod rhag unrhyw gyfleoedd a gollir i ddefnyddio a datblygu sgiliau staff.

Mae'r rhan fwyaf o'r ymatebwyr yn yr economi sylfaenol ddynol eisiau manteisio i'r eithaf ar brofiad ac arbenigedd eu staff. Mae un cyflogwr yn mynd mor bell â dweud bod gan gyflogwr ddyletswydd i ddatblygu ei bobl i gyrraedd a chyflawni ei potensial ac mai'r her fwyaf yw deall sgiliau posib ei staff. Mae un arall yn credu mewn datblygu a chefnogi staff a'r rhai sydd eisiau bod yn arweinwyr gyda hyfforddiant ILM, fel eu bod yn gallu llenwi swydd y rheolwr pan mae ar wyliau neu'n sâl. Mae gwneud hyn yn arwain at broses haws i roi rhywun yn y swydd yn y dyfodol, gan eu bod wedi cael amser eisoes yn y rôl honno ac yn ymwybodol o'r rôl a beth sydd ei angen.

Ym maes TGCh a digidol, y pryder mwyaf yw bod gan rai staff gyfresi sgiliau sy'n golygu eu bod, mwy na thebyg, yn rhy gymwys i'w swyddi. Er gwaethaf hyn, ceir sefydliadau sy'n credu y gallent wneud mwy gyda photensial eu staff, yn enwedig mewn gwasanaethau ariannol a phroffesiynol. Dywedodd un cwmni yn y sector hwn bod diffyg ymwybyddiaeth yn gyffredinol o sgiliau'r tîm ac mae sgyrsiau gyda staff wedi datgelu sgiliau y gellid eu defnyddio mewn timau eraill. Nodwyd hefyd bod gan y rhai sy'n cael eu cyflogi raddau nad ydynt o angen rheidrwydd yn eu defnyddio yn eu rôl, er bod y cwmni'n annog y bobl hyn i gyfrannu at y busnes drwy gyfrwng eu prosiectau eu hunain.

Mae hyn wedi arwain at y sefydliad yn ceisio deall beth mae pob cyflogai'n gallu ei wneud ac wedyn defnyddio'r sgiliau hynny i gael y gorau ganddynt.

Mewn sectorau eraill, ceir strategaethau amrywiol i sicrhau bod staff yn cael eu defnyddio'n llawn hyd eithaf eu gallu mewn gwahanol sefydliadau. Mae hyn yn cynnwys helpu staff i ddatblygu gyfra'n seiliedig ar sgiliau fel bod eu swydd yn cael ei siapio yn y ffordd iawn, ac asesu'n rheolaidd beth mae pob cyflogai'n gallu ei wneud, a defnyddio'r sgiliau hyn yn effeithiol.

Defnyddio Sgiliau

Hefyd mae sefydliadau'n gweithredu technegau mwy ffurfiol. Mae'r rhain yn cynnwys defnyddio gwerthusiadau un i un gyda staff i ganfod sgiliau a chymwysterau'r staff presennol ac i roi cyfle rheolaidd i staff wella eu sgiliau a symud swyddi. Mae hefyd yn cynnwys creu System Rheoli Dysgu fewnol a fydd yn dangos pwy sydd wedi gwneud pa gymhwyster ac yn nodi pa sgil / cymhwyster y bydd arnynt ei angen er mwyn symud i ran arall o'r sefydliad.

Un o'r prif sbardunau i annog datblygiad proffesiynol parhaus ymhliith staff yw'r angen am barhau i fod yn gystadleuol yn y farchnad. Fel y nodwyd, rhaid i gwmnïau barhau i fod yn well na da mewn byd lle nad yw da'n ddigon da mwyach.

"Mae defnyddio sgiliau, a gwneud defnydd o sgiliau trosglwyddadwy, yn cael effaith bositif ar gadw a chefnogi staff i greu gyfra yn y busnes."



4. Materion recriwtio yn y dyfodol a phrinder sgiliau

Mae'r adran hon yn canolbwytio ar broblemau recriwtio a phrinder sgiliau yn y dyfodol yn y sefydliadau a ymatebodd.

Bydd yn ceisio deall nifer o broblemau allweddol, gan gynnwys y canlynol:

- Beth mae sefydliadau'n ei wneud i oresgyn y prinder
- Effaith prinder sgiliau yn y dyfodol ar sefydliadau a sut bydd hyn yn cael sylw
- Cynlluniau recriwtio sefydliadau ar gyfer y dyfodol

Mynegwyd amrywiaeth o wahanol bryderon am brinder sgiliau yn y dyfodol gan sefydliadau ar draws yr holl sectorau, gan gynnwys darparu'r lefel briodol o hyfforddiant i staff yn y tymor canolig, er roedd llawer yn benodol i'r diwydiant yr oedd y busnesau hynny'n gweithredu ynddo.

Dadansoddiad Sectoraid

Ym maes deunyddiau a gweithgynhyrchu uwch, roedd y rhain yn cynnwys adeiladu ar ofynion sgiliau presennol yn ogystal â'r rhai roedd y cwmniâu'n teimlo y byddai eu hangen mewn meysydd fel mecatroneg, technoleg laser a roboteg. Ym maes adeiladu, roedd gofynion am beirianwyr saerniol, gweithwyr ar y tir a'r rhai sydd â sgiliau meddalwedd mewn BIM. O ran TGCh a digidol, credid bod y cwmniâu angen sgiliau technegol mewn meysydd fel datblygu'r we, cyfrifiadura'r cwmwl, delweddu a seibr ddiogelwch, ond nid mewn gwerthiant a datblygu busnes.

Ym maes adeiladu, roedd cwmniâu'n ymwybodol bod rheolaeth a gweinyddu yn y sector yn newid i fod yn fwy digidol ac y bydd bwlc sgiliau yn y dyfodol o bosib os na chaiff hyn sylw. Ym maes gwasanaethau ariannol a phroffesiynol, roedd sgiliau TG yn cael eu hystyried fel problem prinder sgiliau i gael blaenoriaeth, yn enwedig o ran sicrhau'r wybodaeth ddiweddaraf am newidiadau i systemau sy'n gallu effeithio ar yr effeithlonrwydd gweithredol sydd ei angen wrth i gwmniâu gyflogi mwy o bobl. Roedd materion mwy penodol yn cynnwys datblygu cyrsiau sy'n helpu i ddefnyddio llwyfannau digidol mewn ffordd strategol ar gyfer cysylltiadau cyhoeddus, a sicrhau bod TG yn rhan o'r cwricwlwm i addysgu cyfreithwyr o gofio bod cwmniâu cyfreithiol yn prysur ddigideiddio eu gweithrediadau.

Roedd olyniaeth i swyddi arbenigol sydd gan bobl hŷn, ond sydd bellach yn nesâu at oedran ymddeol, yn broblem mewn rhai galwedigaethau yn y sector adnoddau a gweithgynhyrchu uwch, fel weldio, lle nad oes gan bobl iau brofiad nac arbenigedd.

Un mater allweddol arall ar gyfer rhoi sylw i brinder sgiliau yn y dyfodol mewn adeiladu ac adnoddau a gweithgynhyrchu uwch yw sicrhau ei bod yn cael ei gweld fel gyrra fwy apelgar, yn enwedig gan bobl ifanc sydd, efallai, yn ystyried y ddau sector fel amgylcheddau budr ac anodd gweithio ynddynt. Awgrymodd un ymateb yd nad yw adeiladu'n cael digon o gyhoeddusrwydd fel gyrra a bod myfyrwyr yn mynd i brifysgol i wneud graddau mewn meysydd na fydd yn defnyddio eu sgiliau yn y dyfodol. Mae hyn yn gofyn am ddarparu mwy o gefnogaeth i wasanaethau gyrfaoedd ar lefel uwchradd a thrydyddol er mwyn darparu mwy o wybodaeth am y sectorau a hefyd rhoi cyhoeddusrwydd i wahanol lwybrau gyrraol yn uniongyrchol i rieni. Awgrymwyd hefyd y gellid hybu'r sector yn

uniongyrchol drwy gyfrwng lleoliadau gwaith, i annog mwy o ddiddordeb yn y sector.

Digidol

Nid oedd diffyg sgiliau digidol wrth symud ymlaen yn gyfyngedig i'r sector TGCh a thynnwyd sylw at fwlc sgiliau yn y maes hwn fel problem gan nifer o gwmniâu, yn enwedig o gofio y bydd ystod eang o ddiwydiannau'n digideiddio yn ystod y blynnyddoedd nesaf. Mae hyn yn amrywio o ddiwydiannau mor amrywiol â chysylltiadau cyhoeddus, gwasanaethau cyfreithiol, gweithgynhyrchu ac adeiladu.

Arweinyddiaeth a Rheolaeth

Mae recriwtio staff uwch reoli gydag agweddau ac uchelgais entrepreneuriaidd nodedig yn broblem oherwydd prinder yn y farchnad. Roedd un o gwmniâu'r economi sylfaenol ddynol yn y sector iechyd eisiau recriwtio pobl arloesol a all 'feddwl ar raddfa fawr' i helpu i dyfu'r busnes yn y dyfodol.

Cyflenwad o Weithlu

Roedd un cwmni wedi mabwysiadu dull rhagweithiol o ddelio â sgiliau yn y dyfodol drwy recriwtio 'rheolwr talent a datblygu'. Mae hyn yn galluogi cynnal adolygiadau gwerthuso blynnyddol mwy strategol gyda'r staff i gyd a sicrhau bod y canlyniadau'n cyd-fynd â llwybrau gyrraol penodol. O ganlyniad, trefnir adolygiadau blynnyddol gan reolwyr timau i ganfod themâu cysylltiedig â bylchau sgiliau allweddol yn y dyfodol.

Tâl

Roedd peth pryer hefyd y bydd rhanbarthau fel Llundain yn parhau i dalu cyflogau uwch ac yn denu talent o Dde Cymru, yn enwedig staff contractio ar draws pob sector. Fel y nododd un busnes adeiladu, y prif anhawster o ran recriwtio yw cadw staff ar sail cyflog, oherwydd mae'n hynod gystadleuol yn y farchnad. Gall colli gweithwyr atal y busnes rhag ehangu ac mae'n ceisio gweithio yn erbyn hyn drwy edrych ar ôl y staff

cystal â phosib drwy eu hyfforddi'n briodol. Ar y llaw arall, mae'r galw am sgiliau hynod arbenigol yn y tymor byr yn golygu bod o leiaf un cwmni gwasanaethau ariannol a phroffesiynol yn cynnig pecyn adleoli atyniadol i ymgeisydd o Lundain er, yn y tymor canolig i hir, byddai'n well ganddo ddatblygu ei dalent yn fewnol. Felly, mae sefydliadau'n credu bod angen denu gweithwyr newydd o ddiwydiannau a lleoliadau eraill, yn ogystal â dod â phobl drwy'r cwmni'n gynt.

Prosiectau Seilwaith

Ym maes adeiladu a deunyddiau a gweithgynhyrchu uwch, teimlwyd y bydd y galw gan amrywiaeth o brosiectau mawr yn ystod y blynnyddoedd nesaf yn rhoi pwysau ar staff sgiliedig. Roedd pryderon mai dim ond nifer penodol o bobl oedd ar gael gyda sgiliau i weithio ar brosiectau sy'n cynnwys Metro Caerdydd, HS2, y Lagŵn Llanwol a Hinkley Point. Mae hyn nid yn unig i ddelio â chyfleoedd posib a all godi ond hefyd pryer y bydd aelodau o staff yn cael eu colli i'r prosiectau hyn os cânt gynnig cyflogau mwy cystadleuol na'r rhai sy'n cael eu cynnig ar hyn o bryd. Yn y diwydiant adeiladu, bydd y prosiectau hyn yn rhoi mwy o bwysau ar y diffyg presennol o ran gweithwyr ar y tir, a straen ar seilwaith. Er enghraift, mae Hinkley Point eisoes yn talu £17.50 yr awr, sef dwbl cyfraddau Caerdydd ar gyfer gweithwyr ar y tir, ac mae'n denu gweithwyr allan o Gymru.

Cydweithredu rhwng Diwydiant ac Addysg

Yn olaf, nodwyd mai cyfrifoldeb cyflogwyr a cholegau / prifysgolion yw paratoi gweithwyr y dyfodol a dylid rhoi pwyslais ar ethig gwaith; adnabod swyddi yfory a chydnabod y cyfleoedd presennol yn y farchnad; a throsglwyddadwyedd sgiliau drwy ddefnyddio model reciwtio'r lluoedd arfog o gyflwyniad ar y cyd i bennu safonau a sgiliau sylfaen sy'n trosglwyddo i bob maes yn y lluoedd. Mae sgiliau hanfodol a meddal yn ofyniad allweddol yn y dyfodol, yn berthnasol ar draws pob sector, ac mae'n hanfodol bod y system addysg yn ymateb i'r gofyniad hwn.

"Cyfrifoldeb cyflogwyr a cholegau a prifysgolion yw paratoi gweithwyr y dyfodol."



“Mae angen rhagleni hyfforddi sydd wedi’u creu ar gyfer gweithwyr hŷn yn ogystal â phobl ifanc.”

5. Darparwyr hyfforddiant a sgiliau

Mae'r adran hon yn canolbwyntio ar sut mae'r farchnad hyfforddi'n ymateb i flaenoriaethau reciwtio a sgiliau'r ymatebwyr.

Bydd yn ceisio deall nifer o faterion allweddol, gan gynnwys y canlynol:

- Y mathau o hyfforddiant a datblygiad gweithlu sy'n cael eu darparu'n fewnol ac yn allanol ac a fydd hyn yn newid yn y dyfodol
- A yw darparwyr hyfforddiant allanol yn gallu cyflwyno'r hyfforddiant sydd ei angen ac, os nad ydynt, ble maent yn cael anawsterau
- A fydd sefydliadau'n gweithio gyda darparwyr hyfforddiant i wella'r ddarpariaeth
- Beth ellir ei wneud i wella'r ddarpariaeth sgiliau yn y farchnad leol

Ffynhonnell Hyfforddi

Roedd mwyafrif y sefydliadau'n ymwned â sicrhau hyfforddiant allanol i'w cyflogion er roedd nifer bach o sefydliadau'n cynnal cyrsiau'n fewnol. Fodd bynnag, credid y gallai hyn newid yn y dyfodol ac y bydd angen hyfforddwr allanol mewn meysydd fel arweinyddiaeth a rheolaeth.

Dull o Ddarparu

Awgrymodd nifer o sefydliadau bod rhaid i ddarparwyr fod yn fwy hyblyg a pherthnasol i'w hanghenion. Un feirniadaeth fawr oedd bod gormod o gwmniau hyfforddi allanol sy'n darparu cefnogaeth gyffredinol a ddim yn cyflwyno rhagleni pwrrasol sy'n berthnasol i'w busnesau h.y. dadansoddiad priodol o anghenion hyfforddi gyda gwybodaeth am y diwydiant ac ymateb hyblyg yn ddiffygol gan lawer o ddarparwyr. Un ystyriaeth bwysig i'r model hwn yw gallu ymgynghorwyr hyfforddi nid yn unig i gynnal dadansoddiad ond i gael hyblygrwydd mewn atebion arfaethedig; sicrhau bod y cyflogwr yn cael yr arbenigedd darparu mwyaf priodol, a allai gynnwys gwahanol ddarparwyr hyfforddiant.

Un goblygiad o ran y gwelliannau a awgrymwyd yw ystyried ymhellach y cysniad o 'hyfforddi'r hyfforddwyr' a sut mae colegau, darparwyr hyfforddiant a phrifysgolion yn gallu ffurfio partneriaeth â diwydiant a darparwyr hyfforddiant i gefnogi hyn.

Hefyd mae mecanweithiau darparu sefydliadau allanol yn cael eu gweld fel rhai sy'nadlewyrchol o ofynion busnesau ac mae angen mwy o hyblygrwydd gan ddarparwyr. Fel y nododd un cwmni digidol, nid oes llawer wedi cael ei wneud o ran hyfforddiant gyda darparwyr allanol oherwydd cost yr hyfforddiant a rhyddhau staff o'r busnes. Awgrymodd un arall mai'r hyn a fyddai'n cael ei ffafrio'n gyffredinol fyddai hyfforddiant byr, sydyn a dysgu cyfun os yw hynny'n bosib h.y. mwy o hyfforddiant tameidiog sy'n cyd-fynd â chyfngiadau amser y sefydliad.

Roedd un awgrym yn ymwned â dull datblygu busnes 'real' gan ddarparwyr hyfforddiant. Byddant yn cymryd amser i deall y busnes ac wedyn yn cynnig cyngor ar ddatblygiadau yn y dyfodol, gyda pharodrwydd i greu atebion os nad ydynt yn bodoli ar hyn o bryd.

Cost

Nid yw cost yn broblem bob amser os oes darpariaeth o ansawdd ar gael i'r sefydliad. Bydd busnesau'n talu am gyngor arbenigol ac mae un busnes wedi talu cyfradd o hyd at £4k y dydd am ddarparwr arbenigol o Lundain. Roedd yn dadlau bod y gost wedi bod yn werth chweil o ystyried y gwelliant a oedd yn fesuradwy'n gyflym iawn. Yn wir, roedd rhai'n amheus o hyfforddiant am ddim ac yn teimlo'i fod yn llai gwerthfawr.

Ansawdd

Yn gyffredinol, roedd negeseuon cymysg am hyfforddiant allanol oedd yn cael ei gynnig gan ddarparwyr yn Ne Ddwyrain Cymru. Er enghraift, roedd un cwmni'n hapus iawn gyda'i ddarpariaeth bresennol o hyfforddiant ac roedd wedi gweld bod pob partner hyfforddi'n barod iawn i helpu, ac roedd y math o gyrsiau roedd ei angen ar gael yn hwylus ac yn hyblyg i gyd-fynd â'i anghenion. Roedd eraill wedi cael profiadau gwahanol, gyda chwyno nad oedd gan rai darparwyr ddulliau hyfforddi modern a bod gormod ohonynt yn bodoli ac yn chwilio am waith.

Dadansoddiad Sectoraidd

Mae cwmniau TGCh a digidol yn tueddu i gynnal datblygiad hyfforddiant mewnol ond nid ydynt yn erbyn gweithio gyda sefydliadau allanol os na all y busnes ei hun gynnig hyn.

Hefyd mae cwmniau'r economi sylfaenol ddynol yn gyfforddus â defnyddio cwmniau allanol sy'n diwallu eu hanghenion hyfforddi presennol. Fodd bynnag, dywedodd un arall bod cwmniau hyfforddi llai yn ymateb yn gyflym lle mae busnesau mawr yn tueddu i fod yn rhy araf yn dod yn ôl atynt, sy'n creu rhwystredigaeth.

Mewn adnoddau a gweithgynhyrchu uwch ac adeiladu, roedd rhai cwmniau'n fodlon gyda'r ffordd roedd darparwyr allanol yn cyrraedd eu safonau, ond roedd eraill yn teimlo bod problemau gyda pherthnasedd a chymhwysedd. Roedd esiamplau o'r sectorau hyn yn cynnwys yr angen am ddatblygu prentisiaethau i helpu gyda phrinder sgiliau mewn meysydd fel gwaith ar y tir a materion hyfforddi mewn meysydd fel weldio a ffabrig. Cyfeiriodd un cwmni at fynediad i gyrsiau h.y. mae ganddynt staff sydd angen dosbarthiadau nos o bosib mewn crefft fel gwaith coed ac maent wedi methu cael gafaol ar yr opsiwn hwn.

Daeth y feirniadaeth fwyaf o ddarparwyr hyfforddiant allanol gan gwmniau yn y sector gwasanaethau ariannol

a phroffesiynol. Nododd un cwmni nad yw'r farchnad hyfforddi'n diwallu ei anghenion ar hyn o bryd o bersbectif digidol ac nad yw'n bosib canfod darparwr hyfforddiant lleol i gefnogi'r prinder sgiliau digidol sydd wedi'i nodi. Roedd ansawdd yn ymddangos yn broblem i rai cwmniau ac maent yn hynod ddeithol o ran pwy maent yn eu dewis fel darparwyr. Roedd eraill yn feirniadol bod gormod o ddarparwyr hyfforddiant yn y farchnad a'u bod yn cysylltu â hwy'n gyson yn chwilio am fusnes, yn hytrach nag ymateb i anghenion penodol y sefydliad.

Arweinyddiaeth a Rheolaeth

Ychydig iawn o sefydliadau a dynnodd sylw at hyfforddiant arweinyddiaeth a rheolaeth fel problem fawr. Un pryder y tynnwyd sylw ato gan un cwmni gwasanaethau ariannol oedd bod llawer o'u staff eisoes yn gweithredu ar lefel uwch na'r sgiliau hanfodol sy'n cael eu darparu drwy gyfrwng ILM. Roedd un sefydliad yn yr economi sylfaenol ddynol yn canolbwytio ar y staff sy'n cael eu dyrchafu i swyddi rheoli yn unig ar gyfer hyfforddiant arweinyddiaeth. Un pwynt diddorol oedd barn un ymatebydd y bydd rhaid i hyfforddiant arweinyddiaeth a rheolaeth newid yn y dyfodol gan fod meysydd allweddol y mae'n rhaid edrych arnynt a rhoi sylw iddynt, a byddent yn hoffi gweithio gyda darparwyr a all werthuso, ymgynghori a darparu'r hyfforddiant hwn. Pe bai'r duedd yma'n cael ei hefelychu ar draws sefydliadau eraill, gallai hwn fod yn gyfle i ddarparwyr hyfforddiant.

Cyllid a Chefnoaeth

Mae angen rhagleni hyfforddi sy'n benodol ar gyfer gweithwyr hŷn yn ogystal â phobl ifanc. Ar hyn o bryd, fel y nododd un sefydliad yn yr economi sylfaenol ddynol, mae tueddiad i fod â llawer o opsiynau hyfforddi wedi'u cyllid i bobl ifanc. Fodd bynnag, mae pobl ifanc yn tueddu i adael coleg gyda mwy o gymwysterau na'r staff hŷn maent yn eu cyflogi ac felly dylid canolbwytio ar y staff hŷn o ran gwella sgiliau ymhellach. Nododd sefydliad arall nad yw'r farchnad hyfforddiant a sgiliau bresennol yn cyd-fynd ag oedran y cyflogai maent yn dymuno gwella ei sgiliau oherwydd, fel arfer, dim ond i bobl iau na 25 oed mae ar gael. Er nad oes prinder hyfforddiant arweinyddiaeth a rheolaeth i gyflogi hŷn, ychydig iawn sy'n cynnig sgiliau sylfaenol ar gyfer grŵp oedran hwn, yn enwedig ym maes iechyd a gofal cymdeithasol.

Roedd nifer o sefydliadau'n teimlo bod rhaid i gyllid a chefnoaeth ar gyfer hyfforddiant a sgiliau fod yn fwy tryloyw a hwylus. Roedd un busnes adeiladu'n teimlo

bod cymaint o wahanol fathau o ffrydiau cyllido a bod dryswch nid yn unig yngylch y gefnogaeth ariannol ond hefyd o ran y ddarpariaeth ei hun o hyfforddiant h.y. mae'n anodd cofnodi pwy sydd â beth ac o ble mae'n dod. Roedd busnes arall wedi gwneud penderfyniad yngylch hyfforddiant oherwydd y cyllid sydd ar gael yn hytrach nag ansawdd y darparwr ac roedd hynny wedi arwain at broblemau sylweddol wrth symud ymlaen.

Cydweithredu rhwng Diwydiant ac Addysg

Roedd adwaith gymsg o ran rôl addysg bellach mewn cefnogi datblygiad sgiliau. Roedd rhai colebau'n cael eu gweld fel rhai blaengar yn y farchnad o ran eu dull o feithrin perthnasodd â chyflwyno ond mae eraill yn cynnig hyfforddiant heb ddeall anghenion busnesau lleol. Roedd un cyflogwr yn ansicr am y ddarpariaeth gan golegau ledled y rhanbarth a theimlai rhai bod y colebau'n araf yn ymateb i ymholaiedau gan sefydliadau am hyfforddiant. O ganlyniad, roedd cyfleoedd yn cael eu colli i gydweithio'n agosach gyda busnesau ac i ddarparu hyfforddiant i annog myfyrwyr i ddod yn rhan o ddiwydiannau penodol.

Nododd un cwmni adnoddau a gweithgynhyrchu uwch eu bod wedi defnyddio cwmniau preifat yn amharod oherwydd diffyg ymateb gan golegau lleol, a dywedodd un y byddai wedi ffafrio gweithio gydag addysg bellach ond nad oedd hyfforddwr ar gael. Roedd un arall yn credu bod bwlc ar gyfer hyfforddiant mewn weldio a ffabrig, er bod y ddarpariaeth yn lleol wedi lleihau. Cafodd y bwlc hwn ei grybwyllyd hefyd gan un o'r cwmniau adeiladu a gyfwelwyd.

Awgrymwyd hefyd y gall cynnwys hyfforddiant rhai colebau fod wedi dyddio, ond mae hyn yn gallu amrywio o sefydliad i sefydliad. Er enghraift, er nad yw'r hyfforddiant ar hydroleg a niwmateg yn gyfredol, roedd y gwrthwneb yn wir am ddatblygu sgiliau mewn logisteg. Nododd cwmni arall nad oedd colebau lleol yn

darparu cyrsiau ar lefelau digonol (mewn hyfforddiant oergelloedd) ond gallai diffyg galw fod yn gyfrifol am hynny.

Un cynnig o ran delio â'r mater hwn oedd i golegau lunio partneriaethau gyda diwydiant i gael mynediad at y dechnoleg a'r offer diweddaraf i sicrhau bod eu hyfforddiant yn ddiweddar. Gan fod raid ailhyfforddi myfyrwyr wrth iddynt gael gwaith, mae un cwmni TGCh wedi bod yn gweithio gyda cholegau i sicrhau bod meddalwedd o safon diwydiant ar gael. Yn y sector adeiladu, y broblem fwyaf oedd datblygu sgiliau meddalach ar gyfer myfyrwyr a gwella eu hyder cyn iddynt ymuno â'r busnes.

Mae ethig gwaith, iaith a diwylliant i gyd yn arwain at angen cynyddol am sgiliau meddal mewn gweithlu amrywiol. Mae hyn yn golygu bod angen cyfathrebu da sydd â sgiliau trosglwyddadwy ar bob lefel yn y sefydliad. Fodd bynnag, mae heriau sylweddol gyda newydd ddyfodiaid i'r farchnad waith, o ran ethig gwaith a chyflwynoedd a hefyd sgiliau craidd sy'n effeithio ar draws pob sector. Mae un busnes wedi newid ei fodel reciwtio er mwyn blaenoriaethu cyflogi unigolion ar sail addasrwydd diwylliannol ac ethig gwaith, i wneud yn siŵr eu bod yn ffitio'n well yn y tîm. Ail flaenoriaeth yw cymhwysedd technegol oherwydd gellir cynnig hyfforddiant o sylfaen. O ganlyniad, sbardunir y galw reciwtio gan 'addasrwydd pobl' a diwylliant sefydliad. Hefyd, mae rôl technoleg yn arwain at angen cynyddol am sgiliau meddal ac i staff fod â meddylfryd entrepreneuriaidd i herio'r ffordd o feddwl a gallu bod yn greadigol a datrys problemau.

Felly, mae'n hanfodol bod colebau a phrifysgolion yn gwneud cyflogadwyedd yn rhan orfolol o brofiad y dysgwr a chafwyd un awgrym am 'fframwaith' ar gyfer sgiliau meddal y gellir ei ymgorffori yn y ddarpariaeth heb newid y cwricwlwm, gan fod cyfres graidd o ymddygiadau heb ystyried sector.

"Rhaid i ddarparwyr fod yn fwy hyblyg a pherthnasol i anghenion busnes."

6. Prentisiaethau

Mae'r adran hon yn canolbwytio ar ddefnyddio prentisiaethau fel ffynhonnell o hyfforddiant.

Bydd yn ceisio deall nifer o faterion allweddol, gan gynnwys y canlynol:

- Y defnydd presennol o brentisiaid ac a fydd hyn yn cynyddu yn y dyfodol
- Effaith prentisiaid ar y sefydliad
- Cydweithredu â sefydliadau eraill i rannu prentisiaid
- Effaith yr Ardoll Brentisiaethau

Defnydd o Brentisiaethau

Mae mwyafri'r ymatebwyr wedi defnyddio prentisiaid yn eu sefydliadau ond maent yn tueddu i gael eu defnyddio'n bennaf gan fusnesau adnoddau a gweithgynhyrchu uwch ac adeiladu mewn meysydd fel ffabrig, gwaith coed, maintfesur a gosod brics. Bydd y rhan fwyaf yn parhau i wneud hynny os oes cyfleoedd ar gael (bydd un cwmni gweithgynhyrchu eisiau sicrhau bod 10% o'r gweithlu yn y dyfodol yn brentisiaid). Byddai eraill eisiau ystyried defnyddio prentisiaethau rheolaeth uwch y gellid eu defnyddio fel cyfrwng ar gyfer hyfforddiant. Mae llai o ymatebwyr o'r economi sylfaenol ddynol, gwasanaethau cyllid a phroffesiynol a TGCh/digidol wedi derbyn prentisiaethau ond mae gan lawer ddiddordeb mewn gwneud hynny yn y dyfodol.

Mae rhannu prentisiaid yn atyniadol i rai cwmniâu pe baent yn cael eu hyfforddi ar lefel briodol i'r ddau gwmni (neu fwy na hynny). Yn ôl un busnes adnoddau a gweithgynhyrchu uwch, un o fanteision y dull hwn o weithredu yw cyfle i gael profiadau gwahanol ac mae hyn yn eu gwneud yn fwy atyniadol i gyflogwyr.

Manteision

Y prif fanteision yw dod â phobl newydd (a syniadau newydd) i'r busnes, egni ychwanegol yn y tîm, dylanwad positif sy'n arwain at gysylltiadau cyhoeddus da datblygu staff ymroddedig. Nododd un busnes bod prentisiaid yn cael dylanwad positif gan fod gweithio wrth ddysgu yn benderfyniad mawr. Felly, pan mae prentisiaid yn dod yn rhan o'r busnes, maent yn eithaf ymroddedig yn gyffredinol.

Crybwylodd un arall bod prentisiaid yn apelio am eu bod yn hyblyg, yn datglo i potensial ac yn aildanio angerdd

cyfleoedd e.e. gwnaeth un cyflogai HND, bu'n rhaid iddo stopio fe wnaeth cyfle am brentisiaeth adnewyddu ei ffydd yn nyhead y cwmni i'w ddatblygu'n broffesiynol. Hefyd, mae hyfforddiant mewn swydd a natur benodol i brosiect prentisiaethau'n gwedd i gynlluniau twf ymylol y rhan fwyaf o gwmniâu, sy'n gyfyngedig i dwf fertigol oherwydd gweithluoedd cymharol fach.

Heriau

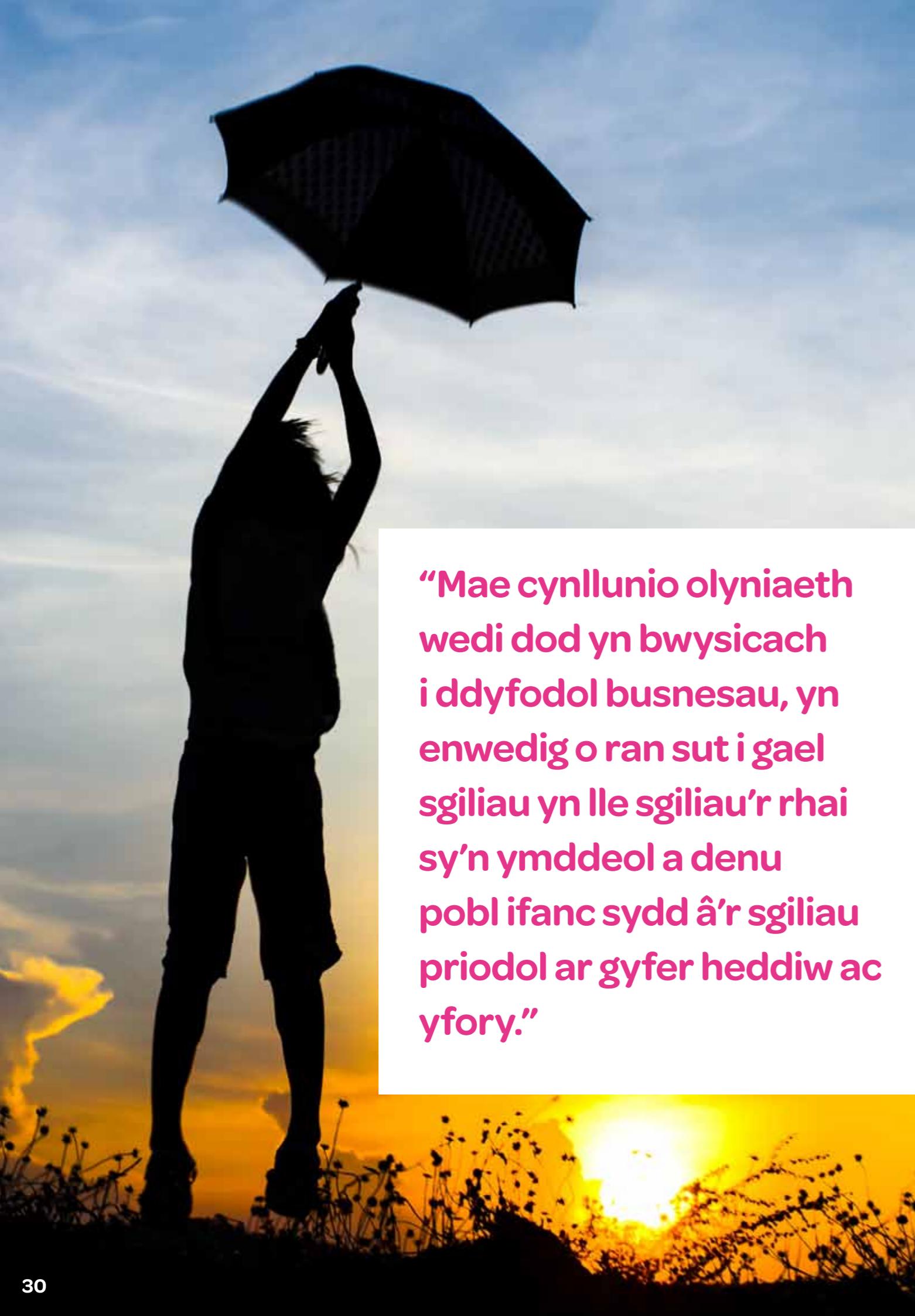
Yr heriau allweddol yw goruchwyliaeth gyson, cost a cholli prentisiaid i gwmniâu eraill ar ôl iddynt gwblhau'r hyfforddiant. Er enghraift, er gwaethaf bod eisiau helpu i ddenu pobl i'r diwydiant, roedd un cwmni'n digaloni pan oedd cwmniâu eraill yn mynd ar ôl eu prentisiaid ac roeddent yn cwestiynu sut roeddent yn elwa o'r broses.

Ar gyfer y rhai nad ydynt yn cymryd rhan ar hyn o bryd mewn prentisiaethau, mae diddordeb mewn cyflogi staff o'r fath. Fodd bynnag, mae rhai'n credu nad yw'n berthnasol i'w diwydiant ac nad oes cyfleoedd perthnasol i'w busnes. Yn wir, roedd rhai o dan yr argraff bod prentisiaethau'n fwy ar gyfer crefftau galwedigaethol traddodiadol yn hytrach na gweinyddu swyddfa ac ymgynghori. Nododd un cwmni gwasanaethau ariannol a phroffesiynol nad yw prentisiaethau cyfreithiol ar gael ar hyn o bryd yng Nghymru ond y byddai'n awyddus i gymryd rhan pe bai'r sefyllfa hon yn newid.

Mae'r cwmniâu hynny sy'n gorfol talu'r Ardoll Brentisiaethau'n meddwl am sut i sicrhau cymaint â phosib o brentisiaethau o ganlyniad i'r dreth newydd hon ac mae'n gyfle gwynch i ddenu pobl ifanc i sefydliadau. Fodd bynnag, mae ansicrywydd o hyd i gyflogwyr o ran systemau prentisiaeth yng Nghymru a Lloegr ac o ran sut mae mecanwaith yr Ardoll yn gweithredu.

"Y prif fanteision yw dod â phobl newydd (a syniadau newydd) i'r busnes, egni ychwanegol yn y tîm, dylanwad positif sy'n arwain at gysylltiadau cyhoeddus da a datblygu staff ymroddedig."





“Mae cynllunio olyniaeth wedi dod yn bwysicach i ddyfodol busnesau, yn enwedig o ran sut i gael sgiliau yn lle sgiliau'r rhai sy'n ymdeol a denu pobl ifanc sydd â'r sgiliau priodol ar gyfer heddiw ac yfory.”

7. Sbardunau newid allweddol

Mae'r adran hon yn canolbwytio ar sbardunau newid allweddol sy'n effeithio ar y sefydliadau sydd wedi ymateb.

Bydd yn ceisio deall nifer o faterion allweddol, gan gynnwys y canlynol:

- Y sbardunau newid allweddol sy'n effeithio ar bob sector a'r effaith ar y busnes
- Effaith y sbardunau hyn ar ofynion sgiliau
- Effaith materion fel Brexit a phrosiectau seilwaith mawr ar y busnes
- Sut gall colegau a phrifysgolion helpu i ddatblygu'r sgiliau mae'r sefydliadau hyn eu hangen

Technolegau Digidol

Mae nifer bach o gwmniau ar hyn o bryd yn nodi technolegau digidol fel mater allweddol ac roeddent i gyd yn teimlo y bydd technolegau digidol yn cael effaith fawr iawn, yn enwedig o ran systemau a phrosesau newydd. Yn benodol, mae cyflymder y newid yn anodd ei ddilyn o ran adnoddau a logisteg a bydd angen newid arferion busnes mewn llawer o sefydliadau. I gwmniau sy'n gweithio yn y byd digidol, mae galw cynyddol am y gwasanaethau sy'n cael eu cynnig, sy'n arwain at fwy o alw am staff sydd â'r cyfresi sgiliau priodol.

Ym maes adeiladu, mae argraffu 3D yn creu newidiadau a chyfleoedd sylweddol ac mae swyddi peirianneg sifil sy'n seiliedig ar ddylanio a seilwaith yn newid yng ngoleuni argraffu 3D, gan gynnwys rheoli sut bydd prosiectau'n cael eu rhedeg gan gadw at y gyllideb. Hefyd, mae mwy o awtomateiddio ar draws pob sector yn golygu ei bod yn allweddol cael sgiliau TGCh craidd i addasu i'r newidiadau hyn a bod yn gyflogai trosglwyddadwy.

Dadansoddiad Sectoraidd

Roedd rhai o'r ffactorau allweddol a gafodd eu datgan yn hynod benodol i bob diwydiant. Er enghraift, dywedodd dau gwmni gweithgynhyrchu y byddai awtomateiddio a datblygiadau ffatri effeithlon (yn enwedig mewn perthynas â datrysiau seiliedig ar feddalwedd) yn ddylanwad mawr ar eu datblygiad yn y dyfodol. Ym maes tai, bydd lwfansau tai lleol yn cael effaith, yn ogystal â'r diwygiad lles a chredyd cynhwysol, treth ystafell wely ac unrhyw beth a fydd yn effeithio ar incwm tenant.

Prosiectau Seilwaith

Cafodd nifer o ffactorau eu nodi gan gwmniau o bob sector, gan gynnwys gwariant cyhoeddus ar seilwaith fel ffordd liniaru'r M4, Hinkley Point a HS2, gwahanol ddisgwyliadau plant y mileniwm yn staff a chwsmeriaid, a bod yn ymwybodol o gyflymder y newid yn y byd digidol. Roedd cynllunio olyniaeth yn cael ei ystyried fel mater allweddol i lawer o gwmniau hefyd.

Roedd y rhai a fynegodd ddiddordeb yn credu y byddai ffordd liniaru newydd yr M4 yn llesol i fusnes oherwydd, ar hyn o bryd, mae'n eigwneud yn anodd teithio, denu staff a chymhell pobl. Hefyd mae cred y bydd yn dod â mwy o fusnes i Dde Cymru. Roedd croeso hefyd i ostwng pris y tollau ar Bont Hafren, yn enwedig pe bai'n lleihau costau ar gyfer y rhai'n dod â nwyddau o Loegr a'r nwyddau hynny sy'n mynd allan o Gymru.

Cyflenwad o Weithlu

Roedd ethig gwaith a 'pharodrwydd am waith' plant y mileniwm yn bryder i rai cwmniâu, gan gynnwys y broses syml o baratoi CV ar gyfer darpar gyflogwyr. Roedd y datganiad, 'maen nhw'n gwneud yr hyn rydych chi'n ei ofyn yn unig, nid pethau cysylltiedig', yn adlewyrchu pryderon cyflogwyr. I ddarparwyr addysg, mae pwysigrwydd cynyddol gofynion sgiliau meddal a sicrhau bod unigolion yn gyflogadwy pan maent yn gadael byd addysg yn her fawr wrth symud ymlaen.

Mae'n ymddangos nad oes gan weithwyr ifanc gymhelliant yn y gweithlu ac nid ydynt fel pe baent yn deall bod sut maent yn ymateb nawr yn gallu effeithio ar eu gyrfa yn y dyfodol. Hefyd nid oes ganddynt y sgiliau meddal sy'n gynyddol bwysig i gyflogwyr. Mae'r agweddi yma at waith sy'n newid, a chydwysedd gwaith / bywyd, yn golygu bod mwy o bobl yn tueddu i weithio yn unol â'r cloc, sy'n golygu bod llai o gynhyrchiant, sy'n gadael llai o amser ar gyfer hyfforddiant. Fodd bynnag, mae rheoli newid a bod yn gadarn yn nodwedd sylfaenol yn awr ac mae ei hangen mewn pobl ifanc mewn cyflogaeth, yn enwedig i ymdopi â newid ac ymateb i'r cyfleoedd sy'n cael eu creu.

Mae cynllunio olyniaeth wedi dod yn gynyddol bwysig i ddyfodol busnesau yn awr, yn enwedig o ran sut i gael sgiliau yn lle sgiliau'r rhai sy'n ymddeol a denu pobl ifanc gyda sgiliau priodol ar gyfer heddiw ac yfor. Gall hyn fod yn anodd mewn rhai sectorau. Er enghraift, nododd un cwmni adeiladu bod traean o'i weithlu dros 55 oed, gyda galw cynyddol ar gyfer prosiectau seilwaith. Un ffordd o roi sylw i hyn fyddai cyflwyno gweithio hyblyg i sicrhau bod cyflogion yn parhau'n gynhyrchiol yn eu rôl ac ystyried defnyddio'r bobl hyn mewn ffyrdd eraill i fentora a chefnogi 'hyfforddi'r hyfforddwr'.

Sbardunau Gwleidyddol

Roedd y cwmniâu hynny a fynegodd farn yn teimlo y dylai sgiliau fod yn flaenoriaeth i'r Fargen Ddinesig ac roedd gofyn am nid yn unig ddenu pobl gyda'r sgiliau iawn yn ôl i Gymru, ond hefyd gwella sgiliau'r bobl sydd eisoes yma.

Pryder pwysig arall oedd y gwahaniaeth yn y polisi sgiliau rhwng Cymru a Lloegr a sut gallai'r Strategaeth Ddiwydiannol fod yn cynyddu'r rhaniad rhwng y ddwy wlad, yn enwedig gan fod llawer o gleientiaid yn gweithredu yn y ddwy economi ac eisiau datrysiaid sy'n croesi'r ffin.

Roedd mwyafrif y cwmniâu'n teimlo nad oedd Brexit wedi effeithio ar eu busnes hyd yma neu roeddent

yn ansicr ynghylch yr effaith fyddai'n ei chael yn y dyfodol. Roedd adwaith gymysg yn y sector adnoddau a gweithgynhyrchu uwch ac roedd nifer o gwmniau'n bryderus iawn am Brexit oherwydd costau cynyddol mewnforio deunyddiau crai a chostau cynyddol a fyddai'n gwneud cynhyrchiant cynyddol yn angenrheidiol yn y tymor hir. Fodd bynnag, roedd busnes arall wedi profi hwb positif yn ystod y misoedd diwethaf ac roedd yn teimlo y byddai Brexit yn ei annog i feddwl yn fwy masnachol.

Yn yr un modd, er bod un cwmni cyfreithiol yn teimlo y byddai cyfleoedd oherwydd y newidiadau i'r ddeddfwriaeth fewnfudo, roedd un arall yn bryderus mai ei waith rhwngwladol fyddai'n cael ei effeithio oherwydd ansicrwydd ynghylch perthnasodd gydag Ewrop yn y dyfodol. Roedd sectorau eraill yn amwys i raddau helaeth ond roedd rhai'n pryderu am gostau mewnforio uwch, colli gweithwyr o'r UE a mynediad at broiectau a gyllidir o Ewrop.

Cydweithredu rhwng Diwydiant ac Addysg

Roedd sefydliadau o bob sector yn frwdfrydig ynghylch datblygu cysylltiadau â cholegau a phrifysgolion, yn enwedig o ran cael trafod agored i rannu gwybodaeth a chydweithredu. Un awgrym oedd annog a hybu modelau arferion gorau sy'n bodoli a sut gall eraill fabwysiadu hyn, yn ogystal â chreu 'melin drafod' i greu adborth ar gyrsiau a galluogi addysg bellach ac uwch i roi gwybodaeth am y ffactorau hynny a all effeithio ar sefydliadau yn y dyfodol. Byddai hyn yn galluogi busnesau i chwarae rhan lawn mewn datblygiadau ar gyfer hyfforddi ac ymatebion sgiliau. Cynnig arall oedd i staff mewn colegau AB ac AU gysgodi swyddi gyda staff cwmni yn y sector preifat, er mwyn sicrhau bod gan sefydliadau ddealltwriaeth / ymwybyddiaeth lawn o anghenion hyfforddi masnachol cyflogwyr.

Tynnwyd sylw at deilwra rhaglenni i anghenion penodol busnesau a sectorau drwy ddeall yr heriau mae cyflogwyr yn eu hwynebu gan nifer o sefydliadau. Awgrymodd un busnes bod colegau wedi tueddu i ddefnyddio cynyrrch sydd ganddynt ar y silff yn hytrach na gweithio gyda chleientiaid er mwyn creu cynyrrch pwrrpasol a chyflwyno hyfforddiant maent ei wir angen. Felly, yn hytrach na chynnig cyrsiau safonol, gallent ddatblygu rhywbeth mwy pwrrpasol a chost effeithiol sy'n diwallu anghenion cleientiaid ac yn gallu dangos yr effaith bositif fydd y buddsoddiad hwn yn ei chael. Byddai hyn angen mwy o gyfraniad a chyswilt gan y cwmni o ran datblygu'r cwrs ac mae'n rhaid bod yn agored er mwyn i'r holl bartneriaid drafod yr anghenion hynny.

- Dylai colegau gynnig sgiliau mwy sylfaenol, gan gynnwys hyfforddiant TG i gyflogion hŷn. Gallant helpu ymhellach drwy sicrhau bod cyrsiau'n fwy perthnasol i'r gweithlu presennol a thrwy gynnwys busnesau ym mhob sector yn eu cwricwlwm a'u gweithgareddau.

Un rôl bwysig oedd hybu cyfleoedd i raddedigion yn eu diwydiant, yn enwedig mewn meysydd fel adnoddau a gweithgynhyrchu uwch ac adeiladu. Gall colegau eu cefnogi drwy roi cefnogaeth barhaus i bynciau ble mae bylchau sgiliau yn y diwydiant a rhoi cyhoeddusrwydd iddynt fel llwybrau gyrao yn y dyfodol fel bod pobl yn gallu gwneud penderfyniadau doeth. Er enghraift, mae'r diwydiant adeiladu'n chwilio'n daer am fwy o weithwyr ar y tir a phrentisiaethau yn y swyddi hyn. Y problem yw nad yw'n faes atyniadol i bobl ifanc / eu rhieni ac nid oes cydnabyddiaeth o'r gyrfaoedd sgiliau uchel, ehangach sydd ar gael yn y byd adeiladu. O ystyried hyn, mae lle i well hybu ar lwybrau gyrao ym maes adeiladu gan arbenigwyr gyrfaoedd ymhliith pobl ifanc.

Roedd sicrhau bod myfyrwyr yn gwella eu sgiliau pobl (e.e. hyder ac annibyniaeth) yn cael ei gweld fel blaenoriaeth. Mae sgiliau meddalach yn hynod drosglwyddadwy ar draws pob diwydiant a byddent yn fuddiol i'r unigolyn ac i'r sefydliad sy'n cyflogi. Rhaid i golegau a phrifysgolion baratoi pobl yn well ar gyfer byd gwaith, gan gynnwys ffocws ar sicrhau bod myfyrwyr yn fwy parod am waith, nid dim ond yn deall y theori.

Er enghraift, awgrymodd un cwmni gweithgynhyrchu y dylai'r holl raglenni cysylltiedig â pheirianneg gyflwyno hyfforddiant gwerthiant i gynyddu sgiliau meddal yn y diwydiant, fel bod graddedigion yn gallu cyfathrebu'n glir â'r cwsmeriaid ac yn ôl i'r tîm busnes. Mae hyn yn galw am feddylfryd gwerthiant sydd heb ei gynnwys yn nodwediadol mewn cyrsiau peirianneg traddodiadol a byddai'n allweddol ar gyfer y cwmniâu hynny sydd angen pobl sy'n gallu mynd i siarad â chwsmeriaid, gweld beth yw eu problemau a'u deall. Hefyd roedd gan rai cwmniau ddiddordeb mewn gweld mwy o ddulliau meithrin tîm o weithredu, gyda myfyrwyr yn gweithio ar frifiau byw gan gyflogwyr, gan fod hon yn sgil hynod ddefnyddiol yn y gweithle.



"Roedd sefydliadau o bob sector yn frwdfrydig ynghylch datblygu cysylltiadau â cholegau a phrifysgolion."

Casgliad

Galw

Mae'r canlyniadau'n dangos bod mwyafrif y sefydliadau'n wynebu bylchau sgiliau ar hyn o bryd ond nid ydynt yn gallu penodi aelodau newydd o staff i lenwi'r bylchau hyn am resymau amrywiol.

Hefyd mae'n ymddangos bod anhawster o ran hyblygrwydd yn y busnesau i dderbyn sgiliau pellach, gan fod sgiliau a chymwystrau'r cyflogion presennol, yn ôl y cwmniâu a gyfwelwyd, yn cael eu defnyddio'n llawn. Efallai nad yw'r sefyllfa hon yn perigormod o syndod o ran nad oes llawer o bwyslais i'w weld ar reoli adnoddau dynol fel swyddogaeth strategol yn y rhan fwyaf o sefydliadau a gafodd eu holi ac, yn fwy perthnasol, nid yw llawer ohonynt yn gweld bod cynllunio gweithlu yn bwysig.

Dyma'r materion allweddol a ddaeth i'r amlwg yn y cyfweliadau o ran y galw am sgiliau:

- Pwysigrwydd sgiliau meddal ym mhob sefydliad heb ystyried maint na sector.
- Perthnasedd cynyddol hyfforddiant arweinyddiaeth a rheolaeth i staff presennol (ond nid oedd hwn yn cael ei ystyried fel mater i staff sydd wedi'u recriwtio o'r newydd).
- Y diffyg mewn sgiliau digidol ar draws pob sector, nid dim ond mewn pynciau arbenigol fel seibr ddiogelwch a data mawr, ond hefyd o ran sgiliau mwy sylfaenol ar gyfer rhagleni cyffredinol.
- Mae gan ieuengtied sy'n gadael yr ysgol a graddedigion ddiffyg dealltwriaeth o fydd gwaith mewn diwydiannau fel gweithgynhyrchu ac adeiladu ac mae hyn yn effeithio ar recriwtio yn y sectorau hynny.
- Materion demograffig gyda gweithlu sy'n heneiddio o ran cynllunio olyniaeth a gwella sgiliau, yn enwedig gyda sgiliau digidol.
- Mae sefydliadau'n edrych ar recriwtio o'r tu allan i'r sector neu'r ardal leol i ddorio â phrinder sgiliau.
- Mae cyfle i sefydliadau fabwysiadu ystod o ddulliau gwahanol o weithredu i reoli sgiliau'n fewnol, yn ogystal â defnyddio cyrff allanol, fel asiantaethau recriwtio, i helpu i adnabod a datrys problemau sgiliau.
- Nid yw'r laith Gymraeg yn fater ar gyfer y rhan fwyaf o gwmniâu ond mae nifer bach o sefydliadau yn ei gweld fel elfen sy'n creu mantais gystadleuol mewn rhai meysydd.
- Pryder nad yw sefydliadau'n barod efallai i fanteisio'n llawn ar brosiectau seilwaith mawr ac y gellid colli staff sgiliadig i'r prosiectau hyn dros amser.
- Sicrhau bod mwy o drafod rhwng diwydiant ac addysg oherwydd teimlir nad yw colegau a phrifysgolion lleol yn deall beth yw anghenion busnesau.

Cyflenwad

O ran cyflenwi darpariaeth sgiliau, roedd defnydd helaeth gan sefydliadau o hyfforddiant gan ddarparwyr allanol, er bod nifer bach yn darparu eu cyrsiau mewnol eu hunain hefyd. Hefyd, mae'r rhan fwyaf o sefydliadau wedi croesawu prentisiaid a byddant yn parhau i wneud hynny os bydd cyfleoedd ar gael.

Dyma'r materion allweddol a ddaeth i'r amlwg yn y cyfweliadau o ran cyflenwi sgiliau:

- Awgrymodd nifer o sefydliadau bod rhaid i ddarparwyr fod yn fwy hyblyg wrth ddarparu rhagleni, gyda llawer o gwmniâu hyfforddi allanol yn darparu cefnogaeth gyffredinol yn hytrach na rhagleni pwrsol sy'n berthnasol i fusnesau unigol.
- Er bod rhai colegau'n cael eu gweld fel rhai blaengar yn y farchnad o ran eu dull o weithredu wrth feithrin perthnasoedd gyda chyflogwyr, roedd eraill yn cynnig hyfforddiant heb ddeall anghenion busnesau lleol.
- Hefyd rhaid i golegau, darparwyr hyfforddiant a phrifysgolion sicrhau bod cynnwys eu hyfforddiant yn ddiweddar a bod posib ei ddarparu ar draws bob lefel.
- Rhaid i golegau a phrifysgolion fod yn marchnata eu darpariaeth sgiliau a hyfforddiant yn fwy effeithiol ar draws y rhanbarth ac ymateb yn gynt i ymholaidd allanol.
- Dylai cyllid a chefnogaeth i hyfforddiant a sgiliau fod yn fwy tryloyw a hwylus a rhaid sicrhau eu bod ar gael i weithwyr hŷn yn ogystal â chyflogion ifanc.
- Rhaid i gyflogadwyedd ddod yn rhan orfodol o'r profiad dysgu mewn coleau a phrifysgolion, gan ymgorffori sgiliau meddwl yn y cwricwlwm.
- Er bod prentisiaethau'n boblogaidd, rhaid ehangu'r defnydd yn y rhanbarth, yn enwedig o ran sicrhau eu bod yn cael eu derbyn ym mhob sector o'r economi ac ar wahanol lefelau e.e. prentisiaethau rheolaeth uwch. Dylid gwneud mwy i hybu rhannu prentisiaethau, sy'n gallu bod yn fuddiol i bawb cysylltiedig.

Sbardunau Newid Allweddol

Roedd nifer o faterion allweddol, fel a ganlyn:

- Teimlwyd y byddai newidiadau mewn technoleg ddigidol yn cael effaith fawr o bob sefydliad yn y rhanbarth yn ystod y blynnyddoedd nesaf, er nad yw nifer fawr yn barod ar gyfer y newidiadau hyn.
- Roedd 'parodrwydd am waith' plant y mileniwm yn bryder i roi cwmniâu ac mae pwysigrwydd cynyddol gofynion sgiliau meddal i sicrhau bod unigolion yn gyflogadwy pan maent yn gadael addysg yn her fawr wrth symud ymlaen.
- Mae rhoi sylw i gynllunio olyniaeth er mwyn cadw a gwella sgiliau yn y gweithlu yn bwysig i bob sefydliad.
- Dylai cael llunwyr polisiau i ddatblygu sgiliau ar gyfer y rhanbarth fod yn flaenoriaeth i Fargen Ddinesig Prifddinas-ranbarth Caerdydd ond hefyd dylai sicrhau bod y gwahaniaethau rhwng Cymru a Lloegr yn y maes hwn cyn lleied â phosib.
- Nid yw Brexit wedi cael effaith hyd yma ac, yn gyffredinol, mae sefydliadau'n ansicr ynghylch ei effaith yn y dyfodol.
- Roedd newidiadau i'r M4, gan gynnwys y ffordd lliniaru a gostwng tollau, yn cael eu hystyried yn llesol i'r economi leol yn gyffredinol.
- Roedd creu gwell ymgysylltu rhwng diwydiant ac addysg drydyddol yn y rhanbarth yn cael ei ystyried fel elfen allweddol bwysig i fusnesau yn y rhanbarth, yn enwedig sicrhau bod hyfforddiant sgiliau'n addas i bwrpas ar gyfer pob sector.



Am fwy o wybodaeth cysylltwch â:

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