

The Expert Group on Future Skills Needs

Statement of Activity 2007

June 2008



Foreword

The availability of skills is now one of the most pressing issues facing many sectors of the economy. While there are significant challenges on the horizon and the outlook for the economy and the labour market is more uncertain than in recent years, there continues to be strong demand for skilled people. The challenge that faces us is one of ensuring that people at all levels of educational attainment gain the skills that are required to allow them to continue to prosper in the labour force and which will meet the needs of both the indigenous and multinational enterprise base.

The availability of a skilled workforce is one of the key attractions for foreign companies locating in Ireland. It is also one of the key factors that drives the development of indigenous Irish industry. Ireland must maintain and further develop its reputation as a country with a highly skilled workforce which can respond to the changing needs of the economy and society that we live in. The responsiveness and agility of successive Irish Governments played a significant part in developing the Celtic Tiger. Once again, we will need a high degree of responsiveness and agility from Government Departments, their agencies and education and training providers at all levels to continue that work and take us to the next skill level.

Investment in education and training at all levels must remain a priority and those in the education and training system must demonstrate that they are maximising the use of those inputs. There is no either/or choice to be made; investment must target both those with the lowest level of skills who will otherwise be left behind and excluded from the labour force and those with the highest levels of skill who will drive the Irish economy forward.

The overarching plan for skills development is set out in the National Skills Strategy. I welcome the establishment of the Inter-Departmental Committee chaired by Minister Sean Haughey T.D. which will oversee the implementation of the strategy. I see the implementation of this strategy as the over-riding priority in the immediate future if we are to achieve the skills needed for enterprise development.

The Expert Group on Future Skills Needs has, in conjunction with enterprise, identified the specific skills needs for many key sectors of the economy. Over the past 18 months, we have published reports on the skills needs of the ICT sector, the Digital Media sector, the International Financial Services sector and the Medical Devices sector. Some progress has been made on implementing the recommendations contained in these reports, but much remains to be done.

There is significant restructuring happening within the economy. The decline in the prominence of the construction industry presents both challenges and opportunities from a skills perspective. It is important that we direct the significant talent which the construction industry has absorbed to the sub-sectors of that industry which are still robust and to other sectors of the economy which have strong demand. We must provide training and education opportunities and alternative career paths for those that require them. The fall off in consumption-led demand may pose similar challenges for other sectors, which have benefited primarily from rising incomes and increasing standards of living in recent years.



Finally, I would like to thank the members of the Expert Group on Future Skills Needs, both past and present for their commitment to this important work. I would also like to thank Forfás and Fás for the research and secretariat support that they provide to the group.

Anne Heraty

Chairperson

Expert Group on Future Skills Needs



Members of the Expert Group on Future Skills Needs

Ms. Anne Heraty, Chief Executive, CPL Resources PLC, Chairperson

Mr. George Bennett, IDA Ireland

Ms. Marie Bourke, Department Manager, Human Capital and Labour Market Policy, Forfás and Head of Secretariat to the Expert Group on Future Skills Needs

Ms. Ruth Carmody, Assistant Secretary, Department of Education and Science

Ms. Liz Carroll, Training and Development Manager, ISME

Mr. Fergal Costello, Head of IoT Designation, Higher Education Authority

Mr. Ned Costello, Chief Executive, Irish Universities Association

Mr. Brendan Ellison, Principal Officer, Department of Finance

Ms. Anne Forde, Principal Officer, Department of Education and Science

Mr. Roger Fox, Director of Planning and Research, FÁS

Ms. Una Halligan, Director, Government and Public Affairs for Ireland, Hewlett Packard

Mr. David Hedigan, Manager, Sectoral Enterprise Development Policy, Enterprise Ireland

Mr. Gary Keegan, Director, Acumen

Mr. John Martin, Director for Employment, Labour & Social Affairs, OECD

Mr. Dermot Mulligan, Assistant Secretary, Department of Enterprise, Trade and Employment

Mr. Pat Hayden, Principal Officer, Department of Enterprise, Trade and Employment

Mr. Frank Mulvihill, President, Institute of Guidance Counsellors

Dr. Brendan Murphy, President, Cork Institute of Technology

Mr. Alan Nuzum, CEO, Skillnets

Ms. Aileen O'Donoghue, Director of Financial Services Ireland, IBEC (Replaced by Tony Donohoe, Head of Education, Social and Innovation Policy, IBEC with effect from June 2008)

Mr. Peter Rigney, Industrial Officer, ICTU

Ms. Jacinta Stewart, Chief Executive, City of Dublin VEC

Mr. Martin Shanahan, Manager, Science, Technology and Human Capital Division, Forfás



Introduction

Established in 1997, the Expert Group on Future Skills Needs (EGFSN) is a body appointed by the Irish Government to advise it on aspects of education and training related to the future skills requirements of the enterprise sector of the Irish economy. The Group is composed of representatives of business, employees, education, training, Government departments and State agencies.

The Group's mandate provides that it will act as the central national resource on skills and labour supply for the enterprise sector and on overall strategy for enterprise training in Ireland.

Specifically, the Group carries out systematic and detailed analyses in order to:

- Advise Government on projected skills requirements at national and sectoral levels and make recommendations on how best to address identified needs
- Advise Government on associated priority training requirements and the most cost effective ways of responding to them
- Advise on any skills requirements that cannot be met internally in Ireland at a given time and so must be met through inward migration
- Advise on developments in content and delivery systems that support excellence in training quality elsewhere and on adaptations necessary to incorporate such developments into training provision here
- Respond to any request for advice from the Minister for Enterprise, Trade and Employment on training programmes that are supported through the National Training Fund
- Report on progress made in the implementation of its recommendations.

The following Statement of Activity provides details of the group's output for 2007, changes to the group's membership, and information on the group secretariat and resources.



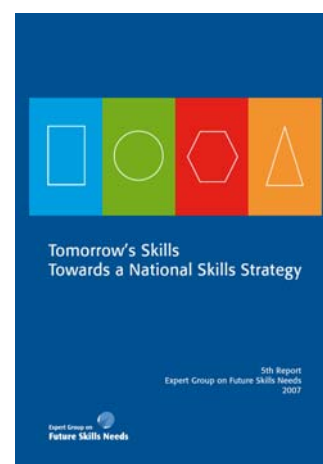
Activities of the Expert Group 2007

Launch of the National Skills Strategy

On 6 March 2007, the Minister for Enterprise, Trade and Employment, Mr Micheál Martin TD, and the Minister for Education and Science, Mary Hanafin TD, jointly launched the EGFSN report, *Tomorrow's Skills: Towards a National Skills Strategy*. The report sets out a vision of skills and educational attainment up to 2020 which would help to secure the future competitive advantage of enterprises in Ireland and enhance future growth in productivity and living standards.

Key Proposals for 2020:

- 48 percent of the labour force should have qualifications at National Framework of Qualifications (NFQ) Levels 6 to 10 - from National Certificate to PhD level;
- 45 percent should have qualifications at NFQ levels 4 and 5 - Awards equivalent to Leaving Certificate Examination;
- The remaining seven percent are likely to have qualifications at NFQ levels 1 to 3 (i.e. below Junior Certificate) while aiming to transition to higher levels.



Skills Road Map to 2020 - Achieving the Vision

In order to achieve the vision:

- An additional 500,000 individuals within the workforce will need to be upskilled and to progress by at least one NFQ level above their current level of education and training;
- The Leaving Certificate retention rate for young people should rise to 90 percent;
- By 2020, the proportion of the population aged 20-24 with NFQ level 4 or 5 qualification (Leaving Certificate or equivalent), should be increased to 94 percent; and
- The progression from second to third level education should increase from 55 percent to 72 percent.

The report also highlights the need for:

- Integration of immigrants into the education and training system, at all levels;
- Career guidance and mentoring for those at work;
- Assistance for individuals and companies in identifying their skills needs;
- More awareness programmes that highlight the benefits of education and training; and,
- An Education and training system that is flexible and responsive to the needs of employers and employees

At the request of the Department of Enterprise, Trade and Employment, the EGFSN has undertaken further research into the possible mechanisms that can be used to incentivise employers and employees to engage in education and training and will report on these mechanisms to the Minister for Enterprise, Trade and Employment in 2008.

Future Skills and Research Needs of the International Financial Services Industry

On the 12th January 2008, the Taoiseach, Bertie Ahern TD, launched the report prepared by the EGFSN: *Future Skills and Research Needs of the International Financial Services Industry*. The launch of the report followed an extensive consultation and research process to identify the skills required by industry to support the continued development of the sector in partnership with Government and the State Development Agencies. The report underlines that Ireland is an attractive location for financial services investment and identifies a number of priority areas for skills development in the future including:

- Ensuring that undergraduate courses are up-to-date and relevant to industry needs and developing greater specialisation at postgraduate level. High level mathematics, quantitative, risk management and actuarial skills are in particular demand.
- Staff retention is an issue in some subsectors, which negatively affects costs and efficiency.
- The need to increase the research capacity of international financial services in Ireland.
- Increased alignment between education and training providers and industry needs, with greater focus on niche areas which could deliver distinctive competences



The report recommendations are designed to maximise the flow of skills to the financial services industry and are targeted at promoting responses and partnerships from a range of stakeholders including public and private representatives. The main recommendations of the report include:

- Increase the supply of graduates emerging from the formal education system with appropriate skill sets to meet the needs of industry. This requires the introduction of new education and training modules at graduate, post-graduate and professional levels, with particular emphasis on risk management, derivatives structuring, financial modelling, and maths and IT skills.
- Expand the pool of labour available to international financial services firms. New labour pools could be sourced at foundation level roles through professional bodies, FÁS and the VECs.
- Continue to attract world class talent through a flexible and attractive immigration system with minimum burdens for employers and individuals.
- Financial Services Ireland, supported by IDA Ireland and FÁS should develop a strategy for careers information and promotion.
- IDA Ireland, Enterprise Ireland, the HEA and Science Foundation Ireland should facilitate the development of a joint industry-academic research agenda for the industry.
- Due to the speed of change in the industry there is an increased requirement for improved and more frequent course reviews and flexibility in course delivery.

The report sets out clearly defined 'next steps' associated with each recommendation. The implementation of these recommendations has now commenced. The Higher Education Authority has sought responses from higher education institutions involved in this area of activity to the contents of the report. This was followed by a forum bringing together industry and academia in May 2008.



Future Skills Needs of the Irish Medical Devices Sector

In 2007, the EGFSN undertook extensive research to identify the future skills needs of the Medical Devices sector in Ireland up to 2013 and to make recommendations to ensure that skills will underpin the continued development and growth of the industry. This research was undertaken at the request of Enterprise Ireland and the Irish Medical Technologies Council and led to a published report in February 2008, *Future Skills Needs of the Medical Devices Sector*.

The research indicates that the requirement for people with engineering, scientific, technician, sales and purchasing skills will continue to rise and the demand for those qualified to Masters and PhD level will also increase. The EGFSN makes a number of specific recommendations to ensure the sector is equipped with the right level of skills and expertise to meet the challenges of a changing industry:

- Establish a Centre of Medical Device Manufacturing Excellence in the higher education system to assist industry develop the skills required for automation, lean manufacturing and quality management;
- Upskill operators, assemblers and technicians over the next three years through industry-led training initiatives supported by the State;
- Higher education institutions to work towards the development of a fourth level Graduate Education Institute in medical devices innovation;
- Introduce a Masters Course in Regulatory Affairs and a Graduate Diploma or Masters qualification in the design, management and conduct of clinical trials;
- Develop a part-time professional development course for medical device professionals covering topics such as healthcare economics and reimbursement, regulatory affairs, intellectual property;
- Introduce programmes which bring together mechanical, electronic and bioscience technologies as technological convergence in the medical devices progresses;
- Boost the supply of effective entrepreneurs and intrapreneurs through provision of education and training programmes based on best practice Irish and US models; and
- Promote communication and networking between entrepreneurs, professionals, academics and development agencies supported by the Irish Medical Technologies Council.



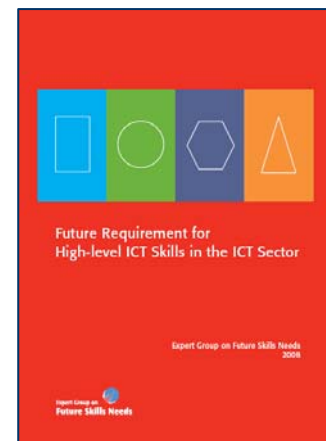
Future Requirement for High Level ICT Skills in the ICT Sector

In June 2008, the Tánaiste and Minister for Enterprise, Trade and Employment, Ms. Mary Coughlan, TD, and the Minister for Education and Science, Mr. Batt O'Keefe, TD, launched the EGFSN report *The Future Requirement for High Level ICT Skills in the ICT Sector*. The aim of this study, undertaken by Forfás was to determine the future requirements for high level skills in the sector - in terms of quantity, quality and diversity - and to identify the actions required to ensure that the supply of these skills will support its potential growth.

The upturn in employment in the ICT sector since 2000/1 has been underpinned by the emergence of new Irish owned start-up companies and by continued inward investment. The sector, which currently employs around 70,000 people, has moved into higher value added activities. Labour market demand for high level ICT skills is tightening both in Ireland and globally.

The report finds that the projected domestic supply of high-skilled computing and electronic engineering graduates alone will not be sufficient to meet future demand out to 2013. Migration will continue to be an important source of labour force supply into the future. Based on these findings the EGFSN proposes a number of actions which can be implemented in the short, medium and long-term, to ensure that the future skills needs of the ICT sector will be met:

- Develop a more strategic approach towards communicating career opportunities and skills needs;
- Enhance the professional mathematics development of primary and second-Level teachers;
- Introduce a system of bonus college entry points for higher level Leaving Certificate maths;
- Consider the introduction of bursaries to boost the recruitment of highly qualified students in to higher level computing and electronic engineering courses;
- Encourage high-skilled overseas ICT students to come, study and work in Ireland;
- Produce both more graduates with strong engineering skills and domain-specific knowledge;
- Boost Postgraduate training;
- Support graduate internship and placement programmes; and
- Support for continuing professional development.





Survey of Selected Multi-National Employers' Perceptions of Certain Graduates from Irish Higher Education

The EGFSN and the Higher Education Authority jointly undertook a survey of multi-national employers in Ireland in 2007 to benchmark Irish graduates from the higher education system against graduates from other countries. The objective of this study is to provide feedback on the suitability for employment of Irish graduates compared to their international counterparts.

Published in December 2007, the final report *Survey of Selected Multi-National Employers' Perceptions of Certain Graduates from Irish Higher Education* provides feedback on the suitability of employment of Irish graduates compared to their peers internationally across the disciplines of Science, Engineering, Humanities, and Business & Finance.

The main findings of the report indicate that, overall, employers perceive very little difference in quality between Irish and other graduates. Irish graduates appear to compare favourably in 'soft/generic skills', while foreign graduates are considered slightly more eager in the work environment. The main recommendations of the report include:

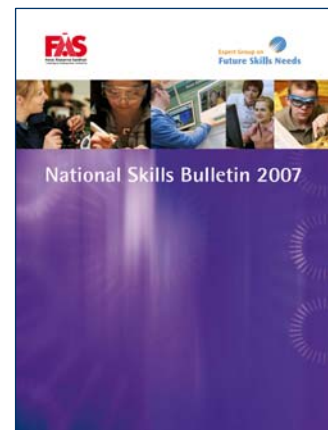
- Introduction of more placements to third level courses;
- Need for Irish students to have better management and business knowledge to understand their role in the workplace; and
- More use of continuous assessment in third and fourth level courses with particular focus to build team skills and confidence.

The National Skills Bulletin

The National Skills Bulletin 2007 is the third report by the EGFSN on skills and occupational trends in Ireland. This bulletin is developed by FÁS on behalf of the EGFSN. The objective of the Bulletin is to outline key labour market statistics in order to assist policy formulation in the areas of employment, education and training, and immigration. It also aims to provide information for students, career guidance advisors, and other interested parties relating to developments in the Irish labour market. The main focus of the Bulletin is the analysis of employment at occupational level for the period 2001-2006. Each occupation is examined in terms of its employment profile (based on the data from the Quarterly National Household Survey by the Central Statistics Office (CSO)), recent employment trends and other available indicators on the demand and supply of skills.

By synthesizing all of the above information, the reports comments on the balance between the demand and supply for each occupation. Identified shortages are defined in terms of their characteristics, i.e. skill shortage or labour shortage, expected duration and significance. The report highlights recent and current shortages in the following sectors:

- Financial skills shortages are evident in the areas of accounting (financial reporting and audit), quantitative finance (risk and investment analysis) and compliance (regulatory issues).
- Engineering shortages of all types are apparent, with particularly strong demand from the pharmaceutical, medical devices, and IT sectors. The decline in enrolments in engineering courses in recent years is expected to contribute to future shortages of engineering skills.
- In the IT sector, there are shortages of software engineers and computer analysts/programmers. Future demand in this sector is expected to be strong.
- In the healthcare sector, there is evidence of shortages in many areas including medical practitioners, dentists, therapists and radiographers. Work permit data indicates that many nurses continue to be sourced from abroad.
- There are shortages in transport and logistics occupations such as freight forwarding, customs clearance, and import/export document processing staff.
- Marketing managers and sales representatives with technical, product and sectoral knowledge are increasingly difficult to source. Addressing these skills shortages is highly important to the development of indigenous companies and their performance in export markets.
- In the manufacturing sector, there are current shortages in metal machining, fitting and instrument making, aircraft mechanics and sheet metal mechanics. These skills are increasingly imported from outside the EU. A number of employers also report difficulty in sourcing welders.



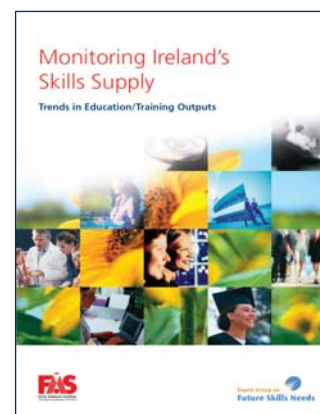


Monitoring Ireland's Skills Supply: Trends in Education and Training Outputs

'Monitoring Ireland's Skills Supply: Trends in Education/Training Outputs is the second in a series of annual reports produced by FÁS on behalf of the EGFSN. The objective of this series of reports is to provide an indication of the supply of skills to the Irish labour market from the formal education and training system. Although the data includes both part-time and full-time participants in education, the main focus is on those who have yet to enter the labour force.

The report examines outflows from the formal education system across levels 3-10 of the National Framework of Qualifications (NFQ). At each level, the supply of skills is examined in terms of:

- Graduate output: refers to the number of individuals who receive an award on completion of a course of study. Graduate output trends are used as an indicator of the potential current supply;
- Student inflows: this is used as an indicator of the potential future supply;
- Gender: this is used as an indicator of gender balance;
- Discipline: this is used as an indicator of the supply of skills by broad type;
- First destination: this is used as an indication of students' destination following graduation from higher education; and
- International comparison: this is an indicator of how Ireland performs internationally in terms of education outflows.



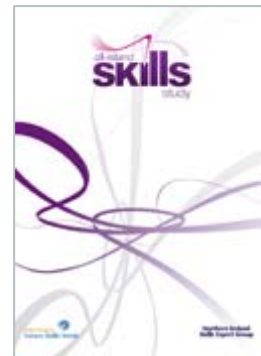
The main findings of the report include:

- Ireland's demographic profile compares very favourably in comparison to most European countries in terms of a young. Ireland has the highest proportion of persons under 30 years of age (44.7 percent) in the EU.
- The number of Leaving Certificate students is continuing to decline, however, in 2006 there was an increase in the number of Junior Certificate students for the first time since 2002.
- 130,000 FETAC awards were made in 2006 to 111,000 candidates. Approximately 51 percent of all candidates were under 30 years of age.
- The number of applications for level 6/7 courses is declining due to a combination of increasing numbers of applications to level 8 courses and declining numbers of candidates at Leaving Certificate level.
- Approximately 25,000 level 8 awards were made by universities and institutes of technology in 2005. The number of female graduates has increased by 36 percent since 2000.
- Approximately 11,600 persons graduated with level 9/10 awards in 2005, an increase of 9 percent postgraduate certificates/diplomas, 59 percent for masters and 38 percent for doctorates when compared to 2000.

All Island Skills Study

The Joint Communiqué of the British-Irish Intergovernmental Conference 2006 identified the potential to enhance North/South collaboration in the area of skills and the labour market. Recognising that a skilled workforce will be a key resource for a more prosperous all-island economy, both Governments, North and South, agreed to work together to ensure that the required skills are in place to encourage sustained growth. As a first step, the two skills expert groups established North and South, the Expert Group on Future Skills Needs and the Northern Ireland Skills Expert Group, have worked together to produce this first All-Island Skills Study. It provides, for the first time, a comprehensive all-island analysis of skills demand.

The study demonstrates that the improvement in the all-island skills base over the last decade has been a major contribution to all-island economic and employment growth in terms of its impact on productivity and competitiveness. Skills enhance labour productivity, bolster entrepreneurial capacity and act as a magnet for attracting high-quality inward investment. Going forward the study highlights that skills development will become even more important to all-island economic development. This is against a background of an increasingly competitive global environment where other economies are also rapidly upskilling their workforce.





New Members Appointed to the Expert Group

In May 2007, Minister for Enterprise, Trade & Employment, Micheál Martin, TD, announced the new membership of the EGFSN. Minister Martin and the Chair of the Expert Group, Anne Heraty, expressed their appreciation for the contributions of the outgoing members: Senan Cooke (Waterford Crystal Ltd, Jack Golden (Cement Roadstone), Joe McCarty (Arkaon Ltd), and Linda Tanham (Mandate). The new appointments to the Group are:

- Anne Forde, Principal Officer, Department of Education and Science
- Marie Bourke, Department Manager, Human Capital and Labour Market Policy, Forfás and Head of Secretariat to the Expert Group on Future Skills Needs
- Liz Carroll, Training and Development Manager, ISME
- George Bennett, IDA Ireland
- Ned Costello, Chief Executive, Irish Universities Association
- David Hedigan, Manager, Sectoral Enterprise Development Policy
- Gary Keegan, Director Acumen
- John Martin, Director of Employment and Social Affairs, OECD
- Dermot Mulligan, Assistant Secretary, Department of Enterprise Trade and Employment
- Frank Mulvihill, President, Institute of Guidance Counsellors
- Alan Nuzum, Chief Executive, Skillnets
- Jacinta Stewart, Chief Executive, City of Dublin Vocational Education Committee
- Martin Shanahan, Manager, Science, Technology and Human Capital Division, Forfás
- Tony Donohoe, Head of Education, Social and Innovation Policy, IBEC replaced Aileen O'Donoghue (former Director of Financial Services Ireland, IBEC) with effect from June 2008.

In addition a new mandate was announced for the EGFSN covering the term 2007-2009. The Group is charged with ensuring that labour market needs for skilled workers are provided for by:

- Continuing to identify future skills needs;
- Identifying emerging need for policy or structural changes;
- Reviewing the effectiveness and value of operational programmes and delivery systems in place to meet national skills needs ;
- Being committed to progressively promote lifelong learning; and
- Capitalising on instructive developments internationally.

In undertaking its work, the EGFSN will take into consideration the commitments contained within Towards 2016, the National Development Plan 2007-2013 and the previous reports of the group, in particular the National Skills Strategy to 2020.



Research and Secretariat Resources

The work of the EGFSN is managed by Marie Bourke, Head of Human Capital and Labour Market policy at Forfás.

EGFSN work undertaken by Forfás is funded through the National Training Fund. In 2007, the Group's expenditure was €522,000.

Research and Secretariat support is provided to the EGFSN by Forfás and FÁS' Skills and Labour Market Research Unit (SLMRU). FÁS operate the National Skills Database on behalf of the EGFSN.

Forfás

Marie Bourke	Head of Human Capital and Labour Market Policy Department
Kay Hallahan	Senior Policy Adviser
Gerard Walker	Senior Policy Adviser
Andrew Colgan	Policy Adviser
Aisling Penrose	Executive Assistant

FÁS

Roger Fox	Director, Planning, Research & EU Affairs
John McGrath	Manager SLMRU
Jasmina Behan	Assistant Manager SLMRU
Ivica Milicevic	Research Officer
Joan McNaboe	Research Officer
Caroline Shally	Assistant Research Officer
Nora Condon	Research Consultant
Anne Marie Hogan	Executive Assistant



Appendix

Publications by the Expert Group on Future Skills Needs

Report	Date of Publication
Future Requirements for High Level ICT Skills in the ICT Sector	June 2008
Future Skills Needs of the Irish Medical Devices Sector	February 2008
Survey of Selected Multi-National Employers' Perceptions of Certain Graduates from Irish Higher Education	December 2007
The Future Skills and Research Needs of the International Financial Services Industry	December 2007
Monitoring Ireland's Skills Supply: Trends in Educational/Training Outputs	October 2007
Tomorrow's Skills: Towards a National Skills Strategy	March 2007
National Skills Bulletin 2006	December 2006
Future Skills Requirements of the International Digital Media Industry: Implications for Ireland	July 2006
Careers and Labour Market Information in Ireland	July 2006
Skills at Regional Level in Ireland	May 2006
SME Management Development in Ireland	May 2006
Monitoring Ireland's Skills Supply: Trends in Educational/Training Outputs	January 2006
Data Analysis of In-Employment Education and Training in Ireland	January 2006
National Skills Bulletin 2005	October 2005
Skills Needs in the Irish Economy: The Role of Migration	October 2005
Languages and Enterprise	May 2005
Skills Requirements of the Digital Content Industry in Ireland	February 2005
Innovate Market Sell	November 2004
The Supply and Demand for Researchers and Research Personnel	September 2004
Literature Review on Aspects of Training of those at Work in Ireland	June 2004
Financial Skills Monitoring Report	November 2003
Responding to Ireland's Growing Skills Needs - The Fourth Report of the Expert Group on Future Skills Needs	October 2003
The Demand and Supply of Skills in the Biotechnology Sector	September 2003



Skills Monitoring Report - Construction Industry 2003/10	July 2003
Benchmarking Education and Training for Economic Development in Ireland	July 2003
The Demand and Supply of Engineers and Engineering Technicians	June 2003
The Demand and Supply of Skills in the Food Processing Sector	April 2003
National Survey of Vacancies in the Private Non-Agricultural Sector 2001/2002	March 2003
National Survey of Vacancies in the Public Sector 2001/2002	March 2003
The Irish Labour Market: Prospects for 2002 and Beyond	January 2002
Labour Participation Rates of the over 55s in Ireland	December 2001
The Third Report of the Expert Group on Future Skills Needs - Responding to Ireland's Growing Skills Needs	August 2001
Benchmarking Mechanisms and Strategies to Attract Researchers to Ireland	July 2001
Report on E-Business Skills	August 2000
Report on In-Company Training	August 2000
The Second Report of the Expert Group on Future Skills Needs - Responding to Ireland's Growing Skills Needs	March 2000
Business Education and Training Partnership 2 nd Forum, Dublin	March 2000
Business Education and Training Partnership Report on the Inaugural Forum, Royal Hospital Kilmainham	March 1999
The First Report of the Expert Group on Future Skills Needs - Responding to Ireland's Growing Skills Needs	December 1998