

Volwaardig Werkgeverschap Schiphol

# ***Hoe Data Carrièrepaden Transformeert***

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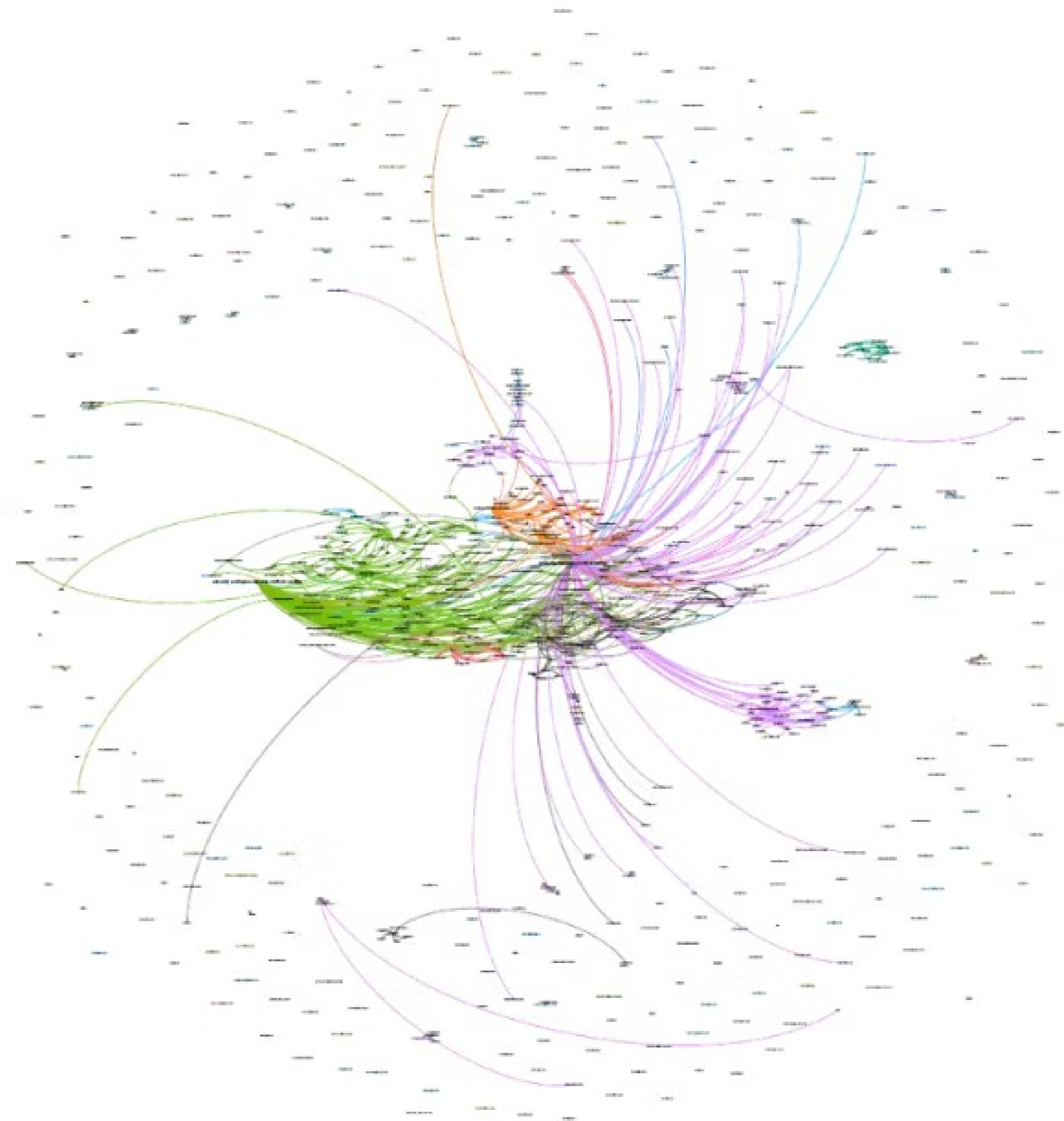
# Agenda

Introductie case Schiphol  
Van functies naar skills en taken  
AI-gedreven matching en skills gaps  
Strategische talentmobiliteit in praktijk  
Toekomstvisie en praktische tips  
Q&A en afsluiting

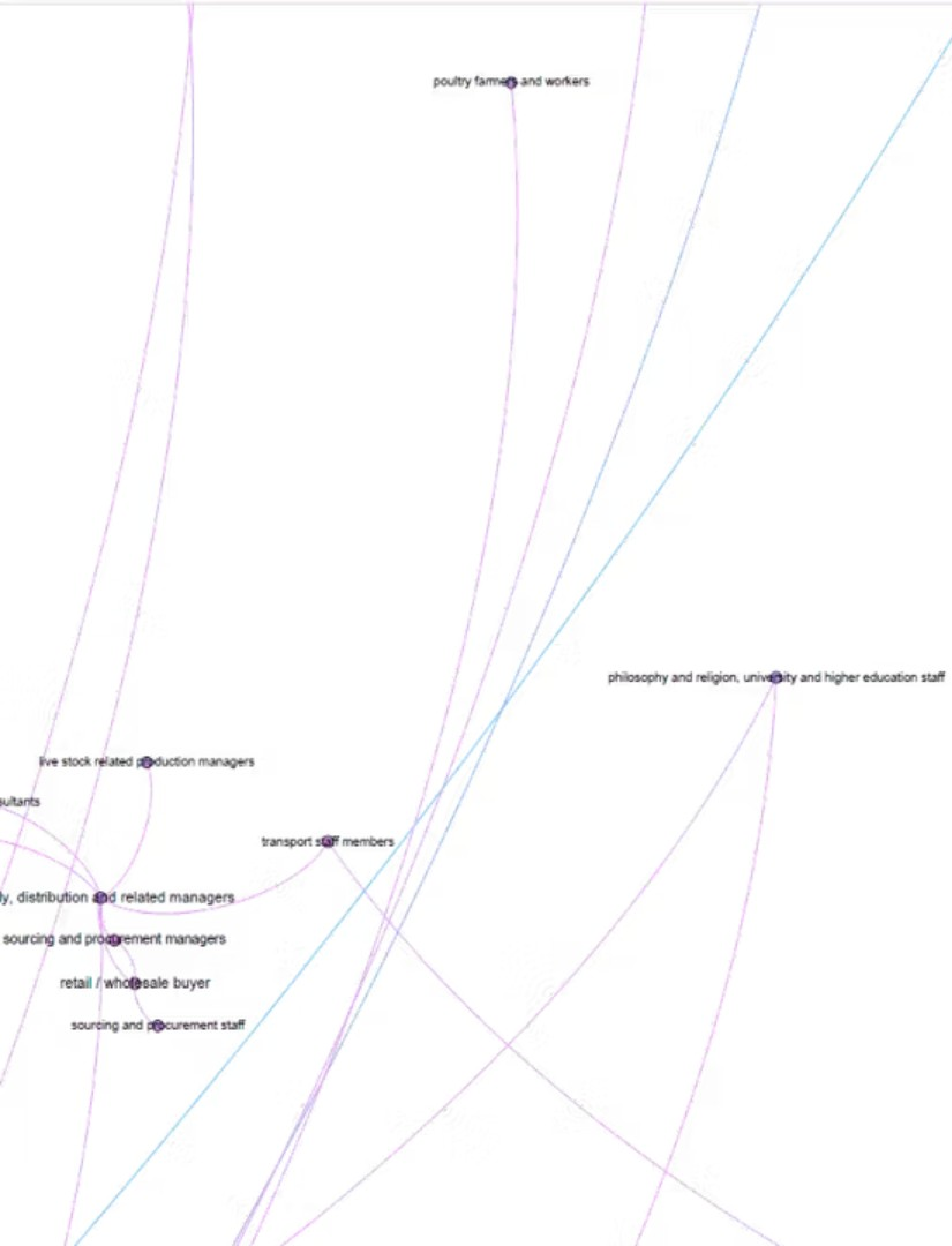


# Transferpaden analyse Schiphol

- >1000 organisaties
- 75.000 werkenden
- 1800 functies met beperkte context
- 160.000 bezoekers [careers.schipholgroup.com](https://careers.schipholgroup.com)
- De opdracht: Bepalen welke beroepen te combineren zijn op basis van transferable skills



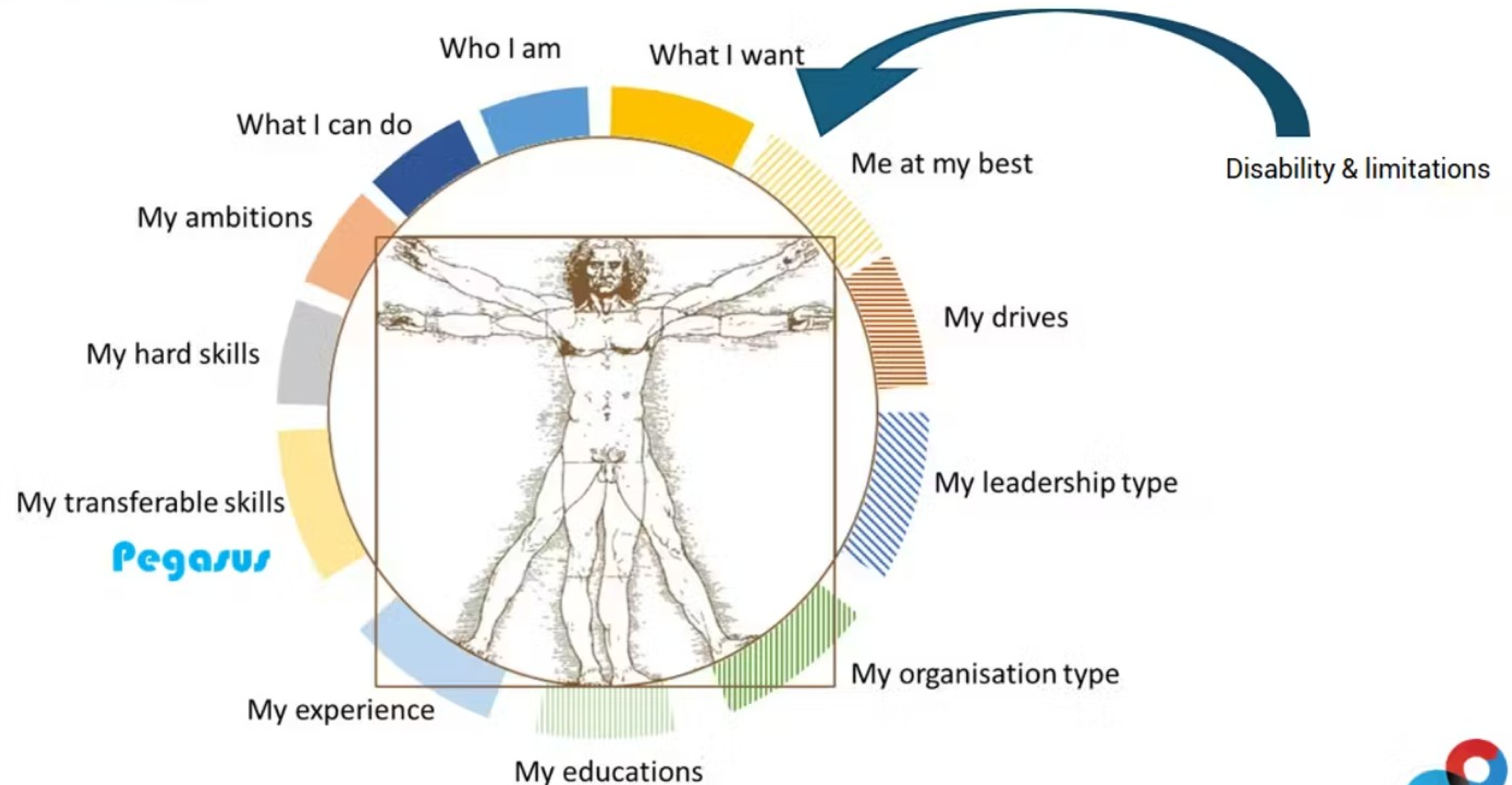
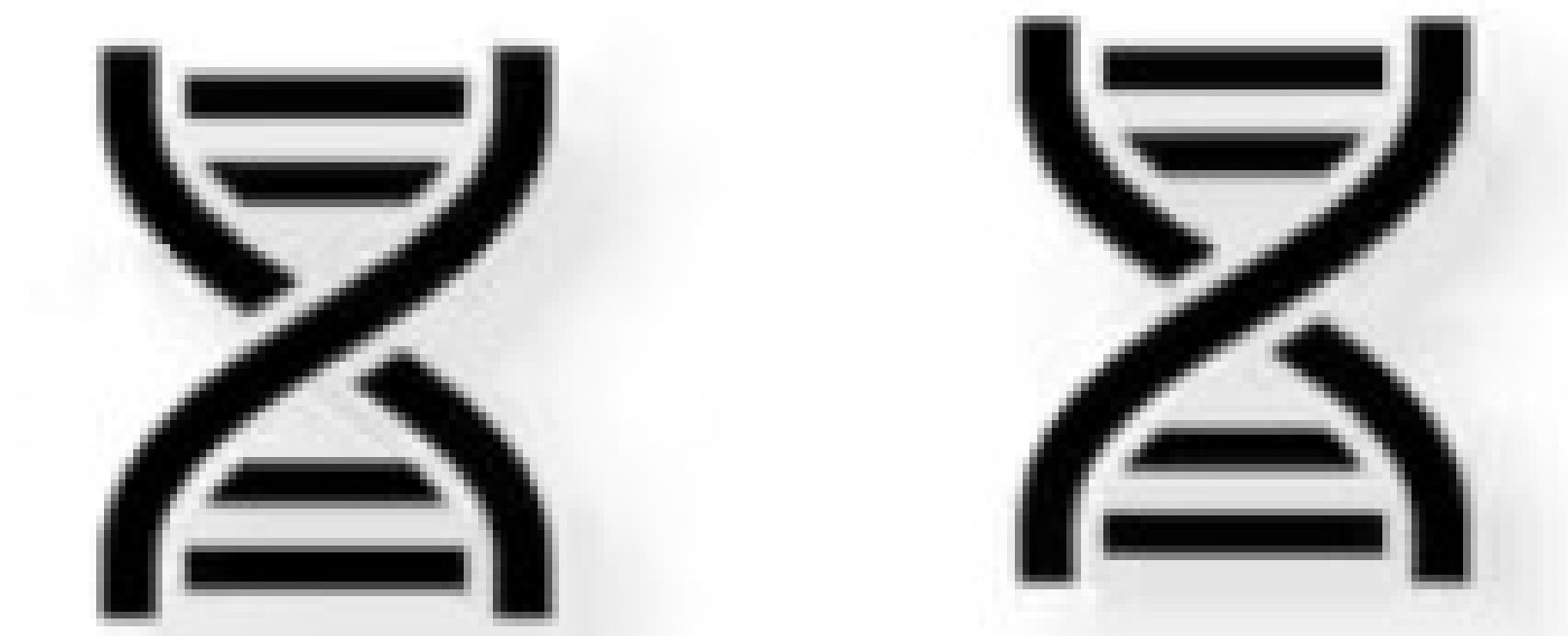
Voorbeeld inzichten uit data: Overstapberoepen



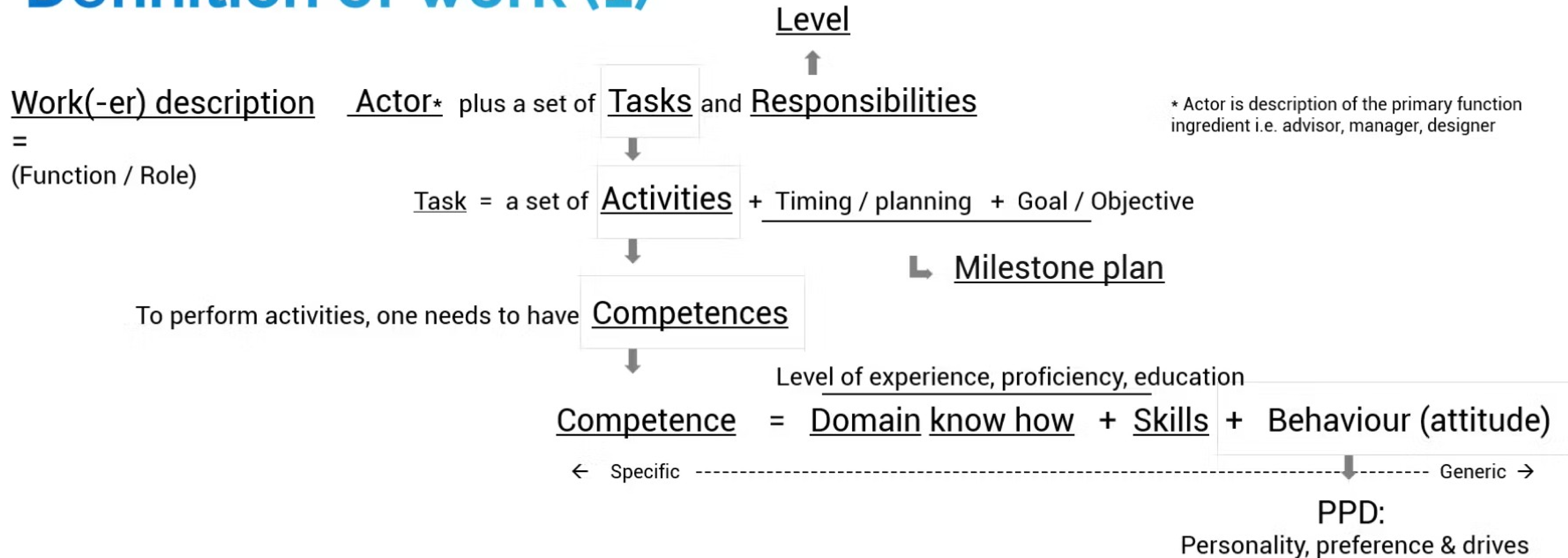
HR eiland

# Holistisch kijken naar mens en werk

Met 'hard' en 'soft' DNA



# Definition of work (1)



$$\text{Work(-er) description} = \frac{\text{Actor} \times \text{Domain know how}}{\text{Function/project typology (who)}} + \frac{(\text{hard \& soft}) \text{KSC}^{**} \times \text{PPD}}{\text{Function/project operability (how)}} + \frac{\text{Milestone plan}}{\text{Function/project result plan (what \& when)}}$$

\*\*KSC=Knowledge fields, Skills & Competences

# Definition of work (2)

$$\text{Work(er)} = \underset{\text{Typology}}{A} \times \underset{\text{Operability}}{D} \times \underset{\text{Planning}}{L} + \underset{\text{Other conditions}}{KSC} \times \underset{\text{Other conditions}}{PPD} + \underset{\text{Other conditions}}{MP} \quad (+ \text{ Where etc.})$$

- A: Actor → Primary function ingredient → (2D tax definition)
- D: Domain → Field of work/study in industry context → (2D tax definition)
- L: Level → Level of work complexity and responsibility → (EQF)
- KSC: Knowledge fields, Skills & Competences
- PPD: Personality, preference & drives → MBTI, Holland, Drives
- MP: Milestone plan

# Basic, Abstract Sector (32)



Werken met kunst, fotografie of theater



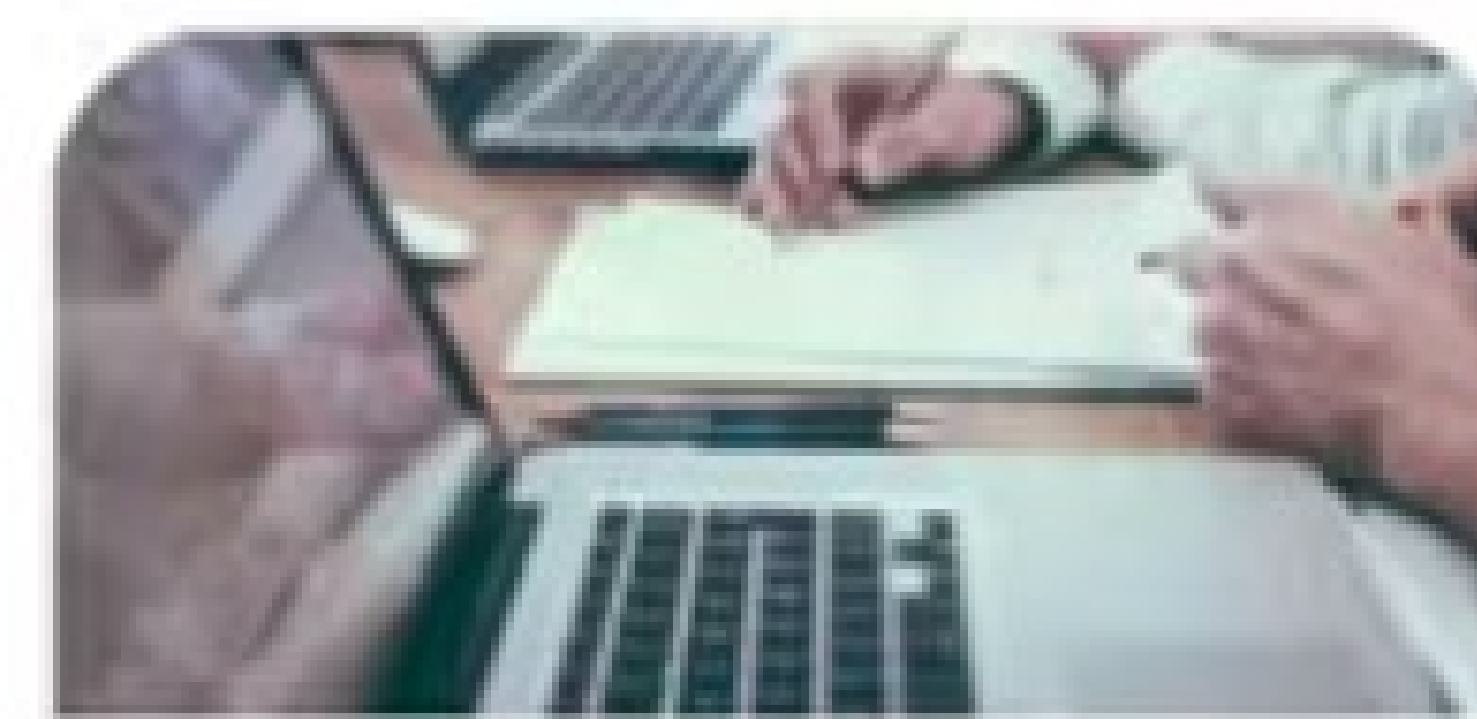
Werken in laboratorium, of met chemische processen



Bezorger, werk in magazijn, opslag



Metaal producten maken



Administratief en financieel werk



Agrarisch werken, dieren, landbouw, visserij



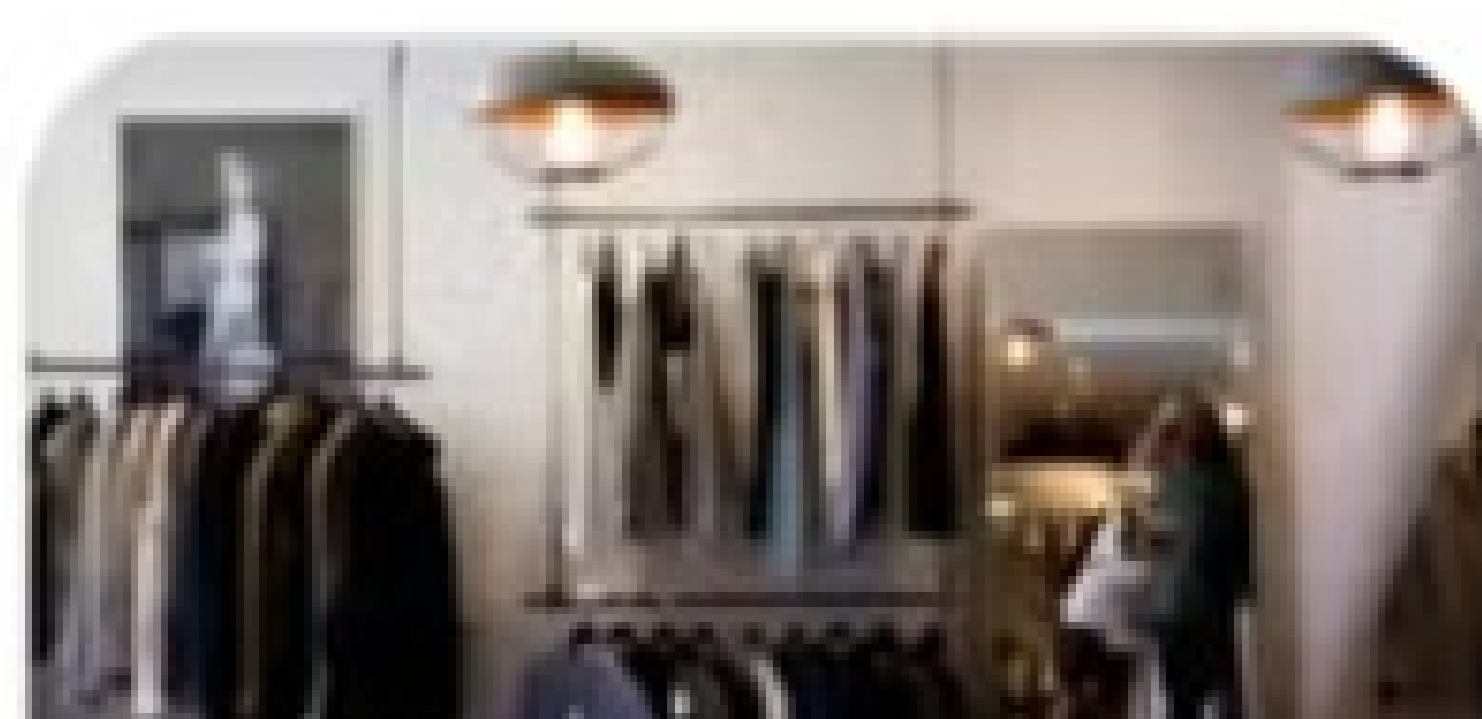
Gegevens invoer, registratie, berekenen



Werken bij brandweer, politie, beveiliging



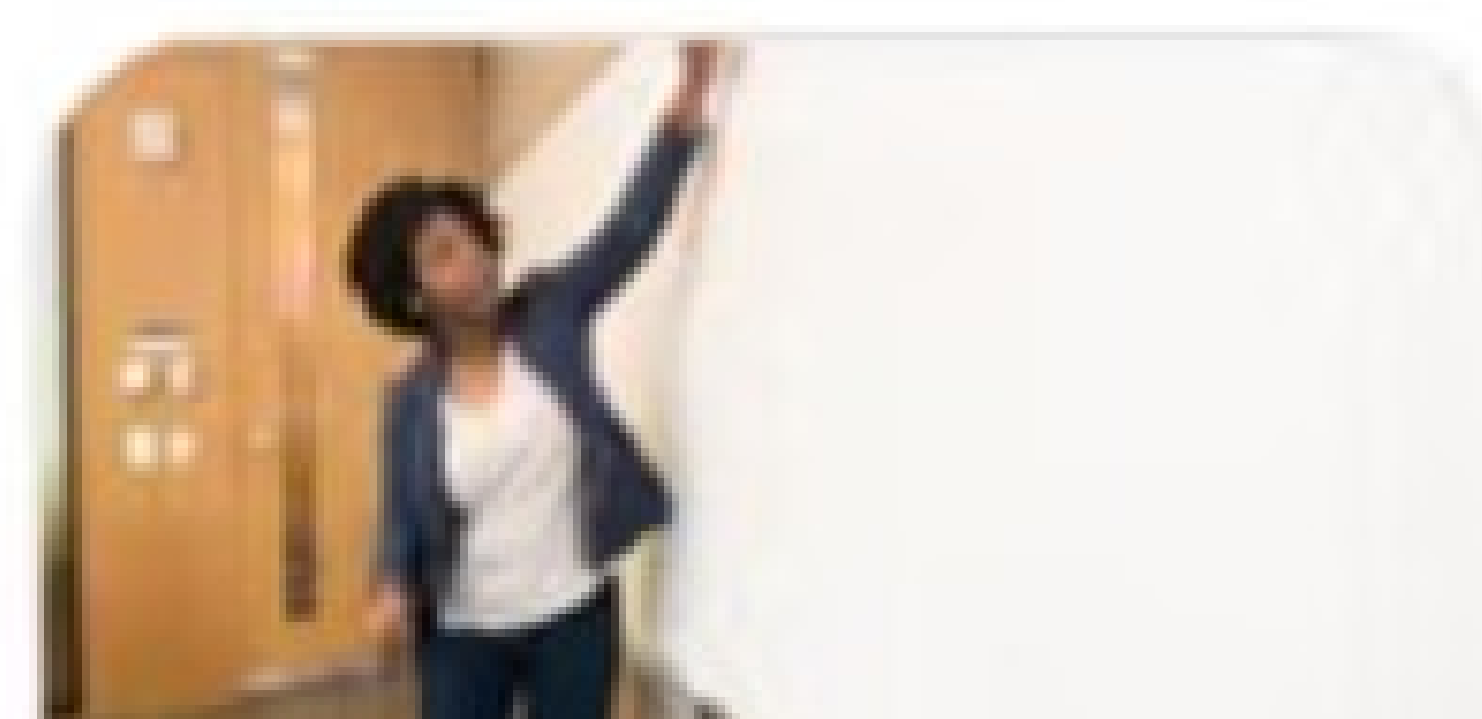
Schoonmaak, reiniging, afvalverwerking



Mode, kleding en schoenen



Muziek maken, verkopen, ondersteunen



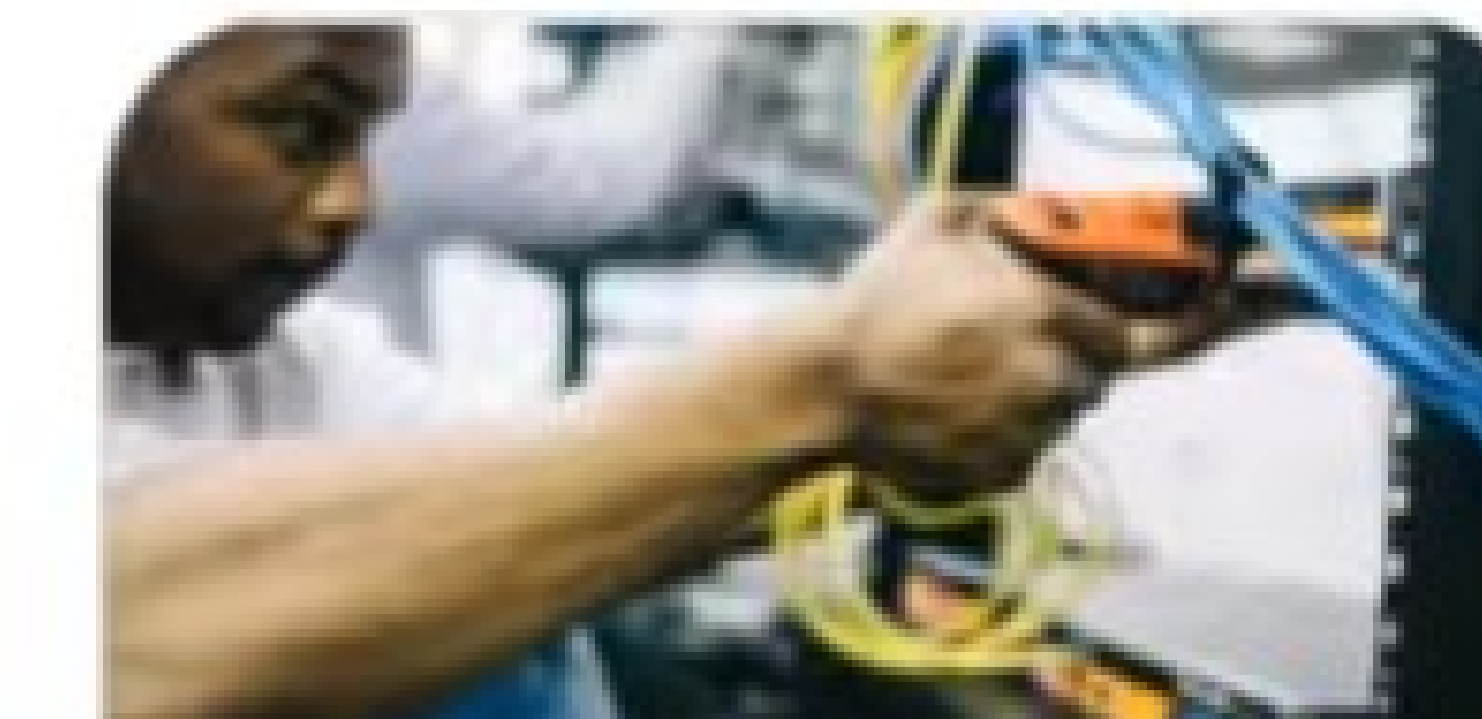
Werken met kinderen



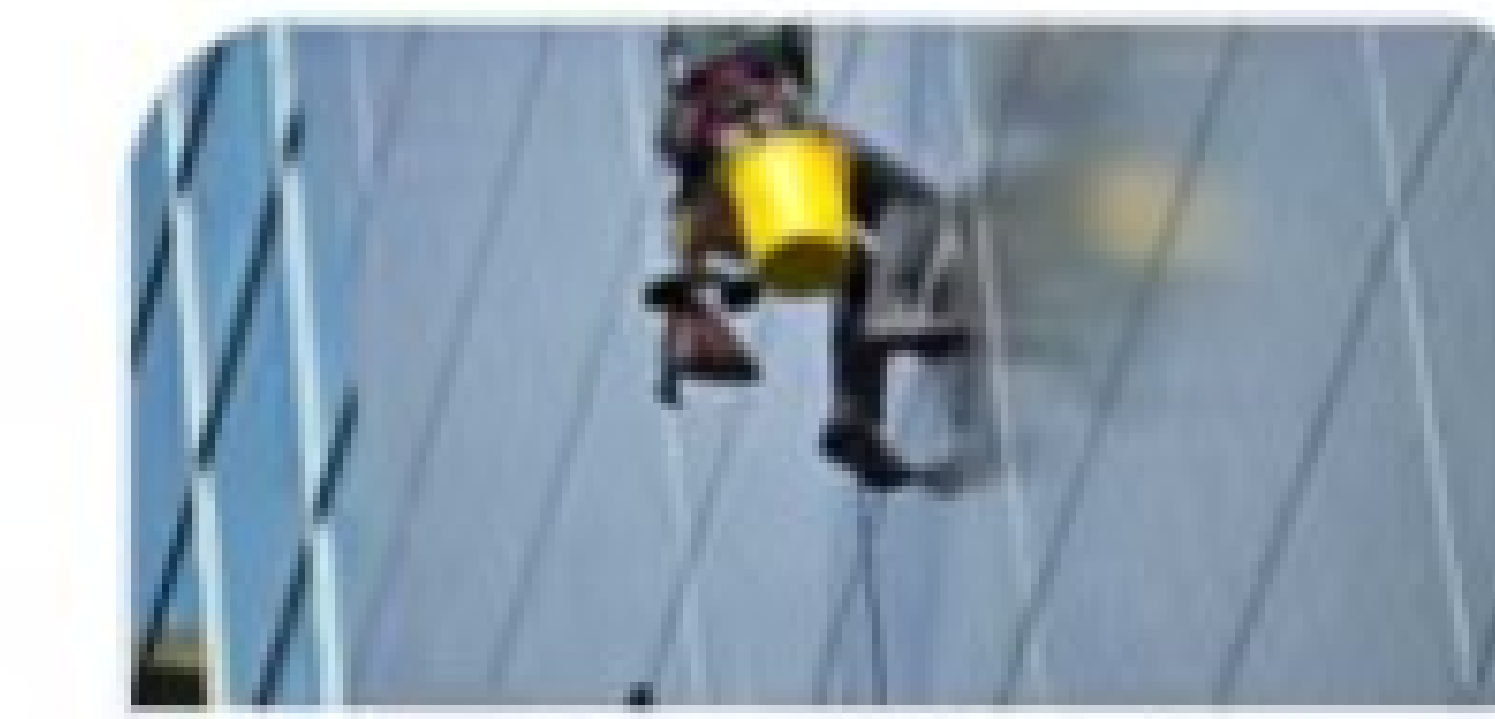
Werken met je handen in de bouw



Verkopen, werken in een winkel, aan de kassa



Werken met elektrotechniek



Huishoudelijk werk en dienstverlening



Werk met veel beweging, sportief



Hulpverlening / sociale ondersteuning



Secretariële ondersteuning, receptie



Interieur afwerking, schilderen, stucadoors



Nauwkeurig glas-, metaal en materialen bewerken



Grafisch werken / drukwerk



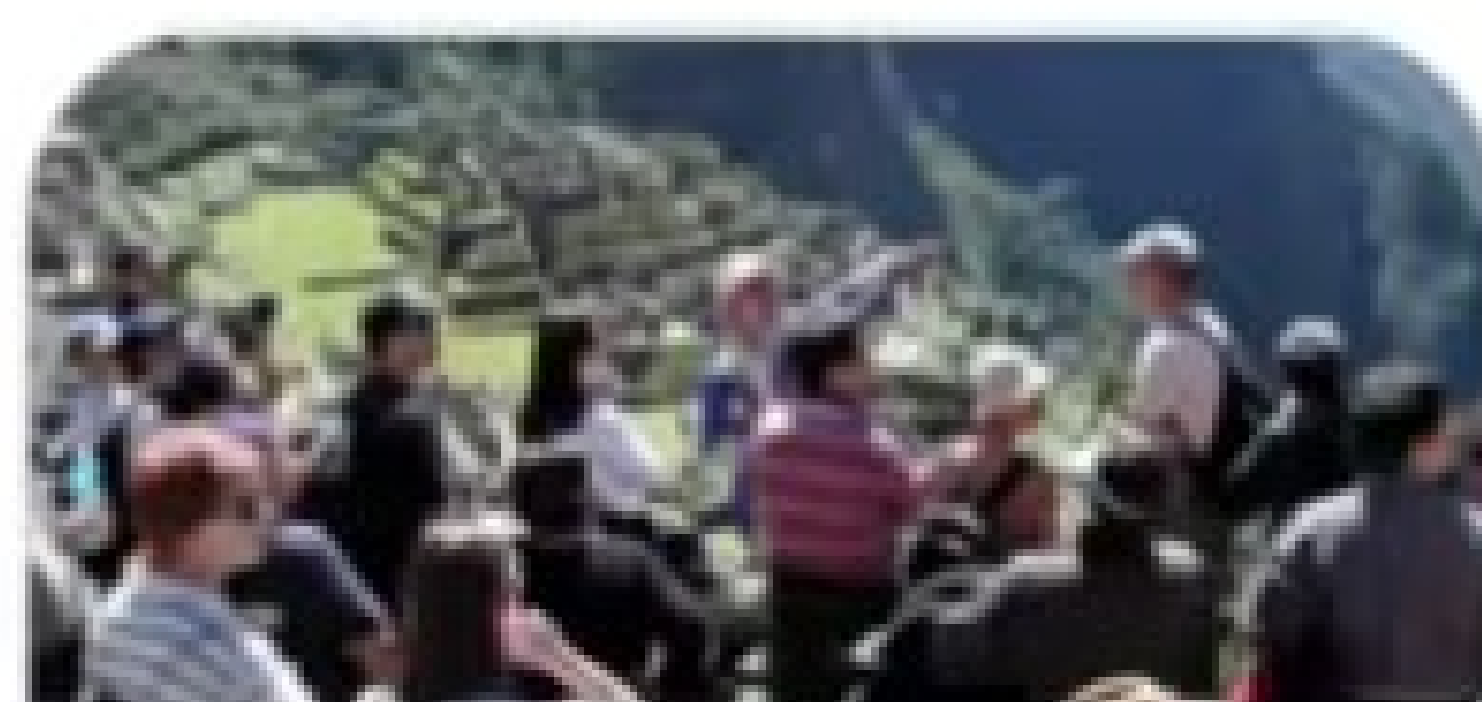
Ambachtelijk werken met hout, meubels



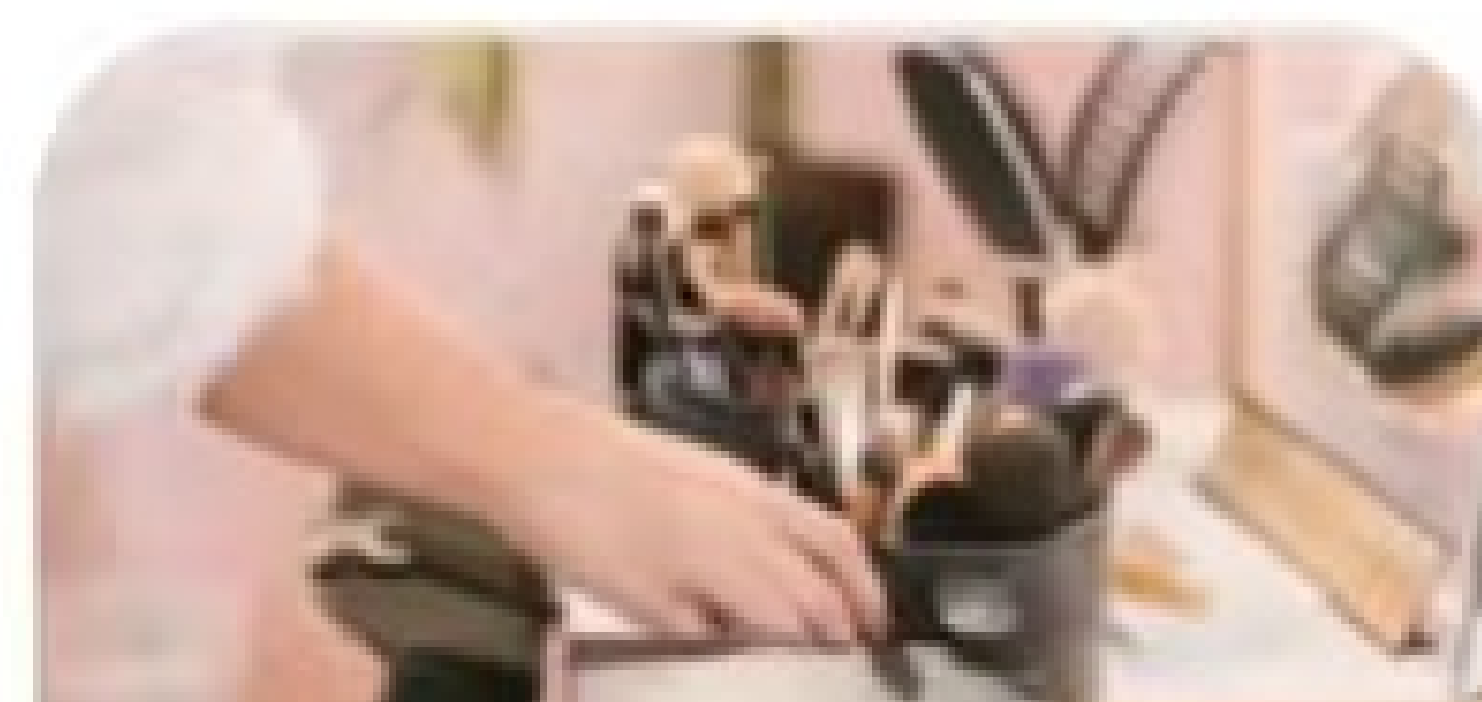
Werken in de horeca, bediening



Werken met taal, cultuur, communicatie



Werken in toerisme, vrije tijd besteding



Uiterlijke verzorging, lifestyle



Voedsel en genotswaren productie



Mensen verzorgen en ondersteunen



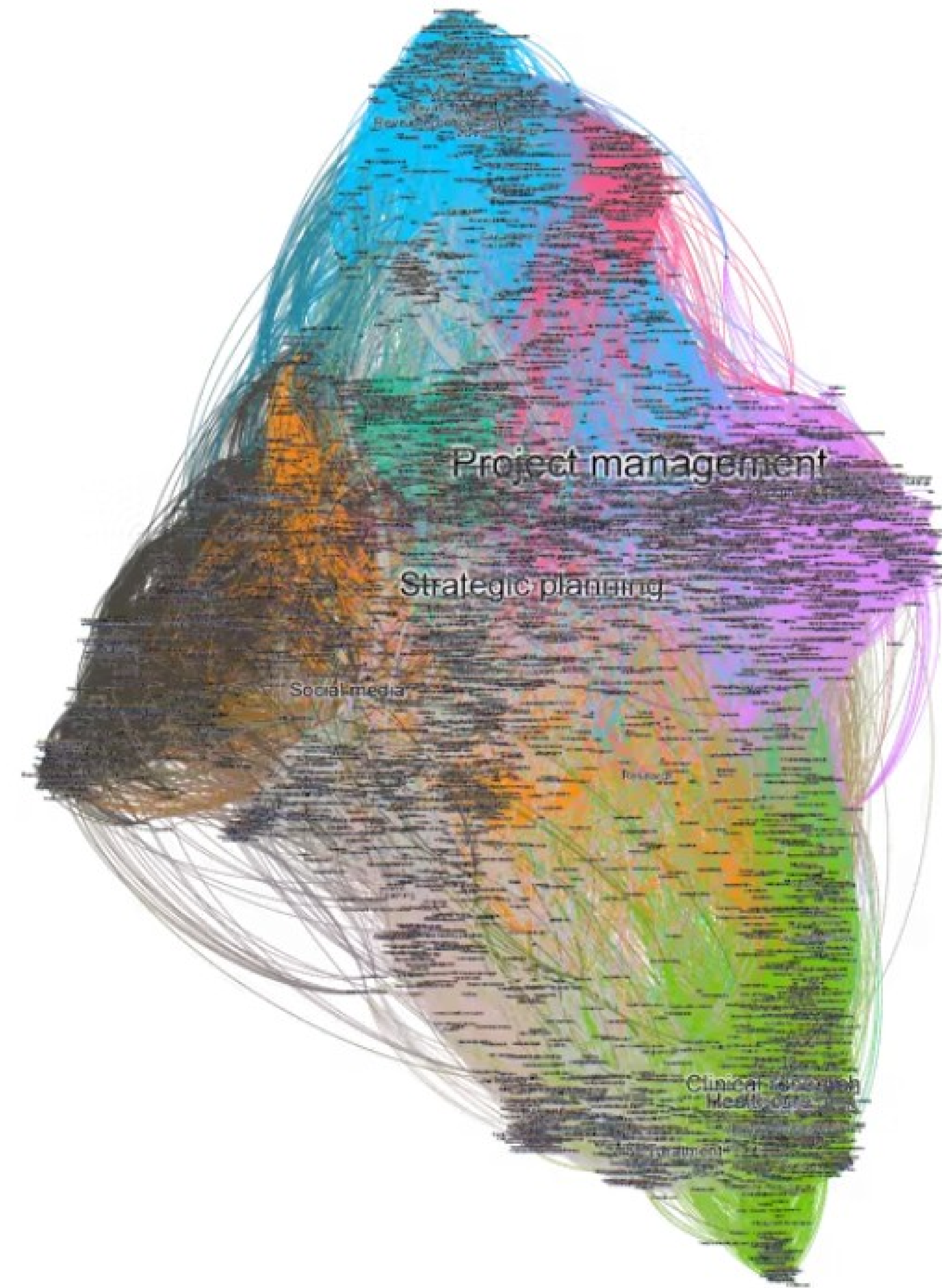
Voertuigen besturen



Buiten fysiek werken, wegenbouw



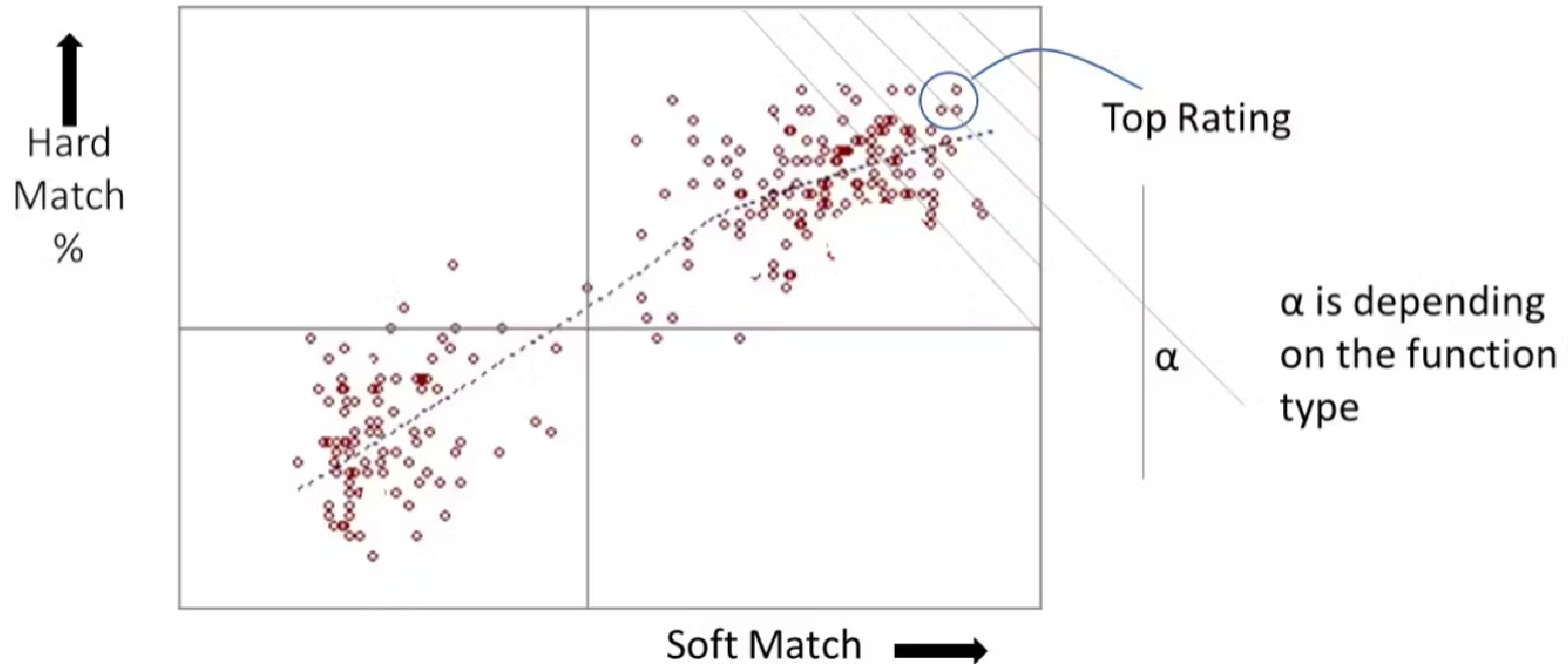
Machines en voertuigen onderhouden



Samenhang in 15.000 skills



# Hard & soft matches



We kijken nu eerst naar de (transferable hard en soft) matches

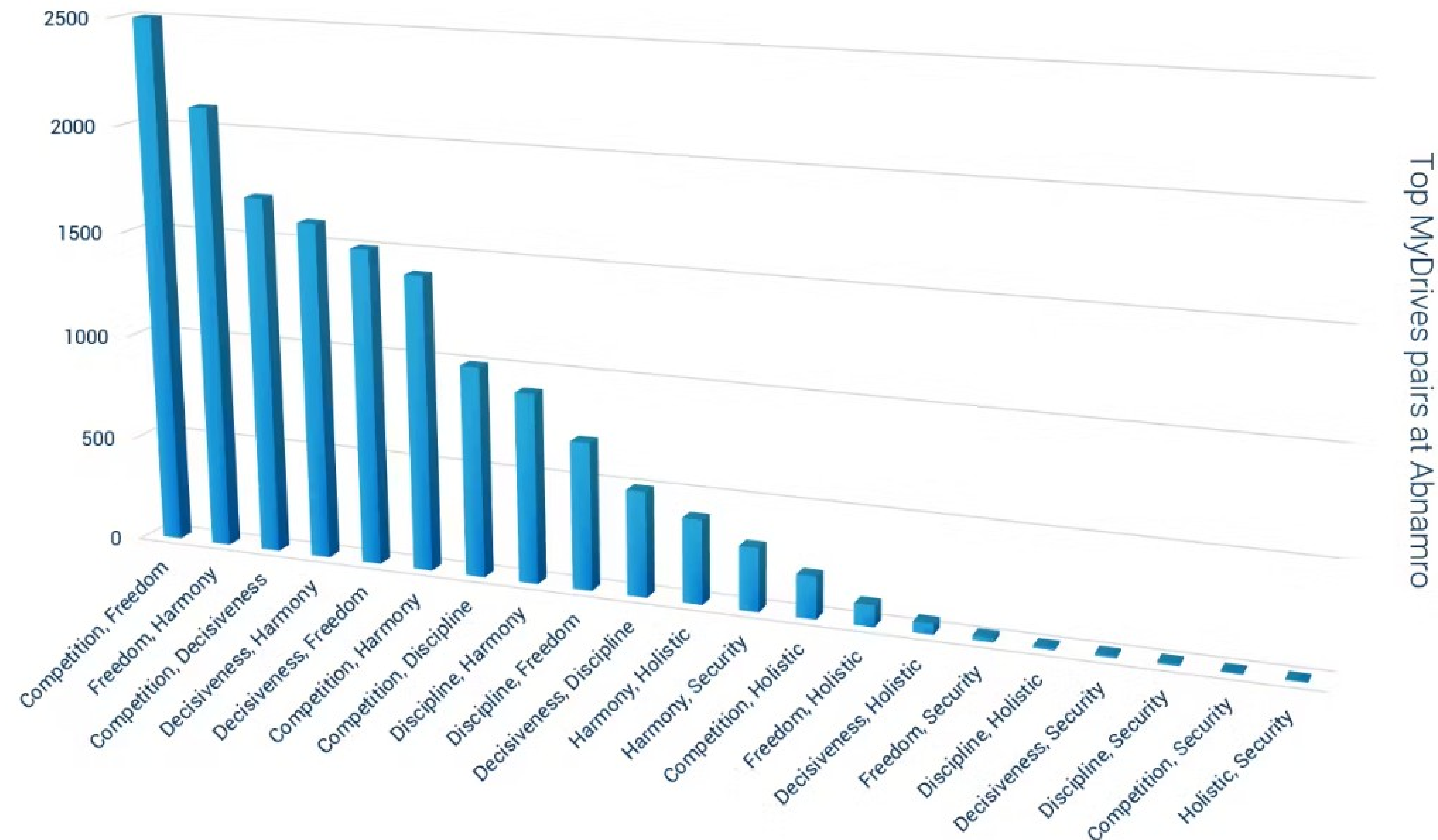
# Statistische bindingen

| Name label                                          | Niveau     | Domain 1 | Domain 2 | Domain 3 | cluster | Functie type label                                       | Aansturen van groepen | Aansturen van individuen | Adviseren | Coachen | Commercieel | Controleren | Fysiek werken | Gemeenschap hanteren | Gevoel voor esthetiek | Instructies volgen | Klantgericht | Kunstzinnig | Kwaliteitsgericht | Leiding geven | Machines bedienen | Machines ins tellen | Materialen toepassen | Meten | Mondelings |
|-----------------------------------------------------|------------|----------|----------|----------|---------|----------------------------------------------------------|-----------------------|--------------------------|-----------|---------|-------------|-------------|---------------|----------------------|-----------------------|--------------------|--------------|-------------|-------------------|---------------|-------------------|---------------------|----------------------|-------|------------|
| Beheerder bos- en natuurterreinen                   | Middelbaar | 2        | 4        | 19       | 39      | forestry technicians                                     | 0.0                   | 1.3                      | 2.2       | 0.2     | 0.0         | 2.1         | 1.0           | 0.2                  | 0.1                   | 1.1                | 0.2          | 0.3         | 1.2               | 1.3           | 1.1               | 0.1                 | 1.1                  | 1.0   | 0.1        |
| Beheerder buurthuis                                 | Middelbaar | 25       | 12       | 8        | 1043    | social work professionals                                | 0.7                   | 1.0                      | 0.9       | 0.1     | 0.7         | 1.8         | 0.3           | 0.1                  | 0.4                   | 0.8                | 1.9          | 0.0         | 0.9               | 1.0           | 0.2               | 0.4                 | 0.8                  | 0.3   | 0.6        |
| Beheerder medisch archief                           | Middelbaar | 1        | 32       | 28       | 29      | archivists and curators                                  | 0.3                   | 0.0                      | 0.9       | 0.1     | 0.3         | 1.9         | 0.2           | 0.1                  | 0.3                   | 0.8                | 0.1          | 0.1         | 1.0               | 0.0           | 0.1               | 0.4                 | 0.2                  | 0.2   | 0.3        |
| Belastingassistent                                  | Middelbaar | 1        | 3        | 13       | 2       | government tax and excise officials                      | 0.2                   | 0.1                      | 1.0       | 0.0     | 0.2         | 1.9         | 0.2           | 0.0                  | 0.3                   | 1.9                | 0.0          | 0.1         | 1.0               | 0.1           | 0.1               | 0.3                 | 0.1                  | 0.2   | 0.3        |
| Bergingsduiker                                      | Middelbaar | 24       | 33       | 4        | 1017    | divers                                                   | 0.1                   | 0.4                      | 0.3       | 0.3     | 0.1         | 1.2         | 2.1           | 2.3                  | 0.0                   | 2.2                | 0.3          | 0.4         | 1.3               | 0.4           | 2.2               | 2.0                 | 0.2                  | 1.1   | 0.0        |
| Bestekzoeker                                        | Middelbaar | 11       | 5        | 16       | 512     | wood processing plant operators                          | 0.1                   | 0.1                      | 1.1       | 0.1     | 0.2         | 1.0         | 0.9           | 1.0                  | 0.2                   | 1.0                | 2.1          | 0.2         | 1.1               | 0.1           | 1.0               | 0.8                 | 0.9                  | 0.9   | 0.2        |
| Betonmolenbaas                                      | Middelbaar | 5        | 17       | 34       | 256     | concrete placers, concrete finishers and related workers | 0.9                   | 1.1                      | 0.1       | 0.1     | 0.2         | 1.0         | 0.9           | 2.0                  | 0.2                   | 1.9                | 0.0          | 0.2         | 1.1               | 1.1           | 2.0               | 0.8                 | 1.9                  | 0.9   | 0.2        |
| Betonmolenbaas weg- en waterbouw                    | Middelbaar | 34       | 17       | 5        | 1373    | concrete placers, concrete finishers and related workers | 0.9                   | 2.2                      | 0.1       | 0.1     | 0.1         | 1.0         | 0.9           | 2.1                  | 0.2                   | 2.0                | 0.1          | 0.2         | 1.2               | 2.2           | 2.0               | 1.8                 | 2.0                  | 1.0   | 0.2        |
| Adviseur                                            |            |          |          |          |         |                                                          |                       |                          |           |         |             |             |               |                      |                       |                    |              |             |                   |               |                   |                     |                      |       |            |
| brandveiligheid/inbraakpreventie                    | Hoger      | 4        | 13       | 6        | 177     | civil engineers                                          | 0.0                   | 0.3                      | 2.2       | 1.2     | 0.0         | 1.1         | 1.0           | 0.2                  | 0.1                   | 1.1                | 2.2          | 0.3         | 1.2               | 0.3           | 0.1               | 0.1                 | 0.1                  | 1.0   | 0.1        |
| Bloemen- en plantenkweker, Bloembollenkweker        | Middelbaar | 2        | 17       | 6        | 64      | crop farm labourers                                      |                       |                          |           |         |             |             |               |                      | 2                     | 0.9                | 2.0          | 0.2         | 1.1               | 2.1           | 1.0               | 0.8                 | 0.9                  | 0.9   | 0.2        |
| Bookmaker                                           | Middelbaar | 6        | 1        | 24       | 290     | bookmakers, craps gaming workers                         |                       |                          |           |         |             |             |               |                      | 1                     | 0.0                | 2.1          | 0.3         | 1.2               | 0.2           | 0.1               | 0.1                 | 0.0                  | 0.0   | 0.9        |
| Boomchirurg                                         | Middelbaar | 2        | 19       | 9        | 81      | gardeners, horticultural growers                         |                       |                          |           |         |             |             |               |                      | 4                     | 0.8                | 0.9          | 0.0         | 0.9               | 0.1           | 0.8               | 0.6                 | 0.8                  | 0.7   | 0.4        |
| Boomkweker                                          | Middelbaar | 2        | 6        | 19       | 45      | forestry and related workers                             |                       |                          |           |         |             |             |               |                      | 1                     | 1.0                | 1.1          | 0.3         | 1.2               | 1.2           | 2.1               | 0.8                 | 2.0                  | 1.0   | 0.1        |
| Boswachter                                          | Middelbaar | 2        | 19       | 4        | 79      | forestry technicians                                     |                       |                          |           |         |             |             |               |                      | 1                     | 1.1                | 0.2          | 0.3         | 1.2               | 0.2           | 0.1               | 0.9                 | 2.1                  | 0.0   | 0.9        |
| Tekenaar bouwkunde                                  | Middelbaar | 5        | 10       | 34       | 238     | draughtspersons (civil)                                  |                       |                          |           |         |             |             |               |                      | 7                     | 1.8                | 0.1          | 1.1         | 1.0               | 0.0           | 0.1               | 0.3                 | 0.2                  | 1.8   | 0.3        |
| Werkvoorbereider/calculator of bouw, Bouwcalculator | Middelbaar | 5        | 6        | 16       | 230     | construction estimators                                  |                       |                          |           |         |             |             |               |                      | 0                     | 1.2                | 1.3          | 0.4         | 2.3               | 0.4           | 0.2               | 0.0                 | 0.2                  | 2.1   | 0.0        |
| Cad-tekenaar elektrotechniek                        | Middelbaar | 7        | 3        | 10       | 423     | draughtspersons (electronics)                            |                       |                          |           |         |             |             |               |                      | 3                     | 0.9                | 0.0          | 0.1         | 1.0               | 0.0           | 0.1               | 0.3                 | 0.1                  | 1.8   | 0.3        |
| Carrosseriebouwer (metaal), Caravanhersteller       | Middelbaar | 35       | 18       | 9        | 794     | motor vehicle mechanics and repairers                    | 0.4                   | 0.1                      | 0.2       | 0.2     | 0.4         | 0.7         | 0.7           | 1.8                  | 0.6                   | 0.7                | 0.2          | 0.0         | 0.9               | 0.1           | 0.8               | 0.5                 | 1.7                  | 0.7   | 0.5        |
| Cargadoor                                           | Middelbaar | 16       | 18       | 6        | 705     | clearing and forwarding agents                           | 0.0                   | 0.3                      | 1.2       | 0.2     | 2.0         | 1.1         | 1.1           | 0.2                  | 0.0                   | 1.1                | 1.2          | 0.4         | 1.3               | 0.3           | 0.2               | 0.1                 | 0.1                  | 0.1   | 2.0        |
| Carrosseriebouwer (hout)                            | Middelbaar | 11       | 9        | 5        | 518     | motor vehicle mechanics and repairers                    | 0.2                   | 0.1                      | 0.0       | 0.0     | 0.2         | 0.9         | 0.8           | 2.0                  | 0.3                   | 1.9                | 0.0          | 0.1         | 1.1               | 0.1           | 1.9               | 0.7                 | 1.9                  | 0.9   | 0.3        |
| Cartografisch tekenaar                              | Middelbaar | 34       | 10       | 33       | 1360    | draughtspersons (geographical)                           | 0.2                   | 0.0                      | 0.1       | 0.1     | 0.3         | 1.9         | 0.2           | 0.9                  | 0.7                   | 1.8                | 0.1          | 1.1         | 1.0               | 1.0           | 0.1               | 0.3                 | 0.2                  | 1.8   | 0.3        |
| Castreur                                            | Middelbaar | 2        | 32       | 8        | 112     | veterinary technicians and assistants                    | 0.3                   | 0.1                      | 0.1       | 0.1     | 0.4         | 0.8         | 1.7           | 0.8                  | 0.4                   | 0.8                | 0.1          | 0.0         | 0.9               | 0.1           | 0.2               | 0.4                 | 0.3                  | 0.3   | 0.4        |

Statistische bindingen  
tussen transversale skills,  
domeinkennis en beroepen

( $0 < X < 2.5$ )

## Personality



Voorspellen persoonlijkheid met big data

Voorbeeld Transfer beroepen op basis van (soft) skills, RIASEC en MTBI

| Functie                        | R  | I  | A | S  | E  | C  | MBTI 1 | MBTI 2 | MBTI 3 | MBTI 4 | Allergie 4 | Allergie 3 | Allergie 2 | Allergie 1 |                                                                     |                                        |                                                                        |                                                              |                                                               |                                                |
|--------------------------------|----|----|---|----|----|----|--------|--------|--------|--------|------------|------------|------------|------------|---------------------------------------------------------------------|----------------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------|
| Verhuizer (basis)              | 15 | 9  | 0 | 1  | 5  | 12 | ISFJ   | ISTJ   | ESFJ   | ESTJ   | INTP       | ESTP       | ENFP       | ENTP       | Schaal- en<br>schelpdieren-<br>visser                               | Kraandrijver<br>(haven)                | Rangeerder                                                             | Bijrijder                                                    | Medewerker<br>betonning                                       | Matroos<br>binnenvaart,<br>waterbouw           |
| Hondenuitlater<br>(bijbaan)    | 7  | 5  | 2 | 1  | 6  | 9  | ESTJ   | ESFJ   | ISTJ   | ISFJ   | INTP       | INFP       | ENTP       | ENFP       | Medewerker<br>manege                                                | Schapen-<br>scheerder                  | Schaapherder                                                           | Medewerker<br>groenvoorziening<br>(plantsoenen en<br>parken) | Agrarisch<br>seizoenskracht<br>groente en fruit,<br>Agrarisch | Rietwerker                                     |
| Kennelhouder<br>(middelbaar)   | 10 | 13 | 4 | 10 | 24 | 16 | ESTJ   | ISTJ   | ENTJ   | INTJ   | ISFP       | INFP       | ESFP       | ENFP       | Rundveehouder,<br>Landbouwer,<br>Varkenshouder,<br>Pelsdierenhouder | Akkerbouwer                            | Bloemen- en<br>plantenkweker,<br>Bloembollen-<br>kweker                | Wijkbeheerder<br>(groen-<br>voorziening)                     | Vogelhouder                                                   | Voorman<br>boomverzorger                       |
| Instellingskok<br>(middelbaar) | 11 | 11 | 4 | 4  | 10 | 16 | ISFJ   | ISFP   | ESFJ   | ISTJ   | ENTJ       | ESTP       | ENFP       | ENTP       | Medewerker<br>facilitaire dienst                                    | Butler                                 | Hulp in de<br>particuliere<br>huishouding                              | Marshaller                                                   | Voedingsassisten<br>t                                         | Koerier motor,<br>Koerier auto                 |
| Basiskok                       | 13 | 11 | 3 | 1  | 2  | 14 | ESFJ   | ISFJ   | ISFP   | ESTJ   | INTJ       | INTP       | ENFP       | ENTP       | Keukenassistent                                                     | Keukenhulp<br>instelling               | Scheepskok                                                             | Medewerker<br>cafetaria, counter                             | Pizzabakker                                                   | Pannenkoekenba<br>kker                         |
| Voorman asfalt                 | 14 | 16 | 1 | 6  | 14 | 22 | ISTJ   | ISTP   | ESTJ   | INTJ   | ENTP       | ENFJ       | ESFP       | ENFP       | Stortmeester<br>waterbouw                                           | Betonmolenbaas<br>weg- en<br>waterbouw | Hoofdboormeest<br>er sleufloze<br>aanlegtechnieken<br>, grondboring en | Sondeermeester                                               | Uitvoerder<br>railinfra                                       | Hoofdmonteur<br>bronbemaalingsins<br>tallaties |

# Beroepscluster Bagageafhandeling team lead:

*Bagage Coördinator; Senior Medewerker Ramp & Bagage; Team coordinator baggage services*

## Most relevant work domains

Logistics, planning, forwarding; Management, foreman; Financial administrative work; (Middle/vocational level)

**Base level:** Middle/vocational

## Strong binding Transferable skills

Managing individuals; Verifying checking; Leading activities and people; Precise; Autonomy; Assertiveness; Orderly & tidiness; Setting priorities

**Dominant MBTI profiles:** ISTJ;ESTJ;INTJ

## Weak binding transferrable skills

Managing groups; Working physically; Following instructions; Customer-oriented; Quality-orientation; Negotiating; Presenting; Following procedures; Technical understanding; Technically precise; Accuracy; Ambition; Interpersonal contacts; Delegating; Work hygienically; Initiative; Listening; Forming judgment; Organising; Persuading; Keeping overview; Stress-resistant; Working safely; Self-discipline

Bagage Coördinator; Senior Medewerker Ramp & Bagage; Team coordinator baggage services

Groepsleider magazijn; 84%

Bedrijfsleider sorteercentrum post; 83%

load controller; 82%

Bedrijfsleider expeditiebedrijf; 81%

Bedrijfsleider stuwadoorsbedrijf, Ondernemer/bedrijfsleider op-, overslagbedrijf, Bedrijfsleider cargadoorsbedrijf; 81%

Bedrijfsleider cargadoorsbedrijf; 81%

Bedrijfsleider / verkoop tweedehandsartikelen; 41%

Apron services level 1; Dispenser operator de-icer level 1; Shift leader buildup & breakdown; Team Coordinator Apron Services; 53%

Afdelingsmanager energiedistributiebedrijf; 41%



# Beroepscluster:

## *Tug Driver; Pushback / vliegtuigsleper*

### Most relevant work domains

Driving vehicles; Maintaining machines and vehicles; Delivery-, warehouse-, storage work; (Basic level)

**Base level: Basic:** Basic

### Strong binding Transferable skills

Following instructions; Driving vehicles

**Dominant MBTI profiles:** ISTJ; ISFJ; ESTJ

### Weak binding transferrable skills

Verifying checking; Working physically; Quality-orientation; Following procedures; Technical understanding; Reading drawings; Autonomy; Anticipating; Perseverance; Setting priorities; Stress-resistant; Working safely; Self-discipline

Tug Driver; Pushback /  
vliegtuigsleper

Fuel Operator; 97%

Chauffeur; 96%

Platform  
chauffeur op  
Schiphol; 94%

Machinist  
binnenvaart; 93%

Touringcarchauffeur  
binnenland; 92%

Chauffeur  
veetransport; 97%

Bestuurder metro; 97%

Particulier  
chauffeur; 97%

Chauffeur informatie bus,  
Touringcar chauffeur  
buitenland; 97%



# Beroepscluster:

## Medewerker Service & Veiligheid BOA III (standplaats) Schiphol

### Most relevant work domains

Police, defense, fire department, security; Sport, exercise, training, physical work; Administrative, legal, government; (Middle/vocational level)

**Base level: Basic:** Middle/vocational

### Strong binding Transferable skills

Verifying checking; Following instructions; Customer-oriented; Presenting; Courage; Flexibility; Impressing people; Empathy; Integrity; Stress-resistant; Working safely

**Dominant MBTI profiles:** ESFJ;ESTJ;ESFP

### Weak binding transferrable skills

Advising people; Working physically; Quality-orientation; Following procedures; Precise; Sporty / athletic; Technical understanding; Reading drawings; Explaining; Driving vehicles; Autonomy; Analysing; Anticipating; Assertiveness; Decisiveness; Interpersonal contacts; Work hygienically; Forming judgment; Organising; Persuading; Keeping overview; Setting priorities; Reflecting; Collaborating; Sociability; Self-discipline

Medewerker Service & Veiligheid  
BOA III (standplaats) Schiphol;

Politiemedewerker;  
69%

Marechaussee; 66%

Wachtmeester  
koninklijke  
marechaussee; 60%

Gediplomeerd  
beveiligers luchthaven  
Schiphol; 59%

Winkelsurveillant,  
Objectbeveiligers, Mobiel  
surveillant; 56%

Portier hotel;  
56%

Shiftleader/Supervisor  
M/V; 51%

Allround  
politiemedewerker; 51%

Vreemdelingenbegeleider  
penitentiare inrichting;  
49%



## Skills

Knowledge of safety procedures  
Observation skills  
Physical fitness  
Stress resistance  
Communication skills  
Knowledge of safety procedures

## Ambition

Advancing careers in security  
Gain skills and certifications  
Managerial positions

## Soft Skills

Problem-solving  
Communication  
Interpersonal skills  
Attention to detail  
Flexibility  
Empathy  
Physical fitness

## Experience

Prior security experience  
Military or law enforcement background

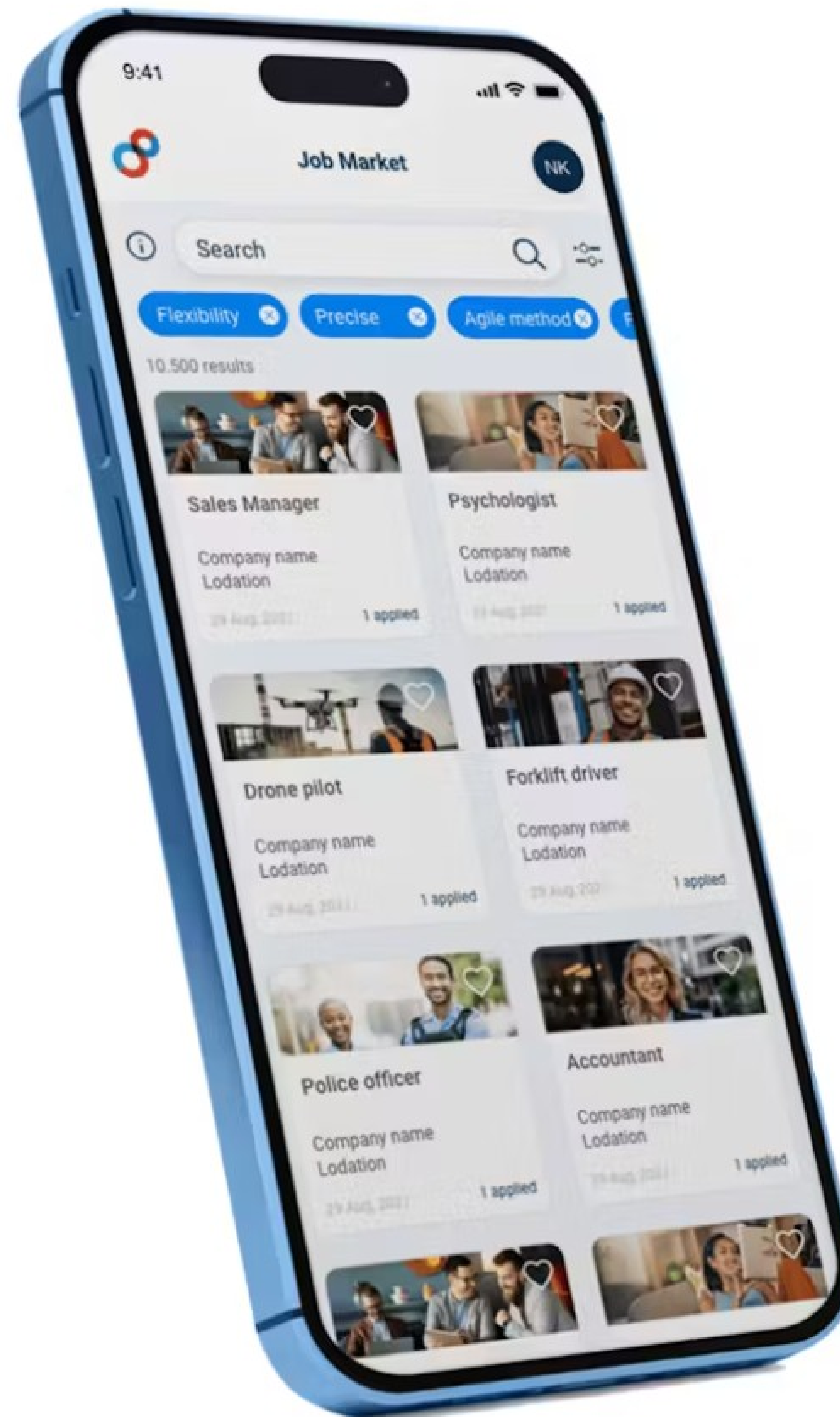
## Education

High school  
Training & certifications  
Training in conflict resolution





# Career Navigation system



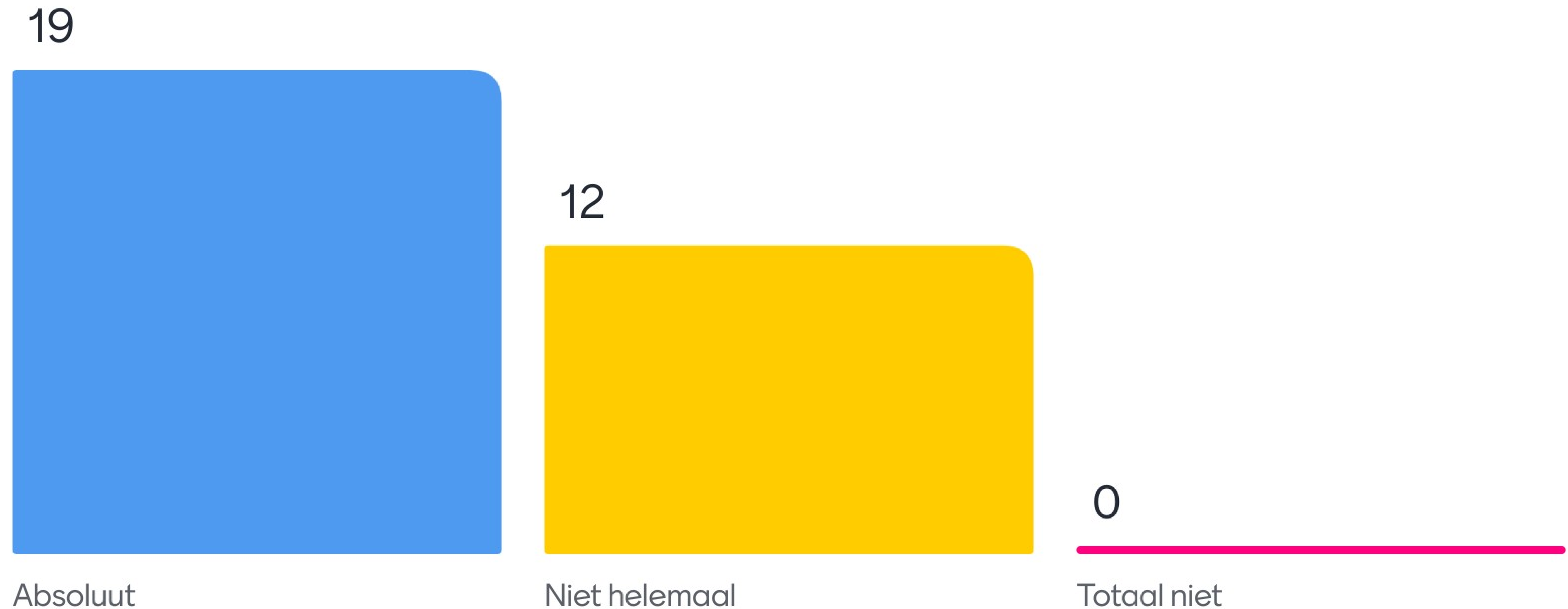
# In welke organisatie werk je?

34 responses

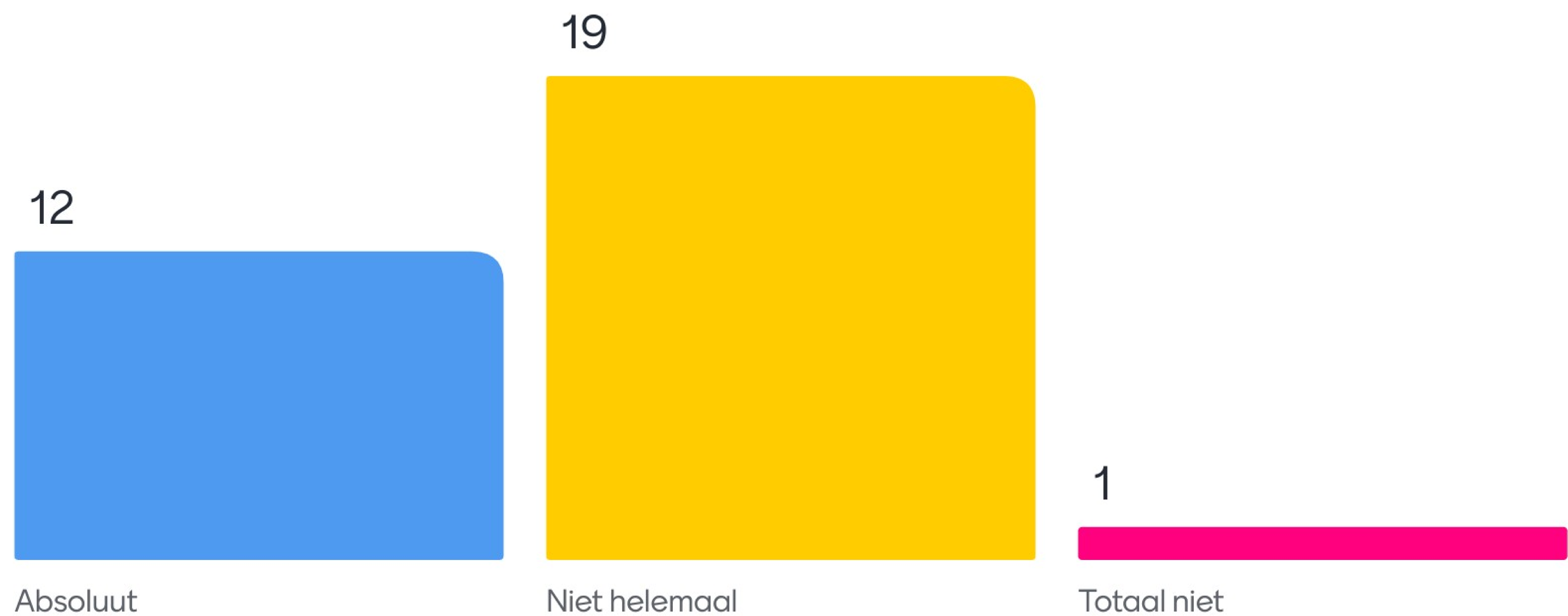




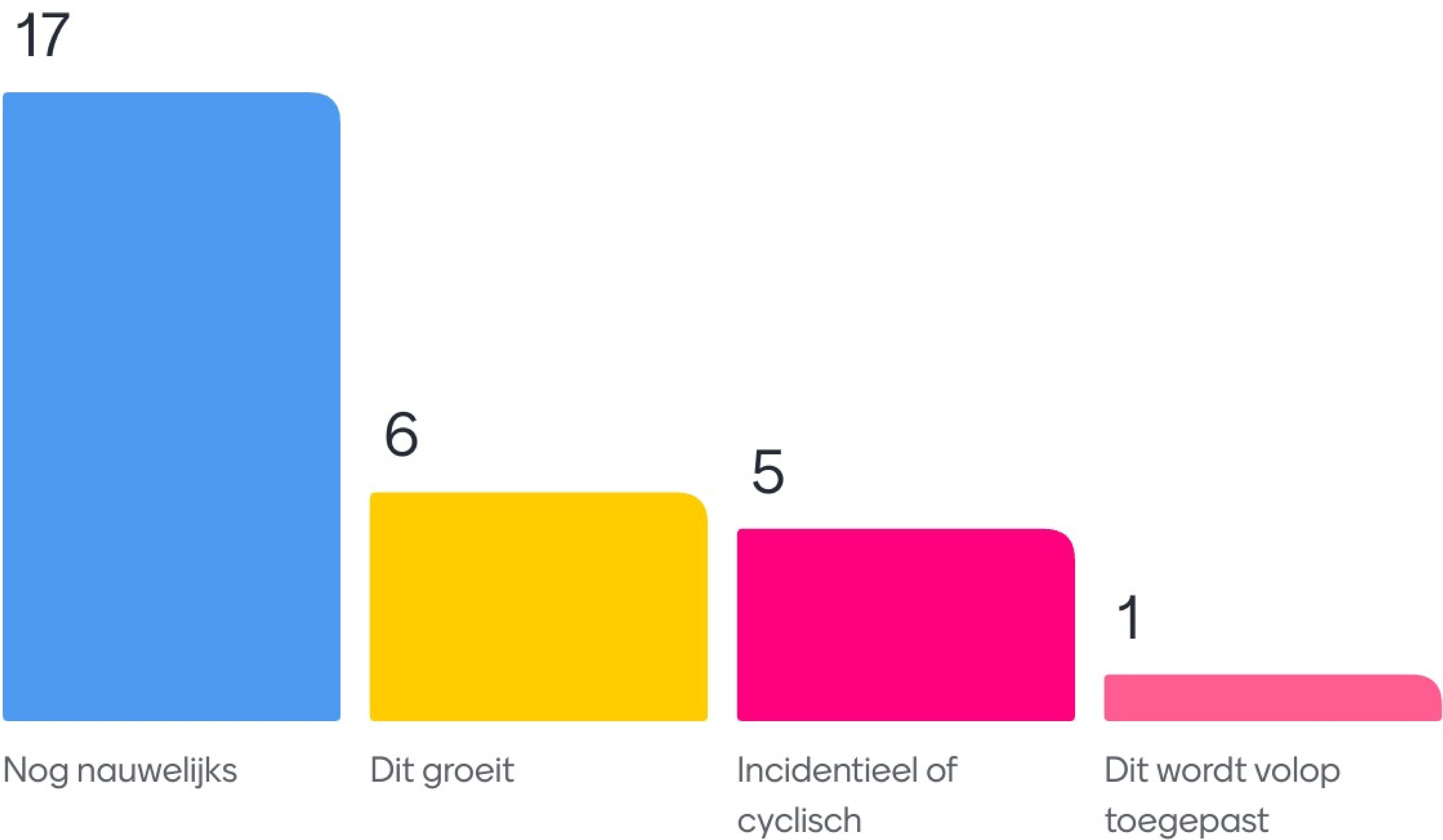
# Onze grootste organisatie uitdagingen zijn ook HR uitdagingen



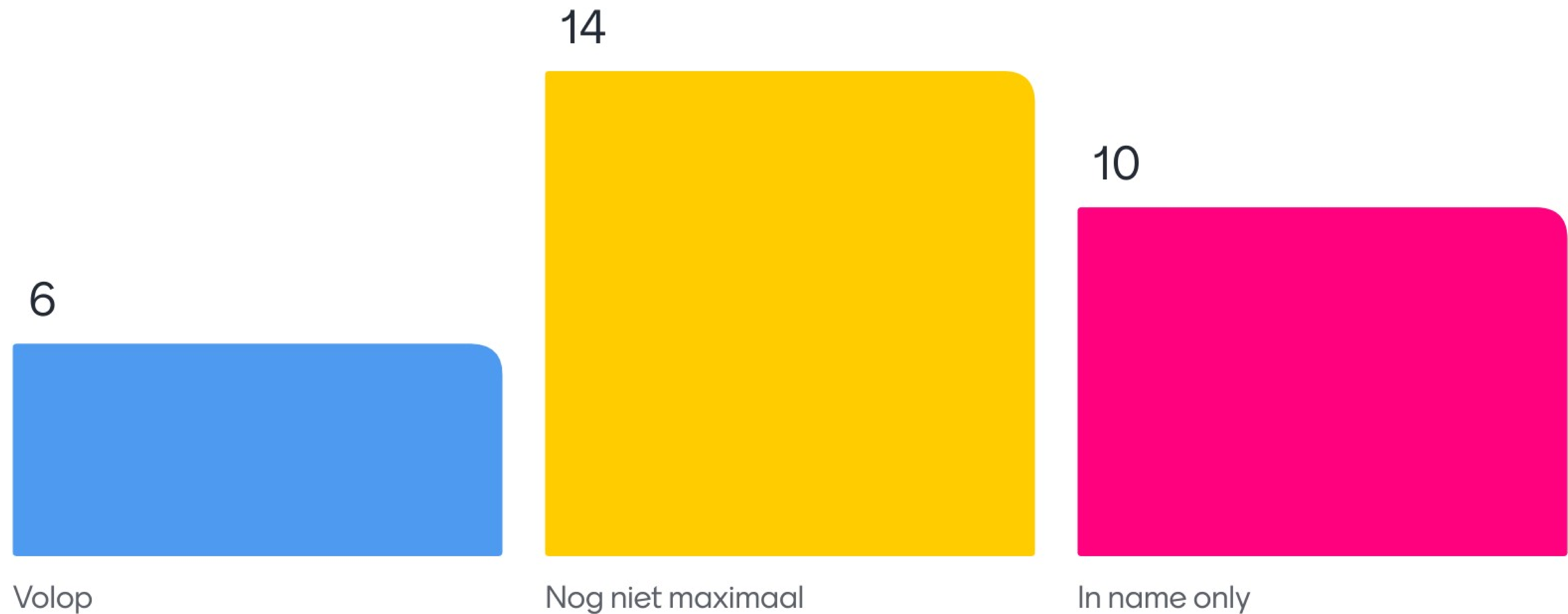
# HR zit volwaardig aan de bestuurstafel en faciliteert innovatie



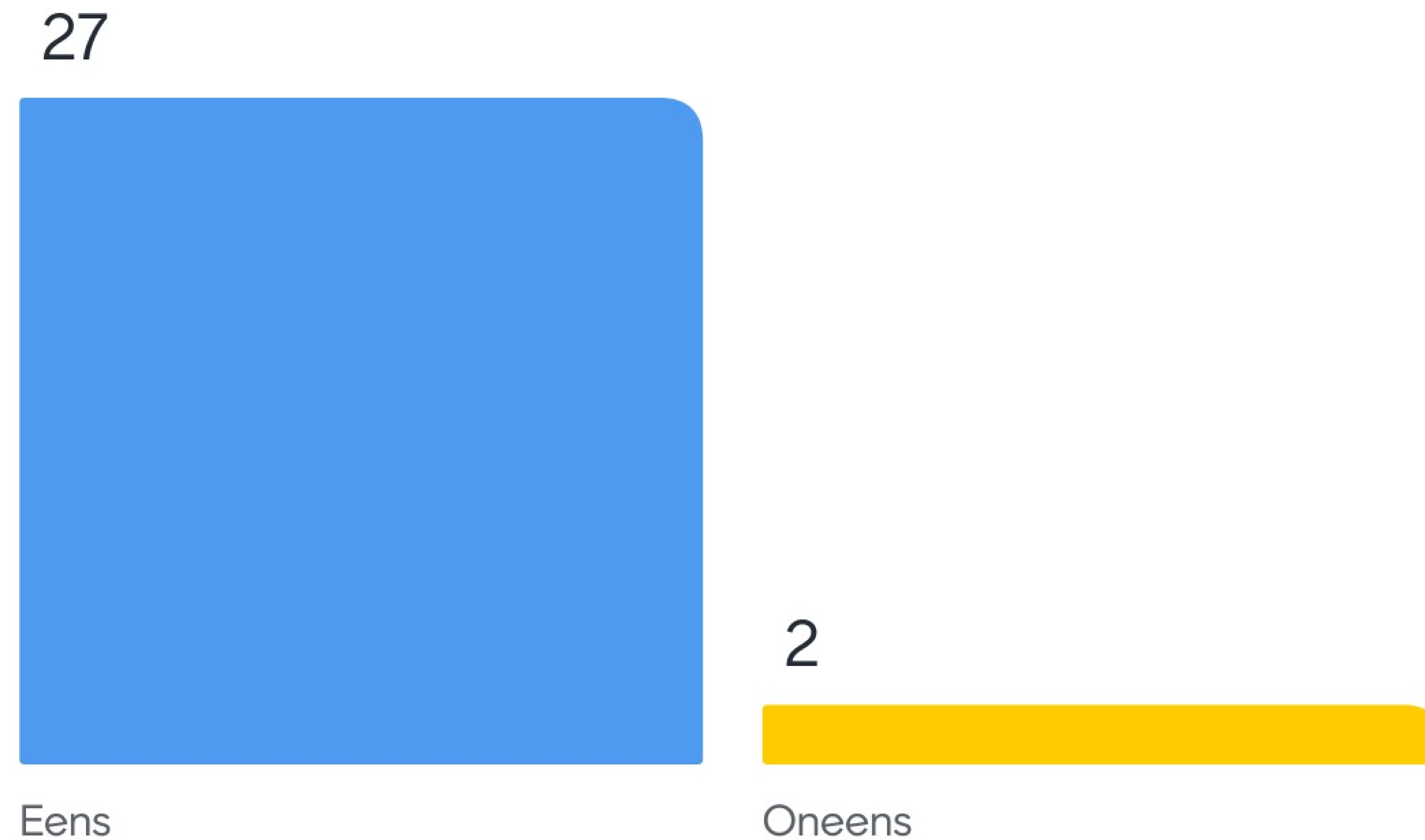
# Is er sprake van skills-based hiring/organiseren?



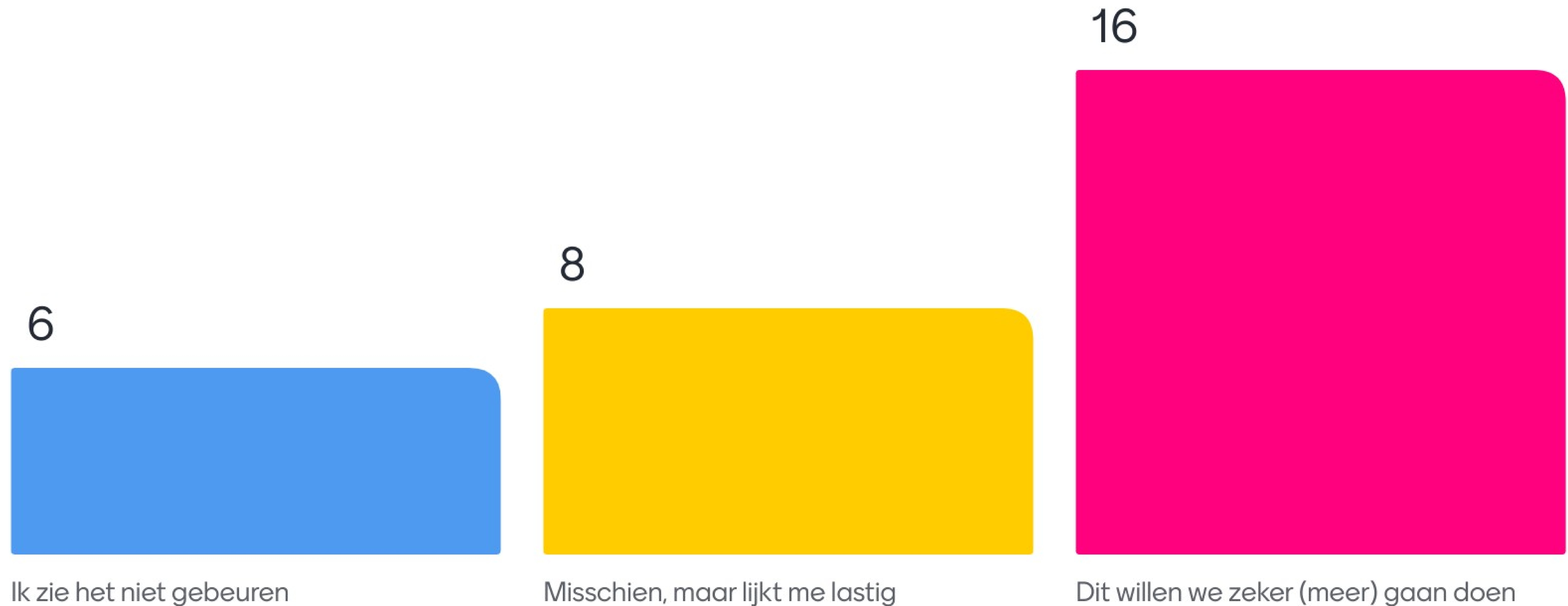
# Skills-based organiseren heeft prioriteit



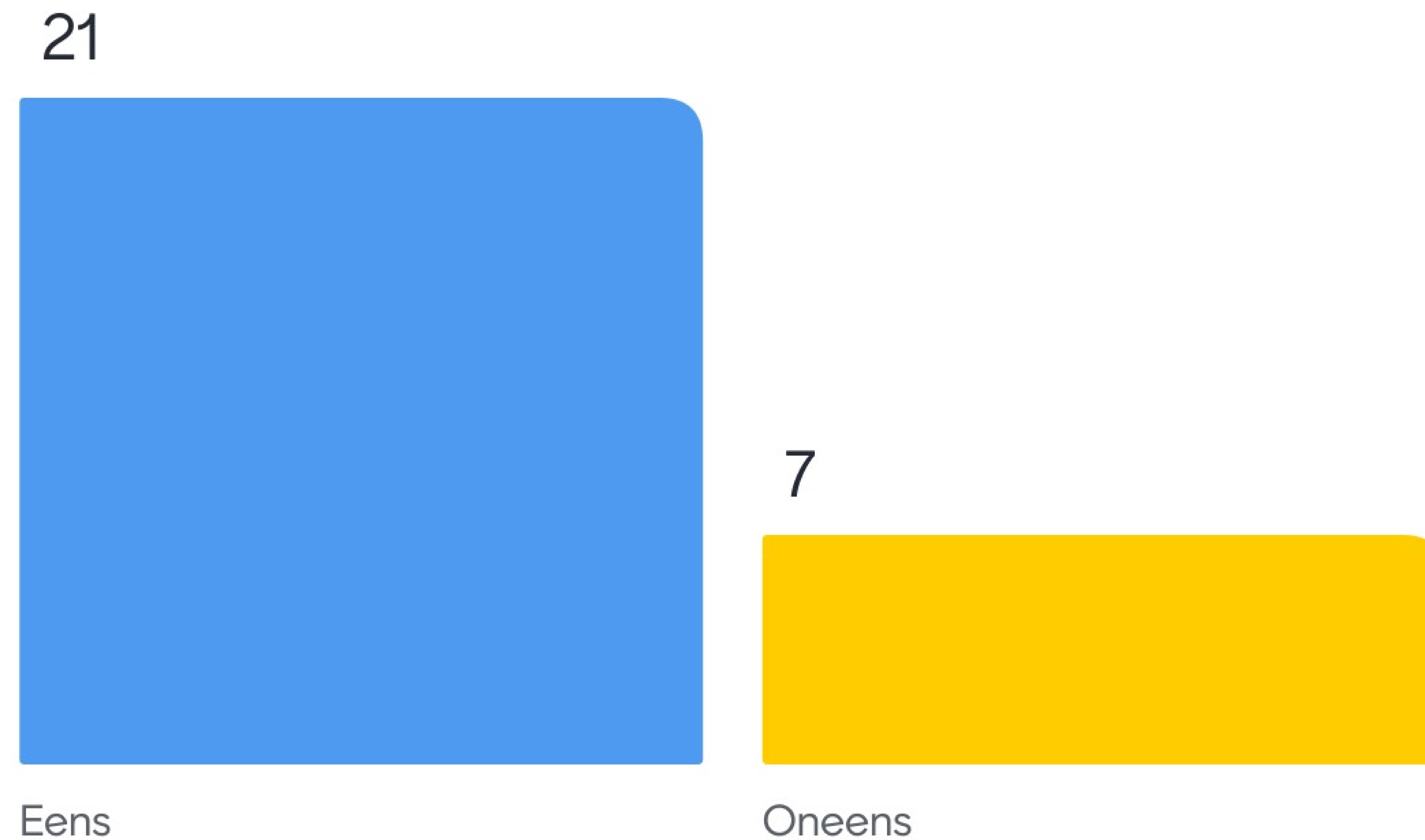
# Het berekenen van loopbaanpaden is ook voor ons essentieel



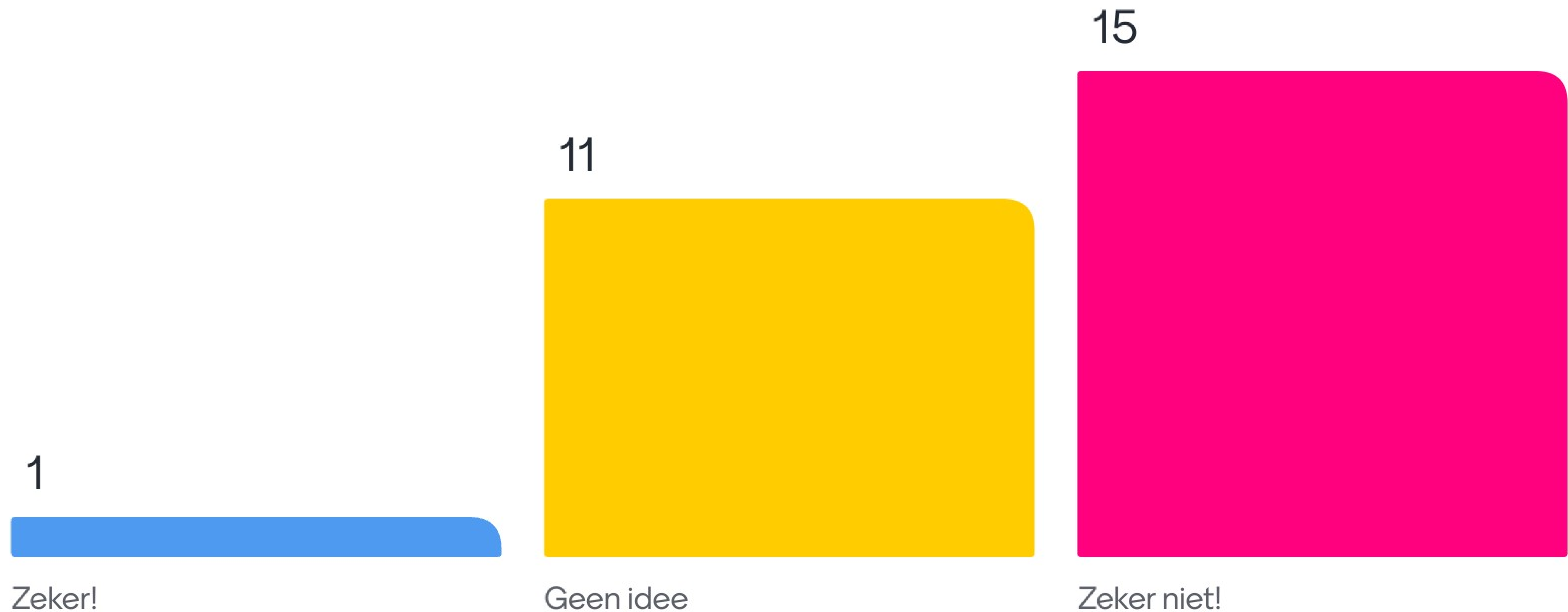
# Het delen van medewerkers met andere organisaties is kansrijk



# AI maakt betere matches dan wij op basis van ons buikgevoel

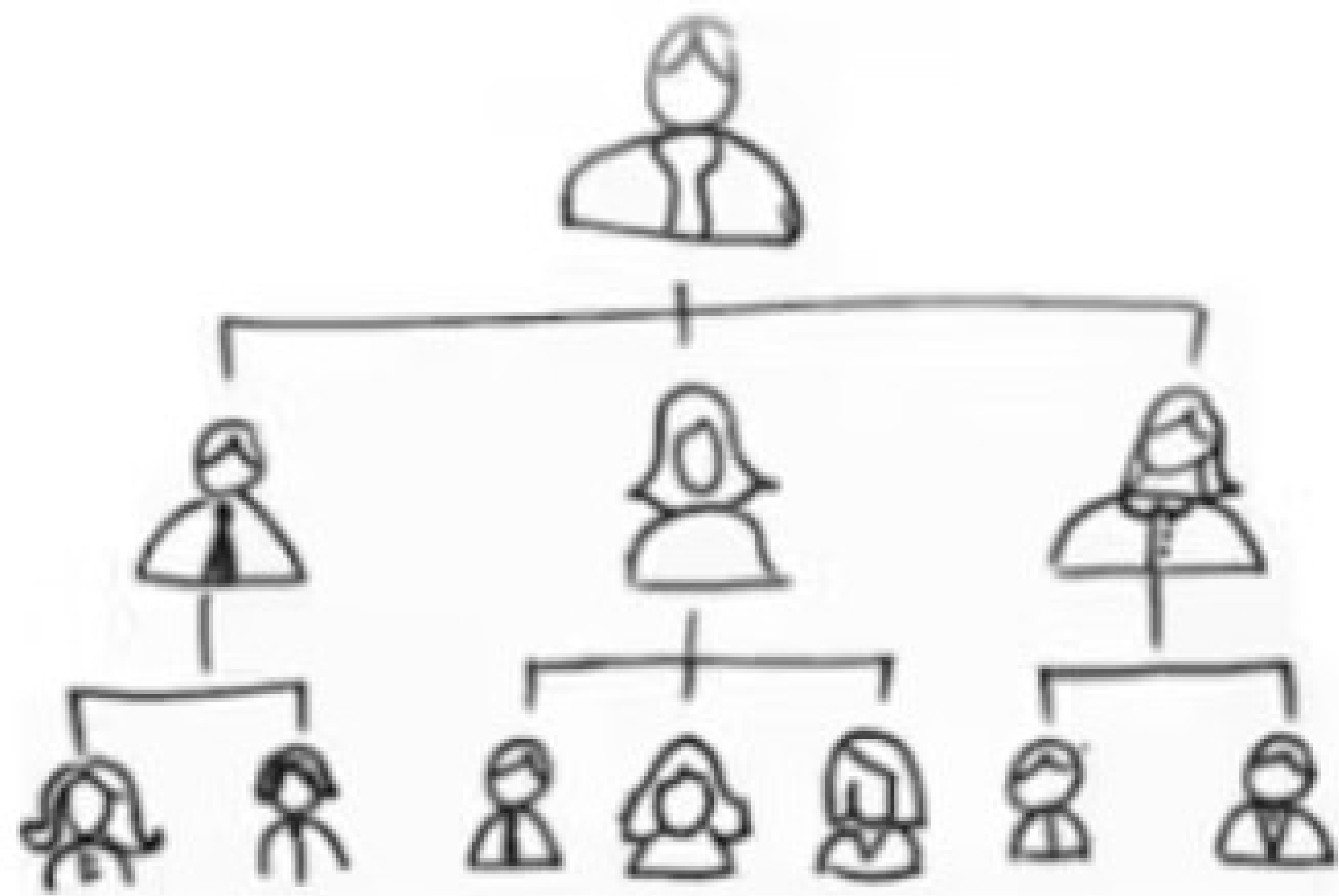


In 2028 verloopt onze werving & selectie volledig via slimme skill-matching



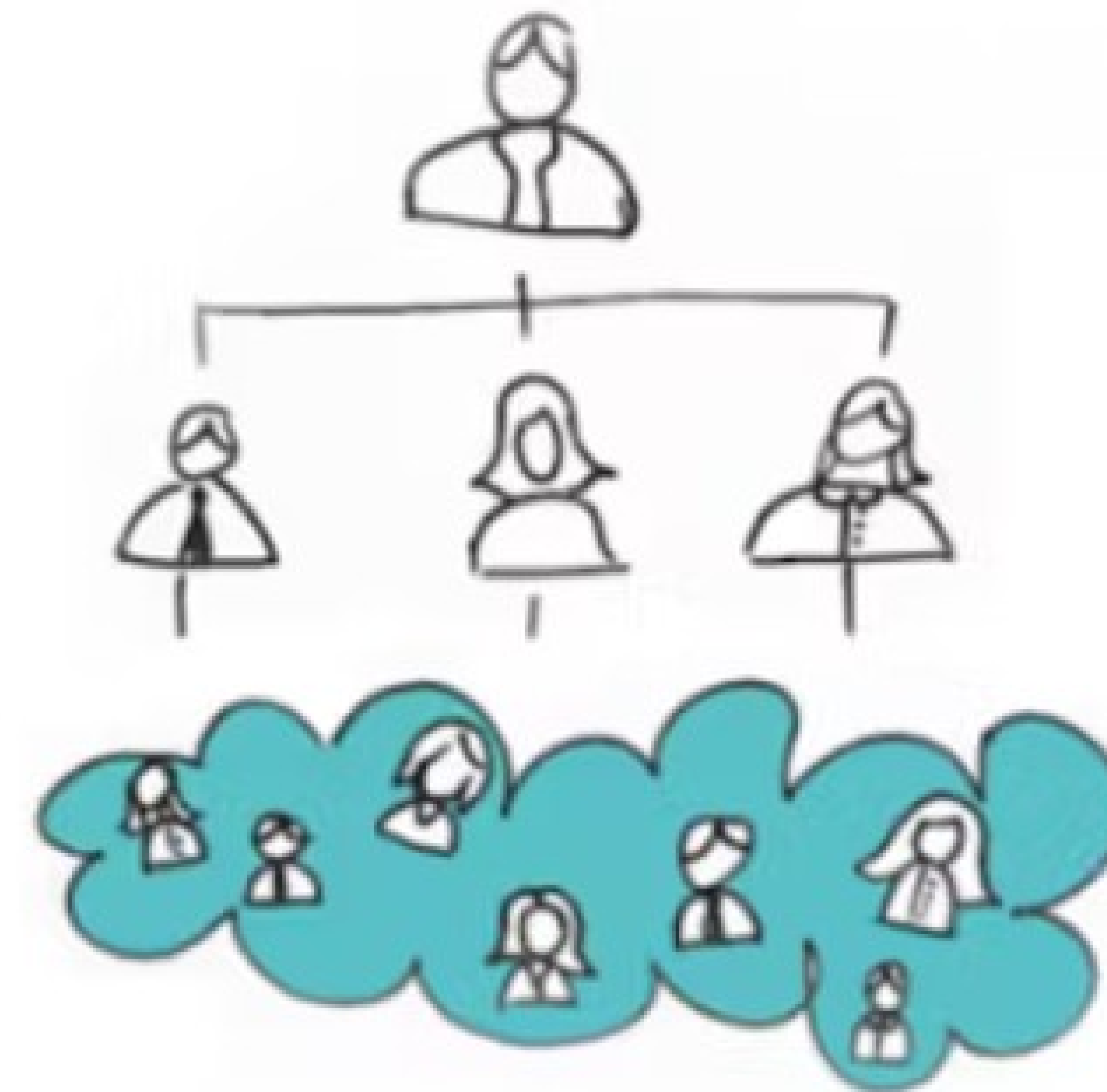
Hiërarchische organisatie

1.0



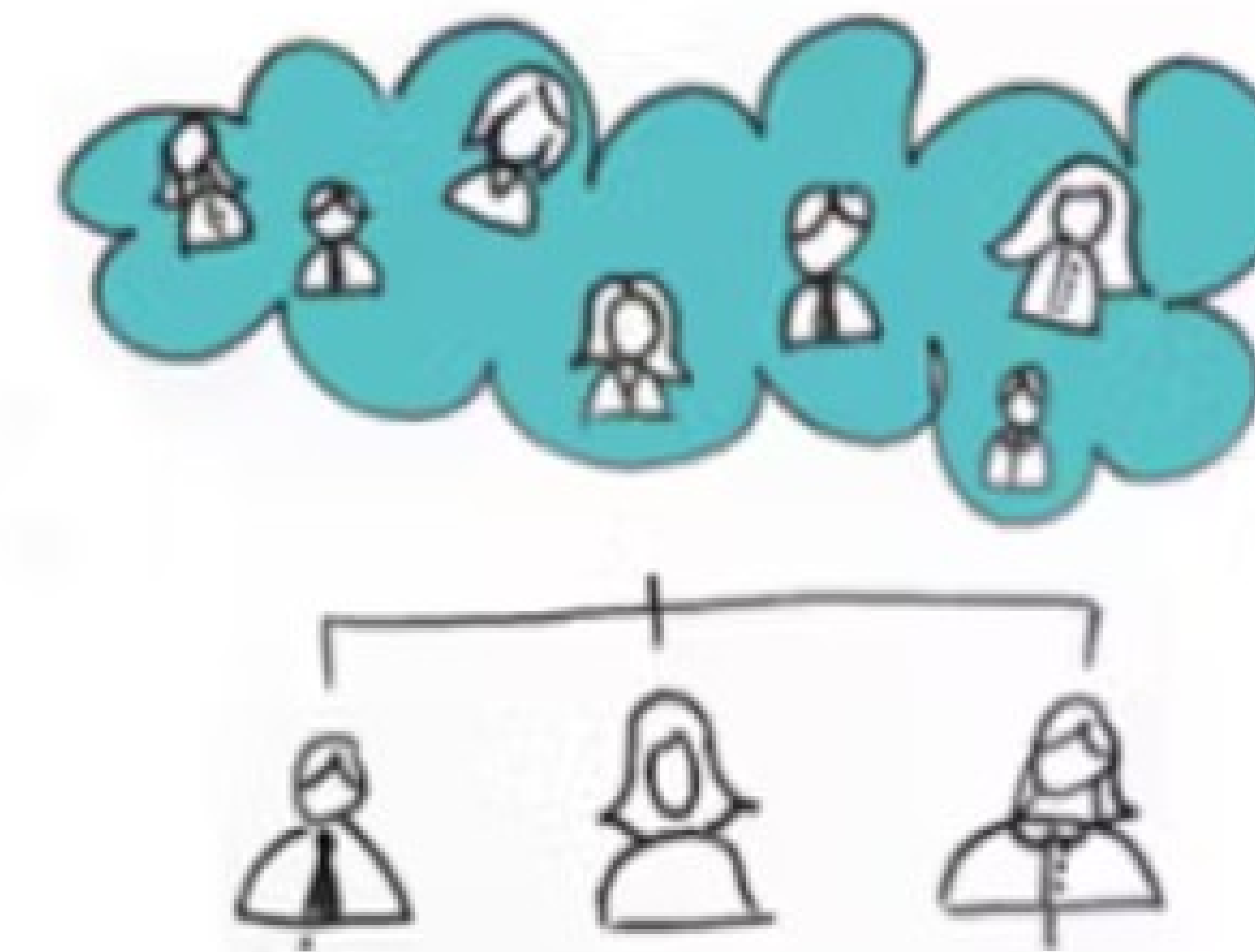
Zelfsturende TEAMS

2.0



Zelforganiserende ORGANISATIE

3.0



Samenwerken in NETWERKEN

4.0



**Toepassing 1**

Talent bevrijden door in teams te laten samenwerken

**Toepassing 2**

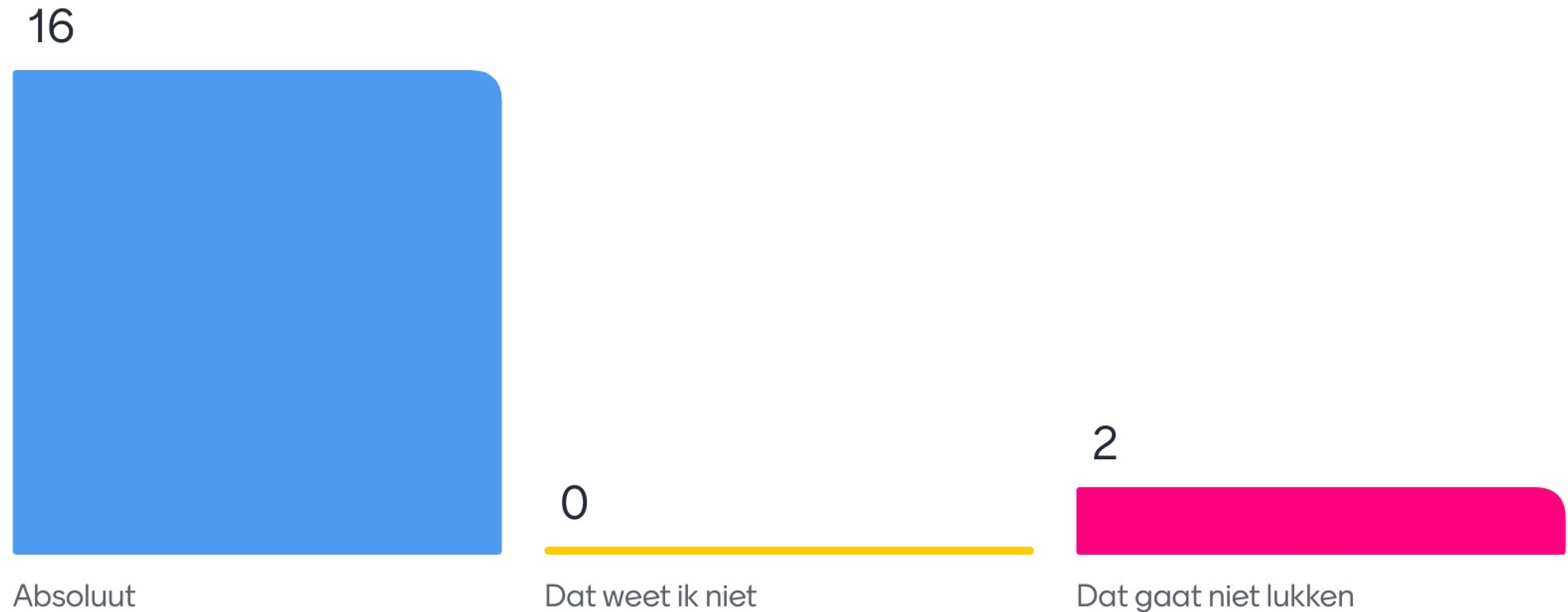
Talenten organisatiebreed benutten

**Toepassing 3**

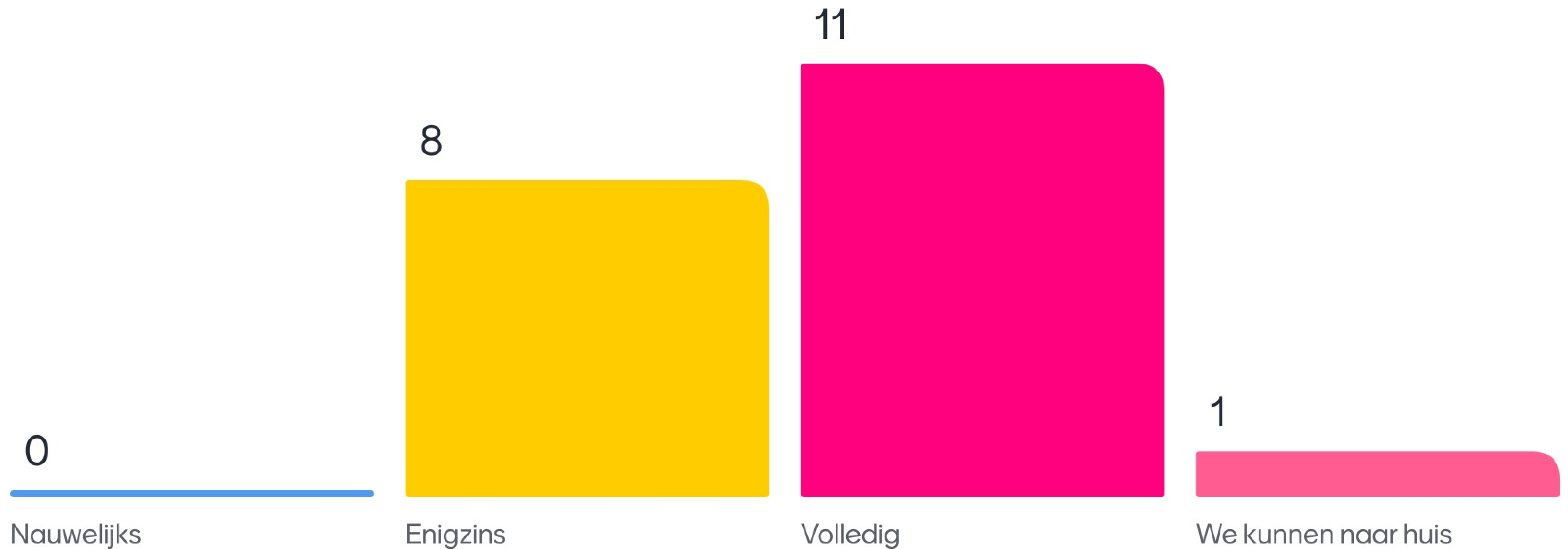
Ieders talent benutten zonder organisatie

Tijd om anders te gaan organiseren

# Wij moeten het werk anders gaan organiseren

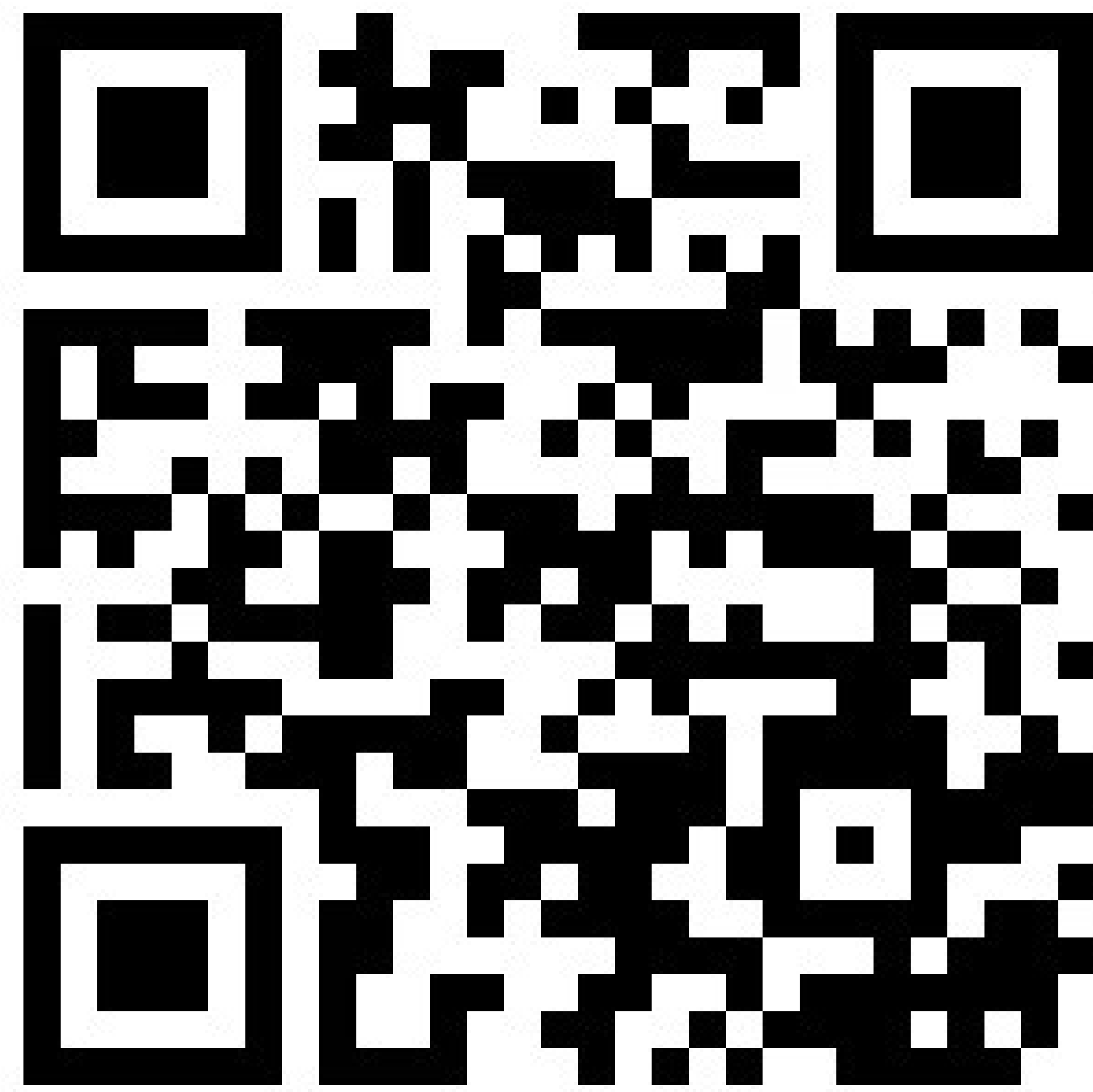


# AI verandert HR fundamenteel





Durf jij te springen?



# Tot snel!

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