



OSKA study in the field of logistics

The OSKA logistics study includes both those employed in the logistics sector as well as representatives whose occupations are related to logistics from all other economic sectors or the so-called "basic occupations". In total, more than 23,500 people were employed in basic occupations in their field in 2022.

Workforce requirements

Due to replacement and growth needs, a total of around 500 new recruits are needed each year for the basic occupations in logistics. According to experts, there is a growing need for tech savvy warehouse workers. Alongside digitisation and automation, the volume of additional services provided in warehouses is increasing, which will require organisation, and the nature of the work is becoming more diverse.

The number of postal workers will decrease in the next ten years. The need for both mail carriers and mail sorters will be reduced, with robots largely taking over for the latter. A slight decrease will also be seen among customs declarants, due to developments in digital solutions and interfaces between different customs systems.

The mismatch between the demand and supply of labour is largest in the transport organiser-logistician and warehouse worker professions. Vocational education trains more and more transport organiser-logisticians every year, who often end up working in warehouses instead because of the shortage of warehouse workers. More than two thirds of warehouse jobs are in North Estonia, but students come from other regions. In Harju County, students in post-secondary vocational education should be redirected from oversupplied to undersupplied specialisations, or a new logistics curriculum should be developed, where specialisation in transport organisation or warehouse organisation is chosen later. The location where a student receives their education does not dictate the region they will work in, but regional differences in training and jobs exacerbate the problem. Even assuming that transport organisers would completely fill in for the shortage of warehouse workers, the current training systems are training nearly 900 more transport organisers than the labour market needs.

Required skills

The skills of the workforce need to become more diverse as there will be fewer and fewer monofunctional jobs in the future. Logistics workers need to develop green skills that will help reduce environmental pressure and increase resource efficiency.

In particular, digital competence will be expected from employees in addition to their professional skills. With digitisation and automation, the need for workers who understand and are able to use digital programmes is growing for all occupations. Additionally, awareness of cybersecurity is necessary. Automation brings more robotic devices (SCARA robots, robotic arms, robotic forklifts, etc.), which require workers to have the skills to interact and work with robots.

To develop management competence, higher education needs to pay more attention to new trends (leader as motivator, leader as enabler), as well as to communication skills and the variation in



managing people at different ages, such as young people vs. retired people. In today's rapidly changing and information saturated work market, it is necessary to know how to take care of your mental health. To this end, young people should be taught self assessment and self-management skills.

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