

Developing Data Science and Analytics related competences and professional skills

EDSF Motivation and Background: Preliminary Research, Studies, Reports



Yuri Demchenko, EDISON Project
University of Amsterdam
ICDATA19
30 July 2019, Las Vegas







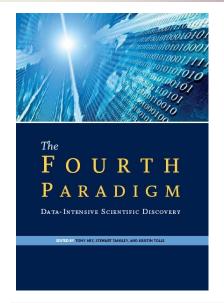


- Data driven research and demand for new skills
- EU Specific Drivers and Recommendations
- International studies and reports
- OECD and UN on Digital Economy and Data Literacy
 - PwC study on Millennials at work (2016)
- Europe: Digital technologies adoption 2016-2017
- Data Driven Victories and Failures Politics
- EDSF background standards: eCF3.0, CWA 16458 (2012): European ICT Professional Profiles, ESCO



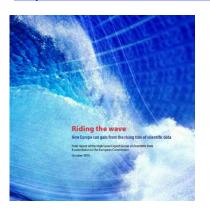


Visionaries and Drivers: Seminal works, High level reports, Activities



The Fourth Paradigm: Data-Intensive Scientific Discovery.

By Jim Gray, Microsoft, 2009. Edited by Tony Hey, Kristin Tolle, et al. http://research.microsoft.com/en-us/collaboration/fourthparadigm/



Riding the wave: How Europe can gain from the rising tide of scientific data.

Final report of the High Level Expert Group on Scientific Data. October 2010.

http://cordis.europa.eu/fp7/ict/einfrastructure/docs/hlg-sdi-report.pdf



Research Data Sharing without barriers

https://www.rd-alliance.org/

HLEG report on European **Open Science Cloud**

(October 2016)

https://ec.europa.eu/research/openscienc e/pdf/realising the european open scie nce cloud 2016.pdf EDSF Tutorial 2019



The Data Harvest: How sharing research data can yield knowledge, jobs and growth.

An RDA Europe Report. December 2014

https://rd-alliance.org/dataharvest-report-sharing-dataknowledge-jobs-and-growth.html

Emergence of Cognitive Technologies

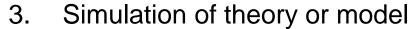
(IBM Watson, Cortana and others)

ofessional Education and **Training**

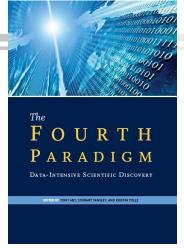


The Fourth Paradigm of Scientific Research

- 1. Theory, hypothesis and logical reasoning
- Observation or Experiment, e.g.
 - Newton observed apples falling to design his theory of mechanics
 - Gallileo Galilei made experiments with falling objects from the Pisa leaning tower



- Digital simulation can prove theory or model
- 4. Data-driven Scientific Discovery (aka Data Science)
 - More data beat hypothesized theory
 - e-Science as computing and Information Technologies empowered science
- 5. Computer-human driven science?
 - Machine discovers new patterns and formulates hypothesis in one or multiples knowledge spaces
 - Scientist validates and designs additional texts or experiments





EU Specific Drivers and Recommendations



Riding the wave (2010): How Europe can gain from the rising tide of scientific data.

- "Unlocking the full value of scientific data"
 - Neelie Kroes, Vice-President of the European Commission, responsible for the Digital Agenda
- Just how students will be trained in the future, or how the **profession of** "data scientist" will be developed, are among the questions the resolution of which is still evolving and will present intellectual challenges for both privately and publicly supported research.
 - John Wood, HLEG Chair
- Vision 2030: "Our vision is a scientific e-Infrastructure that supports seamless access, use, re-use and trust of data. In a sense, the physical and technical infrastructure becomes invisible and the data themselves become the infrastructure."
- Proposed set of actions
 - 4. Train a new generation of data scientists, and broaden public understanding We urge that the European Commission promote, and the member-states adopt, new policies to foster the development of advanced-degree programmes at our major universities for the emerging field of data scientist. We also urge the member-states to include data management and governance considerations in the curricula of their secondary schools, as part of the IT familiarisation programmes that are becoming common in European education.



The Data Harvest (2014): How sharing research data can yield knowledge, jobs and growth

- Planning the data harvest John Wood
- The era of data driven science
- We want the right minds, with the right data, at the right time. That's a tall
 order that requires change in:
 - The way science works and scientists think
 - How scientific institutions operate and interact
 - How scientists are trained and employed

Recommendation 2

- DO promote data literacy across society, from researcher to citizen.
 Embracing these new possibilities requires training and cultural education inside and outside universities. Data science must be promoted
 - A first-class science: Data sharing provides the foundation for a new branch of science.
 - Data education: Training in the use, evaluation and responsible management of data needs to be embedded in curricula, across all subjects, from primary school to university.
 - Training within EU projects
 - Government and public sector training



HLEG EOSC Report Essentials – Core Data

Experts [ref]

- Core Data Experts is a new class of colleagues with core scientific professional competencies and the communication skills to fill the gap between the two cultures.
 - Core data experts are neither computer savvy research scientists nor are they hard-core data or computer scientists or software engineers.
 - They should be technical data experts, though proficient enough in the content domain where they work routinely from the very beginning (experimental design, proposal writing) until the very end of the data discovery cycle
 - Converge two communities:
 - Scientists need to be educated to the point where they hire, support and respect Core Data Experts
 - Data Scientists (Core Data Experts) need to bring the value to scientific research and organisations
- Implementation of the EOSC needs to include instruments to help train, retain and recognise this expertise,
 - In order to support the 1.7 million scientists and over 70 million people working in innovation.

[ref] https://ec.europa.eu/research/openscience/pdf/realising_the_european_open_science_cloud_2016.pdf



EOSC Report Recommendations – Implementation on training and skills

- I2.1: Set initial guiding principles to kick-start the initiative as quickly as possible.
 - A first cohort of core data experts should be trained to translate the needs for data driven science into technical specifications to be discussed with hard-core data scientists and engineers.
 - This new class of core data experts will also help translate back to the hard-core scientists the technical opportunities and limitations
- I3: Fund a concerted effort to develop core data expertise in Europe.
 - Substantial training initiative in Europe to locate, create, maintain and sustain the required core data expertise.
 - By 2022, to train (hundreds of thousands of) certified core data experts with a demonstrable effect on ESFRI/e-INFRA activities and prospects for long-term sustainability of this critical human resource
 - Consolidate and further develop assisting material and tools for Data Management Plans and Data Stewardship plans (including long-term preservation in FAIR status)
- 17: Provide a clear operational timeline to deal with the early preparatory phase of the EOSC.
 - Define training needs for the necessary data expertise and draw models for the necessary training infrastructure



Initiatives: GO FAIR and IFDS

- Global Open FAIR
 - Findable Accessible Interoperable Reusable
- IFDS Internet of FAIR Data and Services = EOSC
- GO FAIR implementation approach
 - GO-TRAIN: Training of data stewards capable of providing FAIR data services
 - FAIRdICT: Top Sector Health collaboration with top team ICT
- A critical success factor is availability of expertise in data stewardship
 - Training of a new generation of FAIR data experts is urgently needed to provide the necessary capacity

https://www.dtls.nl/fair-data/ https://www.dtls.nl/fair-data/go-fair/ https://www.dtls.nl/fair-data/fair-data-training/



FAIRsFAIR Project 2019-2022



Industrial Data Space: Industrial Data

STREAM data principles for industrial and commoditised data

- [S] Sovereign
- [T] Trusted
- [R] Reusable
- [E] Exchangeable
- [A] Actionable
- [M] Measurable
- Other data properties: Important to commoditise data
 - Quality, Valuable, Auditable/Trackable, Brandable, Authentic
 - Interoperable, Findable, Accessible, not-Rival, Composable
 - Ownership and IPR
- Leverages FAIR principles for research data
 - Findable Accessible Interoperable Reusable



International and EU studies on data-driven skills

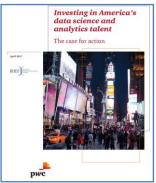
- Final Report on European Data Market Study by IDC (Feb 2017)
- PwC and BHEF report "Investing in America's data science and analytics talent: The case for action" (April 2017)
- Burning Glass Technology, IBM, and BHEF report (2017)
- PwC study: Millennials at work (2016)



Industry reports on Data Science Analytics and Data enabled skills demand

- Final Report on European Data Market Study by IDC (Feb 2017)
 - The EU data market in 2016 estimated EUR 60 Bln (growth 9.5% from EUR 54.3 Bln in 2015)
 - Estimated EUR 106 Bln in 2020
 - Number of data workers 6.1 mln (2016) increase 2.6% from 2015
 - Estimated EUR 10.4 million in 2020
 - Average number of data workers per company 9.5 increase 4.4%
 - Gap between demand and supply estimated 769,000 (2020) or 9.8%
- PwC and BHEF report "Investing in America's data science and analytics talent: The case for action" (April 2017)
 - http://www.bhef.com/publications/investing-americas-data-science-and-analytics-talent
 - 2.35 mln postings, 23% Data Scientist, 67% DSA enabled jobs
 - DSA enabled jobs growing at higher rate than main Data Science jobs
- Burning Glass Technology, IBM, and BHEF report "The Quant Crunch: How the demand for Data Science Skills is disrupting the job Market" (April 2017)
 - https://public.dhe.ibm.com/common/ssi/ecm/im/en/iml14576usen/IML14576 USEN.PDF
 - DSA enabled jobs takes 45-58 days to fill: 5 days longer than average
 - Commonly required work experience 3-5 yrs



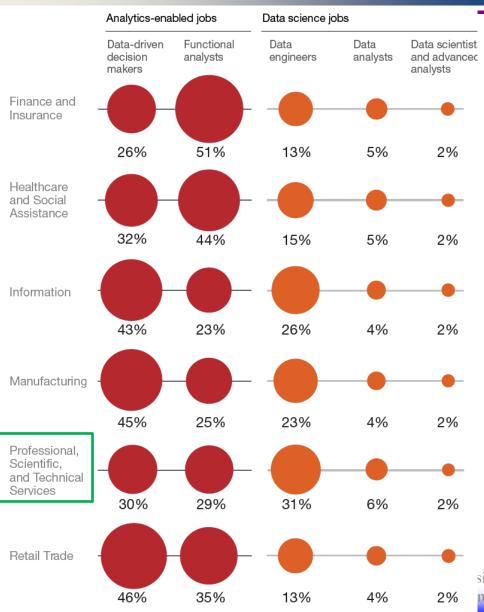








PwC&BHEF: Demand for DSA enabled jobs



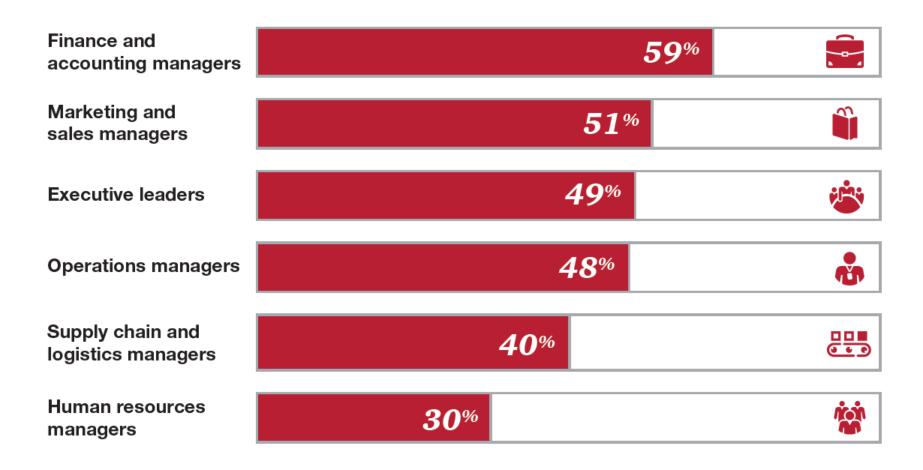
Demand for business people with analytics skills, not just data scientists

- Of 2.35 million job postings in the US
 - 23% Data Scientist
 - 67% DSA enabled jobs
- Strong demand for managers and decision makers with Data Science (data analytics) skills/understanding
 - Challenge to deliver actionable knowledge and competences to CEO level managers

sional Education and ning



PwC&BHEF: Data Science and Data Analytics Competences for Managers and Decision Makers

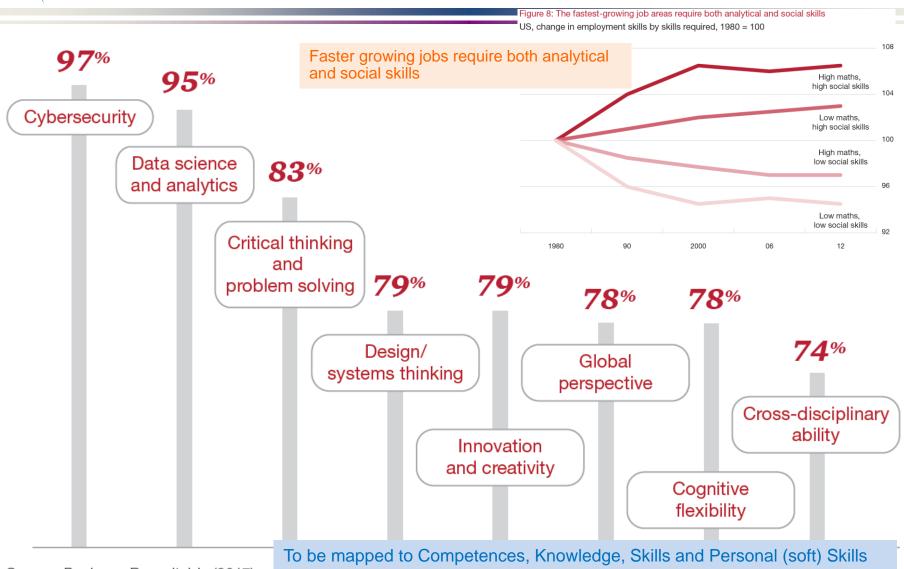


Percent of employers who say data science and analytics skills will be 'required of all managers' by 2020

• Source: BHEF and Gallup, Data Science and Analytics Business Survey (December 2016).



PwC&BHEF: Skills that are tough to find



Source: Business Roundtable (2017).

EDSF Tutorial 2019

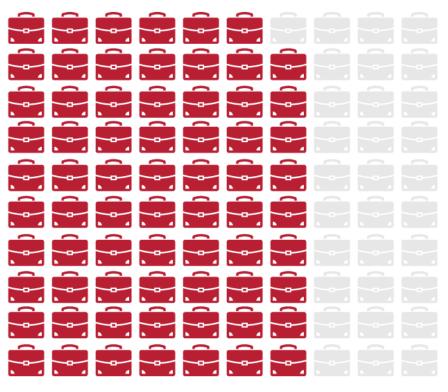


PwC&BHEF: Data Science and Analytics skills, by

2021: The supply-demand challenge



Employer demand



23%

of educators say all graduates will have data science and analytics skills

69%

of employers say they will prefer job candidates with these skills over ones without



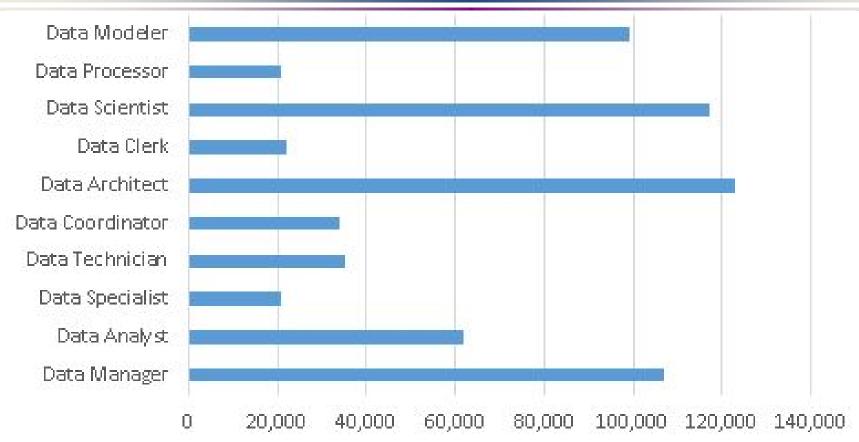
IBM&BGT: DSA Jobs Time to Fill and Salary (2016-2017)

DSA Framework Category	Top Industries (by Demand Volume)	Average Time to Fill (Days)	Average Annual Salary
	Professional Services	50	\$96,845
Data-Driven Decision Makers	Finance & Insurance	37	\$98,131
	Manufacturing	43	\$93,641
	Finance & Insurance	35	\$71,937
Functional Analysts	Professional Services	48	\$69,135
	Manufacturing	39	\$72,571
	Professional Services	51	\$82,447
Data Systems Developers	Finance & Insurance	35	\$87,039
	Manufacturing	43	\$81,138
	Professional Services	47	\$74,917
Data Analysts	Finance & Insurance	31	\$83,209
-	Manufacturing	41	\$72,742
Data Salantista O Advanced	Professional Services	51	\$97,457
Data Scientists & Advanced	Finance & Insurance	43	\$106,610
Analysts	Manufacturing	45	\$92,543
	Finance & Insurance	38	\$113,754
Analytics Managers	Professional Services	53	\$107,185
	Manufacturing	40	\$106,926

 On average, DSA jobs in Professional Services remain open for 53 days, eight days longer than the overall DSA average. (IBM, BGT 2017 Study)



Closer look at Data related Jobs and Salaries (2016)



Source: The Job Market for Data Professionals, by Robert R Downs, SciDataCon2016 http://www.scidatacon.org/2016/sessions/98/poster/51/



OECD and UN on Digital Economy and Data Literacy

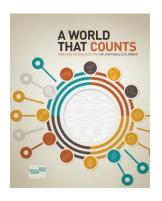
OECD (Organisation for Economic Coopration and Development)

- Demand for new type of "dynamic self-re-skilling workforce"
- Continuous learning and professional development to become a shared responsibility of workers and organisations

[ref] Skills for a Digital World, OECD, 25-May-2016 http://www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=DSTI/ICCP/IIS(2015)10/FINAL&docLanguage=En

UN

- Data Revolution Report "A WORLD THAT COUNTS" Presented to Secretary-General (2014) http://www.undatarevolution.org/report/
- Data Literacy is defined as key for digital revolution and Industry 4.0
- Data literacy = critically analyse data collected and data visualised



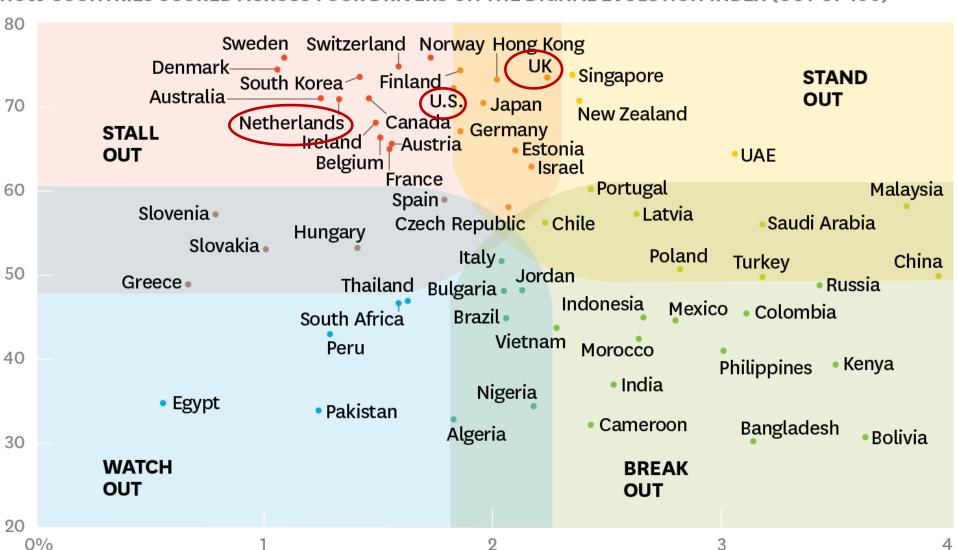


Europe: Digital technologies adoption 2016-2017

Plotting the Digital Evolution Index, 2017

Where the digital economy is moving the fastest, and where it's in trouble.

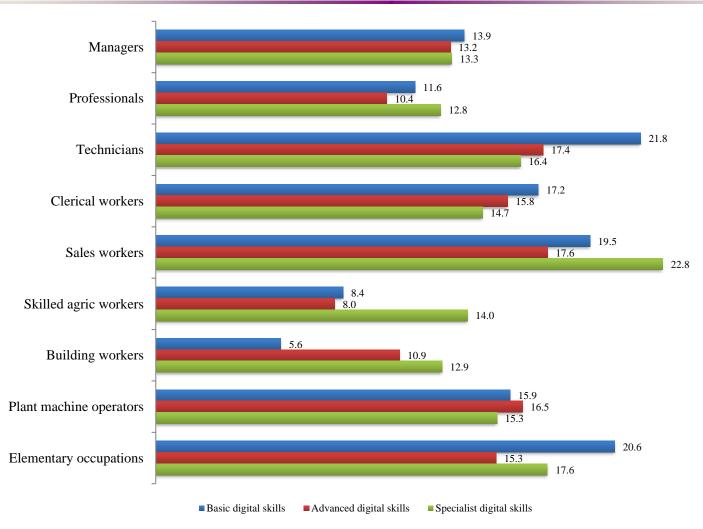
HOW COUNTRIES SCORED ACROSS FOUR DRIVERS ON THE DIGITAL EVOLUTION INDEX (OUT OF 100)



RATE OF CHANGE IN DIGITAL EVOLUTION, 2008–2015 [Ref] https://hbr.org/2017/07/60-countries-digital-competitiveness-indexed



Deeper look: Digital skills gaps density by occupation and type of digital skills, EU28 (%)



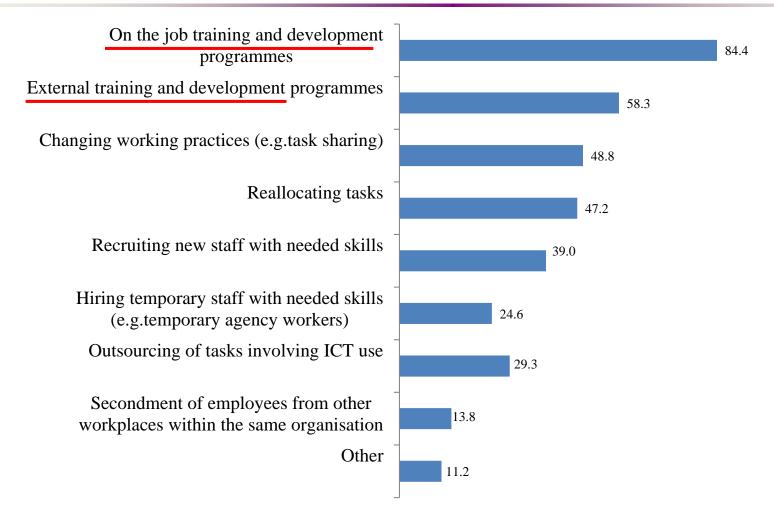
Training

ICT for work: Digital skills in the workplace, Digital Single Market, Reports and studies, May 2017 https://ec.europa.eu/digital-single-market/en/news/ict-work-digital-skills-workplace Data Science Professional Education and EDSF Tutorial 2019

23



Workplaces reporting having taken action to tackle digital skill gaps by type of action undertaken, EU28 (% of workplaces with digital skill gaps which undertook actions)



ICT for work: Digital skills in the workplace, Digital Single Market, Reports and studies, May 2017 https://ec.europa.eu/digital-single-market/en/news/ict-work-digital-skills-workplace



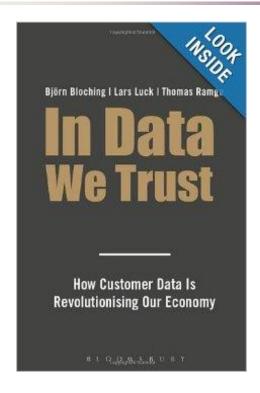
Data Driven Victories and Failures - Politics

Very high impact events and facts

- US Election 2012 Obama's campaign and rise of Big Data analytics
 - Micro-targeting and Social Networks analysis
- Brexit 2016
 - "Data driven Brexit" first serious ring for right use of Data Science technologies
- US Election 2016
 - Clinton's campaign "Data driven" but using only upper layer of Social Network (SN) web
 - Trump's campaign Targeting bottom SN web and "forgotten people not to be forgotten"
 - Matt Oczkowski, leader on Trump's campaign: "If he was going to win this election, it was going to be because of a Brexit style mentality and a different demographic trend than other people were seeing."
- France election 2017
 - Awakening



Data-Driven Brexit: A Wakeup Call for Analysts By Barry Devlin, June 28, 2016



Book: In Data We Trust: How Customer Data is Revolutionising Our Economy (Aug 2012)

 A strategy for tomorrow's data world

> Data-Driven Brexit: A Wakeup Call for Analysts By Barry Devlin, June 28, 2016



- Article "In Data we trust" by T.Edsall in The **New York Times**
- Multimillion-dollar contract for data management and collection services awarded May 1, 2013 to Liberty Work (for Republicans) to build advanced list of voters
- There are significant lessons for believers in data-driven business to learn from how data was and wasn't used for decision making before, during, and after the Brexit vote.
- Human attitude -- including emotion, intuition, and social empathy -and motivation are at the heart of decision making and the action that follows
- Information will only be accepted when it conforms to preconceived notions. Expertise is not sufficient and, in extremis, will be dismissed with ridicule.

Data Science Professional Education and



US elections 2016 and Data Analytics

- On-going scandal with Cambridge Analytica
- Facebook under fire
- Growing importance of ethical factor
 - Education is essential to tame new element/dimension of our life Data
- Increasing impact of EU GDPR (General Data Protection Regulation) - in force from 25 May 2018
 - ePrivacy legislation is coming expected 2020
 - Equal services provision with and w/o identification data collection (online services, social network, network games)
 - Strong lobbying against by Big technology companies

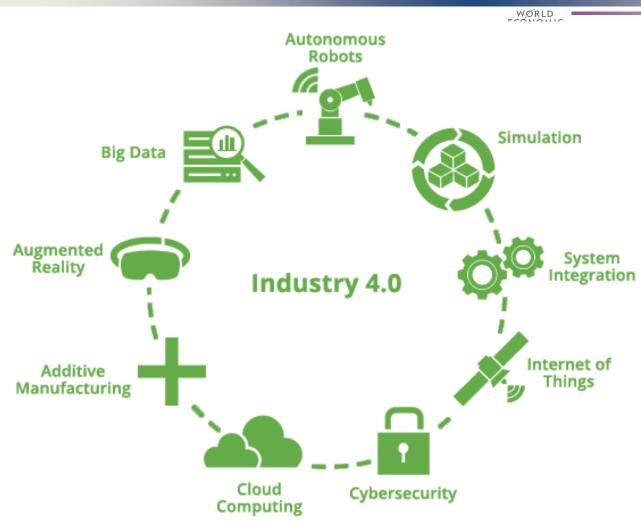


Education and Ethical norms

- Education is essential to tame new element/dimension of our life – Data
- Importance of Ethics is rising due to emerging AI based decision making
- Industry 4.0 and digital transformation



Industry 4.0 and demand for new skills



The Fourth Industrial Revolution, which includes developments in previously disjointed fields such as artificial intelligence and machine-learning, robotics, nanotechnology, 3-D printing, and genetics and biotechnology, will cause widespread disruption not only to business models but also to labour markets over the next five years, with enormous change predicted in the skill sets needed to thrive in the new landscape. This is the finding of a new report, The Future of Jobs, published today by the World Economic Forum.



Maritime Industry Digital Transformation and Skills Strategy – Toward Industry 4.0













Digital Transformation

- Digitalisation and IoT
- Intelligent Information
- Data Management
- Digital Assets Manage
- Data Driven Optimisation
- Agile Continuous Improvement
- Customer Experience
- People and skills



Big Data

System Integration

Industry 4.0

onom

Additive Manufacturing

Internet of Things



Digital Competences/Skills

- Automation, robotics, electrical vehicles
- Information and data literacy
- Communication and collaboration
- Digital content creation, safety
- Problem solving and critical thinking

Cloud Computing Data Science Pro

Cybersecurity

Data Science Professional Education and Training



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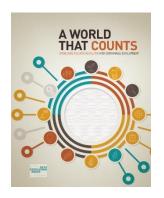
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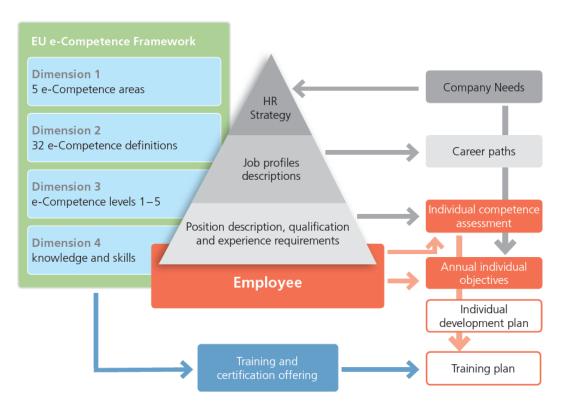
EDSF: Background standards

- eCFv3.0 e-Competence Framework
- European ICT Professional Profiles
- European Skills, Competences, Qualifications and Occupations (ESCO) Taxonomy https://ec.europa.eu/esco/portal/#modal-one
- IEEE/ACM Classification Computer Science (CCS2012)
- ACM Information Technology Competencies Model



e-CFv3.0 structure and 4-dimensional model

- European e-Competence Framework for IT (e-CFv3.0) dimension
 - Dimension1: 5 competence areas: Plan, Build, Run, Enable, Manage
 - Dimension2: 32 e-competence definition
 - Dimension3: 5 proficiency levels
 - Dimension4: Knowledge and skills



- Multiple use of e-CFv3.0 within ICT organisations
- Provides basis for individual career path, competence assessment, training and certification
- EDISON CF-DS will be used for defining DS-BoK and MC-DS, linking organizational functions and required knowledge
- Mapping CF-DS and DS-BoK to academic disciplines
- Provide basis for individual (self) training and certification



e-CFv3.0 Internal Structure: Refactoring for CF-DS

European e-Competence Framework 3.0 overview

Dimension 1 5 e-CF areas (A – E)	Dimension 2 40 e-Competences identified	e-Compe	Dimension 3 e-Competence proficiency levels e-1 to e-5, related to EQF levels 3 – 8			
		e-1	e-2	e-3	e-4	e-5
A. PLAN	A.1. IS and Business Strategy Alignment					
	A.2. Service Level Management					
	A.3. Business Plan Development					
	A.4. Product/Service Planning					
	A.5. Architecture Design					
	A.6. Application Design					
	A.7. Technology Trend Monitoring					
	A.8. Sustainable Development					
	A.9. Innovating					
B. BUILD	B.1. Application Development					
	B.2. Component Integration					
	B.3. Testing					
	B.4. Solution Deployment					
	B.5. Documentation Production					
	B.6. Systems Engineering					
C. RUN	C.1. User Support					
	C.2. Change Support					
	C.3. Service Delivery					
	C.4. Problem Management					
D. ENABLE	D.1. Information Security Strategy Development					
	D.2. ICT Quality Strategy Development					
	D.3. Education and Training Provision					
	D.4. Purchasing					
	D.5. Sales Proposal Development					
	D.6. Channel Management					
	D.7. Sales Management					
	D.8. Contract Management					
	D.9. Personnel Development					
	D.10. Information and Knowledge Management					
	D.11. Needs Identification					
	D.12. Digital Marketing					
E. MANAGE	E.1. Forecast Development					
	E.2. Project and Portfolio Management					

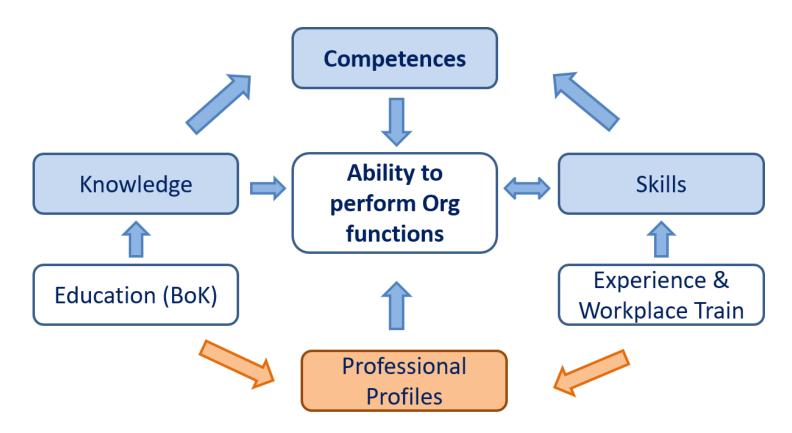
4 Dimensions

- Competence Areas
- Competences
- Proficiency levels
- Skills and Knowledge
- 5 Competence Areas defined by ICT Business Process stages
 - Plan
 - Build
 - Deploy
 - Run
 - Manage
- -> Refactor to Scientific Research (or Scientific Data) Lifecycle
 - See example of RI manager at IG-ETRD wiki and meeting
- Each competence has 5 proficiency levels
 - Ranging from technical to engineering to management to strategist/expert level
- Knowledge and skills property are defined for/by each competence and proficiency level (not unique)



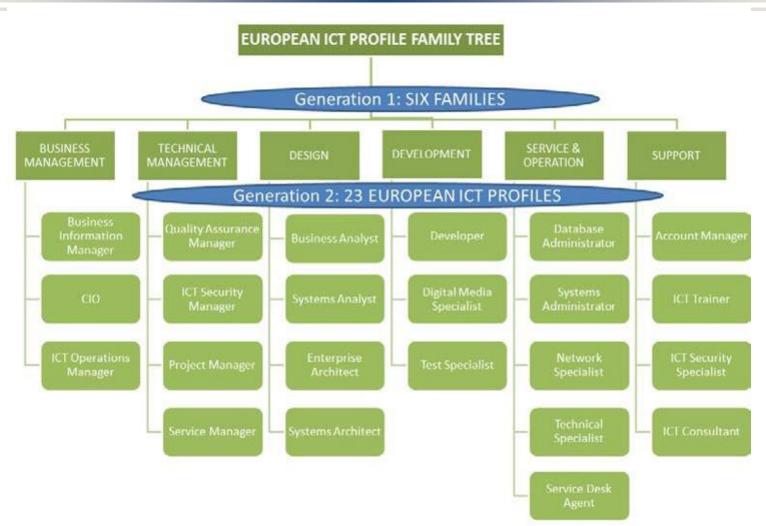
Competences Map to Knowledge and Skills

 Competence is a demonstrated ability to apply knowledge, skills and attitudes for achieving observable results





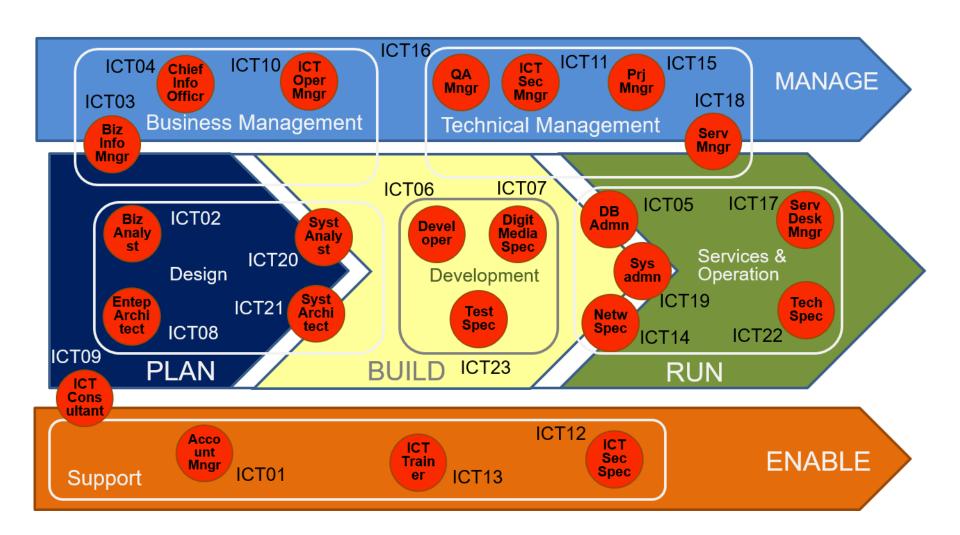
CWA 16458 (2012): European ICT Professional Profiles



The CWA defines 23 main ICT profiles the most widely used by organisations



CWA Professional Profiles and Organisational Workflow





ESCO Taxonomy (Mandatory since 2017) https://ec.europa.eu/esco/portal/#modal-one

Professionals						
Science and engineering professionals	Data Science Professionals	Data Science professionals not elsewhere classified	DSP04 Data Scientist			
			DSP05 Data Science Researcher			
			DSP08 (Big) Data Analyst			
	Technicians and associate p	Technicians and associate professionals				
	Science and engineering associat professionals	Data Science Technolog Professionals	Data Infrastructure engineers and technicians	DSP17 Big Data facilities Operators		
				DSP18 Large scale (cloud) data storage operators		
			Database and network professionals not elsewhere classified	DSP19 Scientific database operator*)		
	Managers					
Information and communications	Production and specialised services managers	Data Science/Big Data Infrastructure Managers	;	DSP01/DSP02 Data Science/Big Data Infrastructure Manager		
technology professionals			Research Infrastructure Managers	DSP03 RI Manager		
				DSP03 RI Data storage facilities manager		
	Clerical support workers					
	General and keyboa clerks	rd				
	Data handling suppoworkers (alternative		Digital Archivists and Librarians	DSP20 Data entry/access desk/terminal workers		
				DSP21 Data entry field workers		
				DSP22 User support data services		



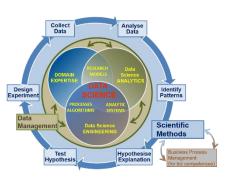
ICT and Data related Skills shortage - Impact

- Problems with hiring (skilled) ICT related staff
 - At least one year for training and acquiring experience
 - As soon as new employees are confident with their skills, they leave for big(ger) companies or industry
- Open Data Science/Stewards positions stay unfilled longer
 - In research institutions for months and years
 - In industry for months
- Companies/organisations want experienced Data Science workers
 - There is no time to acquire necessary experience
- Millennials factor
 - Do we understand difference of the millennials workforce?
- Challenges: How to obtain, train in shorter period and sustain new digital (ICT and Data related) skills in organisations

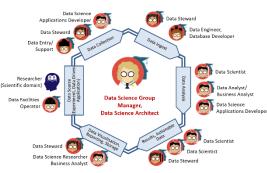


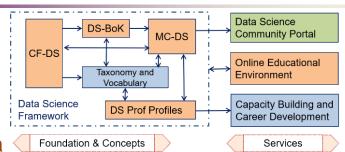
EDISON Products for Data Science Skills Management and Curriculum Design

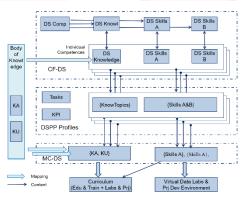
- EDISON Data Science Framework (EDSF)
 - Release 2 components CF-DS, DS-BoK, MC-DS, DSPP
 - Compliant with EU standards on competences and professional occupations e-CFv3.0, ESCO
- Skills development and career management for Core Data Experts and related data handling professions
- Academic programmes and professional training courses (self) assessment and design
- Individual competences benchmarking and Data Science team design
- Cooperation with International professional organisations IEEE, ACM, BHEF, APEC (AP Economic Cooperation)

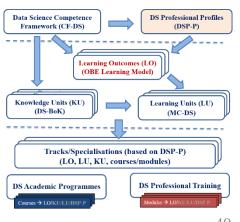






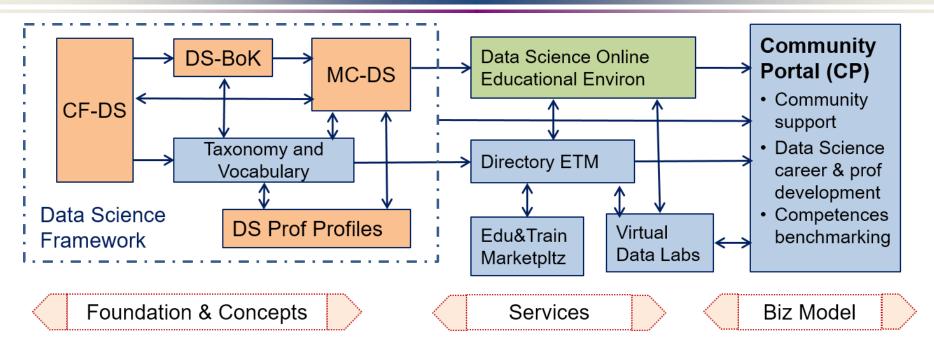








EDISON Data Science Framework (EDSF)



EDISON Framework components

- CF-DS Data Science Competence Framework
- DS-BoK Data Science Body of Knowledge
- MC-DS Data Science Model Curriculum
- DSP Data Science Professional profiles
- Data Science Taxonomies and Scientific Disciplines Classification
- EOEE EDISON Online Education Environment

Methodology

- ESDF development based on job market study, existing practices in academic, research and industry.
- Review and feedback from the ELG, expert community, domain experts.
- Input from the champion universities and community of practice.



Links to EDISON Resources

 EDISON Data Science Framework Release 3 (EDSF) https://github.com/EDISONcommunity/EDSF

Component EDSF documents

CF-DS – Data Science Competence Framework https://github.com/EDISONcommunity/EDSF/blob/master/EDISON_CF-DS-release3-v09.pdf

DS-BoK – Data Science Body of Knowledge https://github.com/EDISONcommunity/EDSF/blob/master/EDISON_DS-BoK-release3-v04.pdf

MC-DS – Data Science Model Curriculum https://github.com/EDISONcommunity/EDSF/blob/master/EDISON_MC-DS-release3-v04.pdf

DSPP – Data Science Professional profiles https://github.com/EDISONcommunity/EDSF/blob/master/EDISON_DSPP-release3-v05.pdf



EDISON Initiative Online Presence

- EDSF github project https://github.com/EDISONcommunity/EDSF
 - Component documents CF-DS, DS-BoK, MC-DS, DSPP
- EDISON Community work area and discussions -https://github.com/EDISONcommunity/EDSF/wiki/EDSFhome
- Mailing list <u>edison-net@list.uva.nl</u>
- EDISON project website (legacy) in move to http://edison-project.net/
 - Redirected to https://github.com/EDISONcommunity/EDSF/wiki/EDSFhome



Other related links

- Final Report on European Data Market Study by IDC (Feb 2017)
 - https://ec.europa.eu/digital-single-market/en/news/final-results-european-data-market-study-measuring-size-and-trends-eu-data-economy
- PwC and BHEF report "Investing in America's data science and analytics talent: The case for action" (April 2017)
 - http://www.bhef.com/publications/investing-americas-data-science-and-analytics-talent
- Burning Glass Technology, IBM, and BHEF report "The Quant Crunch: How the demand for Data Science Skills is disrupting the job Market" (April 2017)
 - http://www.bhef.com/publications/quant-crunch-how-demand-data-science-skills-disrupting-job-market
 - https://public.dhe.ibm.com/common/ssi/ecm/im/en/iml14576usen/IML14576USEN.PDF
- Millennials at work: Reshaping the workspace (2016)
 - https://www.pwc.com/m1/en/services/consulting/documents/millennials-at-work.pdf



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