

## JTP GROUNDWORK

Technical Assistance for skills and workers for growing green economy investments

Region Västerbotten, Sweden



# About the technical assistance

Technical assistance provided under this assignment focus on supporting the implementation of the territorial just transition plan (TJTP), supporting Region Västerbotten in attracting labour to the region. The main deliverables are (1) a final report, (2) a "playbook", and (3) an established connection with one or more potential partner regions.

## The report

- Analysis of Västerbotten's characteristics and needs
- Analysis of EU regions
- Recommend target regions
- Identify best practices



## The playbook

- Guide on how to approach regions
- Outreach material (email and slide deck templates – formatted to "plug-in" different regions)
- Living document developed based on best practices





# Technical assistance process

# Desk research Stakeholder interviews Workshop Outreach Analysis Final event

- Collect information on Region Västerbotten
- Collect information on EU regions
- Collect information on labour attraction projects

- 9 on-site stakeholder meetings for data collection
- One on-site workshop with stakeholders
- 26 participants
- The workshop served as a way to: (1) share the work developed, (2) collect questions and feedback from participants, (3) developed an exercise session exploring challenges, strengths, and existing initiatives, and finally (4) shared information among stakeholders
- Development of outreach material (slides + email templates)
- 30+ emails sent to potential partner regions
- Meetings with interested parts

The analysis process ran throughout the TA, including:

- Analysis of the Region Västerbotten
- Analysis of EU regions, including selecting indicators and developing a screening tool
- Analysis of best practices
- Analysis of outreach activities
- Development of a final report

- The final findings of the TA were shared on the Society Summit conference
- 40+ participants



# Issues/needs

Current projections referred to in the Territorial Just Transition Plan (TJTP) estimate a 5% population increase by 2030 (12,500 people) in Region Västerbotten.

However, based on current investments in the green industry, it is estimated that there will be a need of **40,500 people more in the region by 2027**, equivalent to a 16% increase of the population 3 years before 2030.

#### Region Västerbotten's population projection vs. needs



#### **Goals of the region**

**Attract more people** to live and work in the region from EU-countries or if possible outside Europe.

Attract people with **relevant skills** for the new green industries.

**Train the labour force** in the region or arriving in the region with relevant skills for the new industries.

**Help SME transition** into organizations that can attract, employ and keep an international work force/competence.

The region needs to attract not only people to work in the new green industries but also the sectors that can support them such as **teachers**, **healthcare professionals**, **service staff**, **construction etc**. It also needs to ensure sufficient **homes and infrastructure** to support a growing population and make the region an attractive place to live.



# Steps to attract labour

# Attraction of labour

#### **Identification**

- Identify the needs of Region Västerbotten
- Set indicators to guide the identification process (unemployment, income, industry, etc)
- Identify regions with the specific characteristics that could be a match
- Identify target groups to communicate with
- Identify communication channels/strategies

#### **Attraction**

- Material to share with target groups (outreach material)
- Easily accessible information to foreigners (about the region, job opportunities, etc)
- Initiate outreach activities
- Establish cooperation partnerships
- Engage different channels to promote the region

## Reception

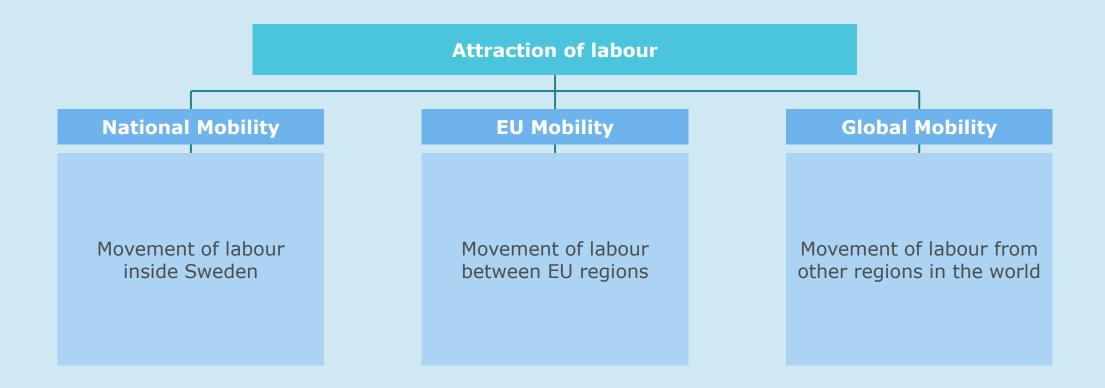
- Create the appropriate infrastructure to receive foreigners
  - Housing
  - ☐ Language courses
  - Skills training
- Establish contact-people to help newcomers to navigate the society

#### Retention

- Prepare companies and the public sector to receive foreigners
  - Openness to working in English
  - Openness to different cultural backgrounds
  - Create job categories to validate foreign education
- Promote integration through a higher number of social activities



# Three mobility lanes to tackle





# **Scope of TA activities**

## **Issue categories**

**Identification** 

**Attraction** 

Reception

Retention

- 1) Identify potential partner regions based on quantitative and qualitative approaches.
- 2) Identify and initiate dialogue with relevant stakeholders from the potential partner region.

### **Mobility lanes**

**Internal Mobility** 

**EU Mobility** 

**Global Mobility** 

The TA focuses the analysis on the regions within the EU.

The TA will therefore focus on EU mobility.



# Selection of EU regions

## Four approaches:



**Statistics**: Wide statistical filtering, scoring, and adding weights



**Local representation**: Regions from countries with the highest local representation in Region Västerbotten



**Industry structure**: Regions with most employees in industries with transferrable skills



**Industry transition**: Regions with industries to be phased out and within the TJTPs

## **Selected regions:**

From a long-list of 7 regions, Region Västerbotten chose 3 regions to move forward with.

Country	Approach	Region	
Spain	Statistics	Region 1	
		Region 2	
		Region 3	
Germany	Local representation, industry structure and industry transition	Region 4	
Finland	Local representation	Region 5	
Netherlands	Local representation	Region 6	
Poland	Local representation, industry structure and industry transition	Region 7	



# **Communication approach**

#### **Communication channels**

## Marketing

Marketing campaigns targeting potential foreign workers directly (i.e. online campaigns, on-site campaigns)

### **Organizational**

Create partnerships
with foreign
organizations, such
as employment
associations,
unions,
universities, and
others

#### **Institutional**

Create a formal cooperation with foreign institutions to develop a sustainable cooperation on labour development and labour movement

#### **Contacted institutions**

#### **Region 7**

- Regional office
- Trade Association
- Embassy
- Labour office
- Labour Market Department
- EURES advisers

#### **Region 1**

- Employment service
- Chamber of commerce
- Embassy
- EURES advisers

#### **Region 5**

- Employment and Economic Development Department
- Chamber of commerce
- Embassy



# Results overview - end 2023

Regions	Institution	No response	Re-directed	Negative response	Positive response – in dialogue	In dialogue – no position yet
Region 7	Regional Office				X	
	Trade Association		X			
	Embassy	X				
	Labour Office	X				
	Labour Market Department	X				
	EURES advisers	X				
Region 1	Employment service	X				
	Chamber of commerce	X				
	Embassy		X			
	EURES advisers				X	
Region 5	Employment and Economic Development department	X				
	Chamber of commerce			X		
	Embassy	X				
Other regions	Alternative region 1				X	
	Alternative region 2					X

# **Learnings 1 – Region profiling**

Different regions with different characteristics will respond to a request on labour cooperation in different ways.

Some profiles will be more willing to form an institutional partnership on the issue; some are willing under very specific conditions; and others will outright refuse it.

## Region profiling will help:

- 1. Identify the region characteristics
- Identify what goals of region Vasterbotten that region best aligns with (population increase/specialized labour)
- What is the best strategy for approaching the region (institutional, organizational, marketing)



# **Learning 2 – Communication**

- Fine-tuning communication will be an important step towards opening doors and establishing partnerships.
- When reaching out to foreign regions for an institutional partnership, communication
  must avoid featuring the benefits of living in Västerbotten as many institutions are
  looking for a temporary labour transfer.
- Communication should, instead, focus on **cooperation benefits** and provide concrete benefits Västerbotten can provide to the foreign region (i.e. joint training, well-defined skills provision, english skills, etc.); at the same time leaving some room for negotiation and adaptation towards each region-specific needs.



# Learning 3 – Institutional partnership process



Institutional partnerships are likely **start** in a **reduced cooperation level.** 

As the proposed cooperation succeeds, more aspects can be included.

- Level 1: one or few company cooperations; specific industry; limited time horizon
- Level 2: companies in different industries; limited time horizon
- Level 3: joint development of skill and labour transfer; both public and private sectors

**Assumptions**: regions will expect an eventual return of people; several partnerships to take place with different regions; time horizon of partnerships to be taken into consideration.



# Playbook on the steps to identify partner regions for labour supply

## **Establishing Goals**



#### Goal 1

Need for population increase

#### Goal 2

Need for labour with specialized skills and competencies

## Region Profiling



Profiling regions based on characteristics that may help achieving each goal (example: high unemployment + low to medium skill -> goal 1)

## Profile 1

Profile 2

Profile 3

Profile 4

## Region Screening



#### **Indicators**

Setting indicators (unemployment, education, population)

#### Scores

Assign scores to indicators (1-10)

## Weights

Assign weights to indicators (relevance criteria aligning with certain goal)

## Select Approach



The selection of approach depends on the Region's profile. A region with a profile 1 may benefit from an institutional approach, while a profile 4 may lead to better results via organizational and marketing approaches.

#### Institutional

Organizational

Marketing

### Communication



# Tailored Communication

For the institutional approach:

- Focus on cooperation benefits
- Include concrete benefits to be provided to the counterpart region
- Scope the cooperation under the institutional partnership process



# **Explored and unexplored approaches** in the TA

**Categories** 

**Mobility lanes** 

**Communication channel** 

**Identification** 

**Attraction** 

Reception

Retention

**National Mobility** 

**EU** Mobility

**Global Mobility** 

**Marketing** 

**Organizational** 

**Institutional** 



# Thank you

