



## Just Transition Platform – Project fiche:

# MEF MULHOUSE SUD ALSACE, TRANSVERS'AL

This document is part of a series presenting examples of individual projects of relevance to the just transition to a climate-neutral economy, including regional or local projects across the EU's public and private sectors. The Just Transition Platform (JTP) assists EU Member States and regions to unlock the support in this transition. Visit the JTP website:

[https://ec.europa.eu/regional\\_policy/funding/just-transition-fund/just-transition-platform\\_en](https://ec.europa.eu/regional_policy/funding/just-transition-fund/just-transition-platform_en)

**Member State:**

France

**Region:**

Mulhouse (Mulhouse Sud Alsace)

**Sector:**

General economy

**Total project budget (€):**

€1.8 million in 2020 (budget for MEF Mulhouse Sud Alsace; unclear allocation is for the TransverS'AL approach)

**Financing conditions (co-financing rate):**

N/A

**Sources of funding:**

EU funding: ESF (2014-2020) /

ESF+ (2021-2027): €1,119,201 in 2020

**National funding:**

Maison de l'emploi: €115,000; Politique de la Ville: €22,000

**Regional funding:**

Politique de la Ville (Mulhouse): €10,000; Région Grand Est: €49,000; Conseil Départemental du Haut-Rhin: €30,000; collectivités locales: €288,000; Agentur für Arbeit Freiburg: €3,400; Centre de formation d'apprentis: €35,000

**Duration:**

Since 2009

**Responsible Managing Authority/Agency:**

MEF Mulhouse Sud Alsace

## Summary

In 2009, the MEF Mulhouse Sud Alsace developed the TransverS'AL approach for the management of jobs and skills in South Alsace (territorial GPEC). Its objective is to set up a shared strategy for the development of employment in the territory based on the anticipation of economic changes. The local Employment and Training Centre of Mulhouse (Maison de l'Emploi, MEF Mulhouse) worked with partners to better support the transition of workers to more stable career paths within emerging sectors. As the project progressed, its focus was extended to new and emerging occupations, such as those created by the emerging 'low-carbon' sustainable construction cluster. A series of sector studies were carried out in areas such as metalworking, textiles, buildings and public works,

personal services, chemicals, plastics, pharmaceuticals, temporary work, local shopping, logistics and transport, and automobiles. These focused on assessing firm needs in terms of technology and skills, prospects of labour mobility and future industry orientation. An additional, dedicated study on labour mobility offered insight into job creation and destruction potential. The creation of a website enabled workers and businesses to better understand the horizontal career paths and training options that could support mobility from declining to emerging sectors.

## Type of activities:

The Transvers'AL approach is based on an overall analysis of employment in the territory. In the context of economic changes, it aims to supplement knowledge of the current state of the territory (number of employees, companies, etc.) with knowledge of job movements in southern Alsace (creations and destructions of companies, professional trajectories, etc.). To do this, it endeavors to identify the sectors and activities that create jobs and those that lose jobs. Diagnoses by sector have been carried out by working closely with the branches, unions and skills operators concerned. Each diagnosis highlights the structure of the sector, its evolution, the typology of activities, the evolution of the workforce, the professions which are weakened and those which are promising, and the training needs which are expressed by the companies.

Tools for businesses:

- Human resource support: Loan of employees, Business Leader's Guide, Action Industry Collaborative, Wood Sector
- Tools for professional development: Events and Platform creation – online since October 2011, the Mon Métier de Demain website highlights the professions that are recruiting in southern Alsace. The objective is to help workers reorient themselves towards promising professions.

## Goals and approach:

The objective of the Transvers'AL approach is to set up a shared strategy for the development of employment in southern Alsace. This must be a partnership based on anticipation, intersectoral collaboration and must give priority to the interests of the territory.

The approach is based on a close partnership with the State, the Grand Est Region, the economic development services of the communities of agglomerations and communities of municipalities, Pôle emploi, all the OPCOs (skills operators), the social partners, consular chambers, professional branches and centers of expertise. The governing body of Transvers'AL is the strategic orientation committee (made up of all the aforementioned partners as well as all the employment-training-economic development players in the area), which defines and specifies the action plan deployed by the MEF Mulhouse Sud Alsace within the framework of the 'Provisional Management of Jobs and Skills' axis. This space for consultation makes it possible to give visibility to the actions deployed and contributes to the good articulation of these with the existing projects and systems of the territory.

Thematic working groups are brought together according to the projects in progress.

## Important outputs, results or achievements:

During the project, diagnostics per sector were carried out, working closely together with the branches, unions and skills operators concerned. Since 2015, the MEF Mulhouse Sud Alsace has been working with documents by the branches (branch observations in particular), studies by the Observatoire Régional de l'Emploi et de la Formation (Regional Employment and Training Observatory) and the Agence d'Urbanisme de la Région Mulhousienne (Mulhouse Region Urban Planning Agency) in order to achieve a broad knowledge about companies and job trends.

In parallel to these diagnostics, a website called 'Mon Métier De Demain' (my job of tomorrow) was created. On this website, the general public can discover all the knowledge developed by the partners in the process on declining/promising trades and possible professional reconversions.

Furthermore, users can find out which jobs are recruiting in South Alsace and they can identify the skills they have acquired in their current job and which they are likely to transfer to a future job. On the website, there is an overview about local training courses and existing schemes to make the professional reconversion a success.

In the regions there are events dedicated to professional mobility and further support measures exist.

## Scalability<sup>1</sup> and transferability<sup>2</sup>:

Scalability is not applicable to the Transvers'AL approach since the project is intended to address local workers and is carried out by a local agency that knows the regional conditions well. There is no need to adapt the approach to a higher policy-level since the local focus of the approach allows a close cooperation with regional stakeholders. At a higher level such an inclusive approach would not be possible.

However, other regions could replicate the approach, given that a local agency exists that have the necessary capacities to work on branch analyses and providing corresponding information to the public.

<sup>1</sup> Scalability entails that a policy approach can be adapted to a bigger scale than just the local context.

<sup>2</sup> Transferability entails that a policy approach can be applicable to a similar setting and replicated.

## Key success factors and lessons learnt:

There is one central success factor concerning the Transvers'AL approach. When creating the project, the inclusion of pilot partners and the co-creation of proposals is considered as a highly important factor. By doing so, each party feels involved in the process and not just as a participant. Therefore, to start the process with prepared thought-out proposals should be avoided, and instead, be open minded for the creation process.

## Key challenges:

N/A

## Tools for supporting economic diversification and reskilling/upskilling via projects:

- supporting vulnerable workers during the period of industrial transition

## Central framework conditions<sup>3</sup>:

One main challenge for the Mulhouse Region is to help the change of its economic fabric. The sectors that have made Mulhouse and its region a driving force in Alsace lied in traditional industry – chemicals, mechanics and textiles, in particular. However, these sectors are no longer able to play a major economic role. It is also a question of supporting sectors such as small and medium-sized enterprises (SMEs) that depend on the automobile industry to diversify, but also to support trade, transport and logistics in optimising their

development. The territory must therefore turn towards other players, other activities and help them emerge and structure themselves with a view to their development, and therefore the development of employment. With almost 286,000 inhabitants spread over 40 municipalities, the territory of the Mulhouse Sud Alsace MEF is the second largest urban centre in Alsace.

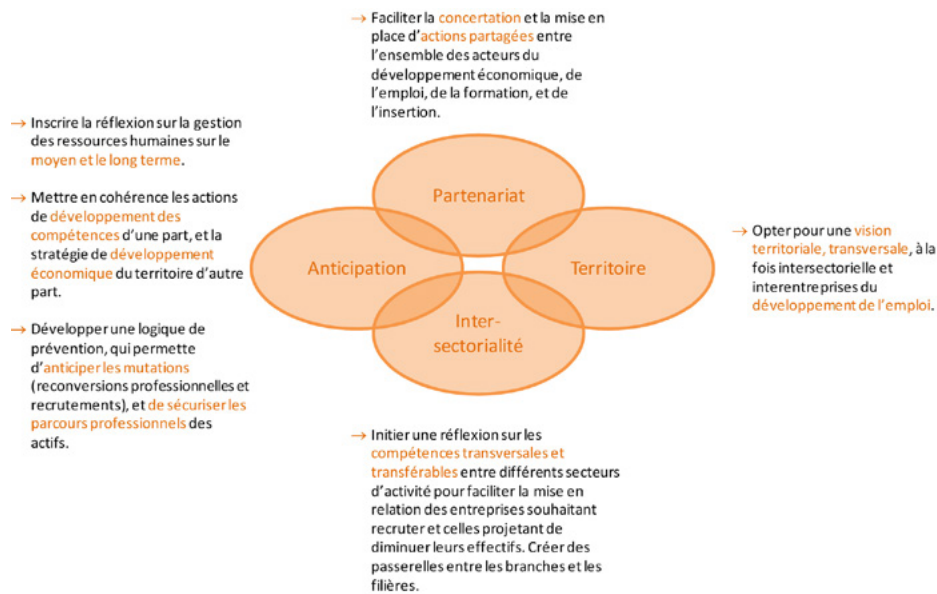
## Outlook:

The different activities that MEF Mulhouse with the TransverS'AL approach produced are not limited to a certain data and can be of further use in the future, provided that they are kept up to date. The website 'Mon Métier De Demain' provides a good example since it has already been online for some years. Concerning the Just Transition, the work with the Transvers'AL approach will become even more relevant.

<sup>3</sup> Framework conditions encompass the institutional, informational and socio-economic factors that determine a given environment (contextual information), e.g. market conditions, access to finance, tax regulation, infrastructure and support.

## The TransverS'AL approach:

Source: <http://www.mef-mulhouse.fr/missions/gestion-territoriale-des-ressources-humaines.html>



## Partners & contacts:

MEF Mulhouse Sud Alsace



**Website:**

<http://www.mef-mulhouse.fr/missions/gestion-territoriale-des-ressources-humaines/gouvernance-demarche-transversal.html>

## Sources:

- Maison de l'Emploi et de la Formation de la Région Mulhousienne (2022), <https://www.monmetierdedemain.com>
- MEF Mulhouse Sud Alsace (2021), Rapport d'activité et de gestion année 2020, [http://www.mef-mulhouse.fr/uploads/pdf/RapportActivite/RA\\_MEF2020.pdf](http://www.mef-mulhouse.fr/uploads/pdf/RapportActivite/RA_MEF2020.pdf)
- MEF Mulhouse Sud Alsace (n.y.), La gouvernance de la démarche TransverS'AL, <http://www.mef-mulhouse.fr/missions/gestion-territoriale-des-ressources-humaines/gouvernance-demarche-transversal.html>
- MEF Mulhouse Sud Alsace (n.y.), Développement local, <http://www.mef-mulhouse.fr/missions/territoire-mulhouse-sud-alsace/developpement-local.html>
- Questionnaire filled in by representative of MEF Mulhouse Sud Alsace, February 2022.

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