



RIGHT
RIGHT SKILLS FOR
THE RIGHT FUTURE

RIGHT PILOT REPORT

Inventory of competences

Author: Joakim Enquist, IUC Syd and Karl Löfmark, Region Skåne



Content

1.0 Introduction	2
2.0 Regional/ Strategic Context	4
3.0 About the Pilot.....	5
3.1 Description.....	5
3.2 Stakeholders.....	6
3.3 Methodology.....	5
3.3 Results/Outputs.....	5
3.4 Discussion of Findings.....	5
3.5 Case Studies/Examples/Stories.....	6
<i>{examples of success stories relating to, Skills demand, innovation business models... etc}</i>	
4.0 Conclusions.....	9
5.1 Challenges.....	10
5.2 Recommendations	11
5.3 Next Steps.....	11
5.0 Outputs for new strategy and policy for Skills education and SME innovation	12
6.0 Potential for upscaling/learning Transfer/Internationalization.....	13
7.0 Acknowledgements.....	12
8.0 Annex.....	13

Introduction

The Inventory of competence pilot project is about ensuring the basic level of competence of individuals in industry. There is a need to highlight the skills gap in order to take the next right steps.

Why we chose this pilot

SMEs need help to formulate the skills gap they have when developing their business models in order to remain competitive. A basic step in knowing which competencies need to be attracted or developed is to have knowledge of the ability of existing staff, and this is where the competency inventory through validation has its place.

Background to the pilot

Previous experience shows that the loss of time an employer has when sending their production staff to undergo the test Industriteknik Bas¹ is significant. With test centers only in a few places in the region, the travel time will be greater than the test time for most SMEs. By using a so called local learning center as a place for testing, the employer's cost is reduced and the incentive to let the production staff undergo Industriteknik Bas is strengthened.

Context

The national structure for the implementation of Industriteknik Bas is based on local test centers, where test leaders are responsible for the whole process. In its role as regional development agency, Region Skåne, together with IUC Syd, the organisation Teknikcollege and industry trade union IF Metall, has taken the initiative to elevate the implementation organization to a regional platform where economies of scale and competence concentration strengthen the structure's ability to reach SMEs and develop a business model that in the long run generates revenue that is in proportion to operating costs. In this context, the pilot project within RIGHT has provided important knowledge about the competence inventory tool's attractiveness and relevance, as well as provided experience of local test implementation that is important for further work.

Dissemination potential

The development of the regional platform for competence inventory through validation (Industriteknik Bas) and its integration into the skills mapping process "Mind the Gap" is of great interest, both nationally and internationally. The developed work methodology enables both policy development and the establishment of a new business model at the regional level. The development work is followed with interest by both the responsible national authority (Tillväxtverket), national industry representatives and

¹ The nationally developed tool in Swedish industrial validation

the social partners. The opportunity for dissemination to other regional development agencies is great and through the RIGHT project there is also an international dissemination.

Objective

The primary objective is about testing a hypothesis that if you put the whole process of competence inventory through validation in a context (Mind the Gap), it will be more natural and important for companies to prioritize a competence inventory (zero measurement) before up- or reskilling is handled.

The goal has been to get the hypothesis confirmed or denied, and throughout the process many new insights has been made, that can be used in future work of up- or reskilling.

The second objective of this pilot project has been to test it and bring it together in a new value chain, and see if this pilot, together with our other pilot, can be a sustainable way of working in the regional context – and in the end create a completely new regional business model for competence assurance, regardless of industry.

DRAFT

Regional/Strategic contex

Skåne has in 2019 developed a new innovation strategy, the Skåne innovation strategy for sustainable growth, which clearly focuses on advanced materials and the manufacturing industry as a Skåne area of strength, but that also highlights the skills gap as a future challenge.

In Skåne's Innovation Strategy for Sustainable Growth, which serves as a regional Smart Specialization Strategy, increasing productivity in Skåne's business has been identified as the main goal. There are six areas of specialization in the strategy, of which "Advanced Materials and Industrial Manufacturing" (AMT) is the most relevant in this context.

Innovation-driven development can be an effect when up- or reskilling of staff works in practice. In the accelerated technological development that is taking place in society today, the ability of companies to constantly reconsider their business offerings and models in order to maintain and strengthen their competitiveness is crucial, not only for success but also for survival.

With the help of the offered competence inventory of staff working in manufacturing industry, the regional support system gives the Scanian SME an opportunity to obtain a basis for a qualified assessment of what the future competence development need looks like in the company. Together with the needs inventory that the other pilot, Mind the Gap, offers the same target group, SME is made aware of the competence challenge that exists for new business models to be reachable. This transformation journey is the basis of the innovation-driven sustainable development that Scanian industry constantly needs to be in in order to be globally competitive over time.

About the pilot

The pilot Competence inventory through validation is about ensuring the basic knowledge of individuals required to perform a certain job, completely according to developed criteria and standards in a specific industry. In this pilot, we test the hypothesis of the need for a competence inventory through the validation tool Industriteknik Bas and whether it fills a need based on a long-term competence assurance for companies in the manufacturing industry.

In short, the pilot project is about ensuring the basic level of knowledge and competence of the individual. When we talk validation tools in the pilot, we mean the nationally developed tool in Swedish industrial validation, called Industriteknik Bas. This tool is aimed primarily at blue collared industrial workers. The results of the pilot them can later be tested and applied to other industries and validation models.

In the pilot project, we have tested to identify skills gaps by using the tool Mind the Gap. Before taking action in up- or reskilling staff, a zero measurement of a current group of employees is performed. This step aims to make current competence levels visible to the company management and with that information add knowledge before the competence plan is determined and that the company appoints the right competence development based on as fair a picture as the company can produce.

Although this pilot project tests the hypothesis of using Industriteknik Bas as a tool and focusing on SMEs as a target group, we also take as our starting point that competence inventory through validation can take place regardless of industry and validation tool. It is more about mapping out who or what is in need of a skills inventory and why, in order for the right efforts to be made for the right company.

The pilot project take its starting point in the competence mapping tool Mind the Gap. Through the mapping, a zero measurement need for a group of individuals has emerged. The competence inventory is then carried out by an authorized test leader from Teknikcollege and the results are presented to both the individual and the company management, for a decision on a next step, both for ensuring basic competencies and further development.

Within the framework of the pilot project, Region Skåne and IUC Syd, together with the actors IF Metall and Teknikcollege, have made sure to build up a chain of actors and tested a way of working that makes the right actor do the right thing, to help companies develop their staff and thus work even more strategically and sustainably with their competence development. With increased knowledge of future needs and a clear picture of current competencies, companies can more accurately develop the skills of their staff.

Stakeholders

There are a number of different stakeholders connected to this pilot project. Some of the stakeholders have a direct influence and role in the pilot project or derive from the content, and others are direct recipients of the effort or otherwise receive value from the pilot.

One of the main stakeholders is the recipients of the offer of skills inventory of their staff, namely the SMEs. The approach to competence assurance has been developed for this target group of companies and with the help of good examples and experiences, it is possible to inform others about the value of competence inventory. It is also possible to see that competence inventory is a relevant and value-creating step after competence assessment in order to bridge skills gaps in companies and ensure the right level of efforts.

Part of what we tested through the pilot project includes a chain of actors who are all stakeholders and can in the long run create a new value chain within the competence supply in Skåne. The stakeholders consist of IUC Syd, IF Metall and Teknikcollege. In this case, where we tested work with competence inventory, the actors play different roles. IF Metall as a trade union can ensure both the company's and employees' interest in having a skills inventory or zero measurement. IUC Syd as an industry representative and cluster organization can with its ability work with companies and use the tool Mind the Gap (strategic competence mapping) and thereby also clarify the need for a competence inventory before the next step is taken. The organisation Teknikcollege is the recipient of the companies' needs and the performer of the skills inventory in this case with regard to Industriteknik Bas.

Target groups

There are two primary target groups for the pilot project. Small and medium-sized companies in the manufacturing industry in Skåne and employees in the same sector.

The secondary target groups for the pilot project are the trade union IF Metall and Teknikcollege. Education providers and learning centers around Skåne are also a target group in a way, possibly further out in the chain.

Methodology

Experience shows a low demand from the manufacturing industry for Industriteknik Bas. Above all, it is about the lack of a clear value for the company, but also why an individual wants to undergo validation. With these experiences and a lot of question marks about the sustainability of validation via Industriteknik Bas, an early demarcation was made that this would be a step that should not be sold separately, but should be included in a larger context. We reformulated the input value from validation of individuals to competence inventory for company management. We went from talking about the benefits for the individual, to communicating the benefits for the company. The context depended on the inventory (validation) being based on a strategic competence mapping, where the emerging needs would naturally land the question of why implement Industriteknik Bas. This meant that the pilot was clearly connected with our other pilot Mind the Gap in the Right project. Instead the offer was the opportunity to carry out a strategic competence survey. Through that process, we assumed that the



companies that have the need and willingness to inventory the basic competence of their staff would naturally land in the action plan and thereby legitimize the validation effort.

In addition to the implementation of the survey and the consequences of the skills inventory as a next step, a partnership also needed to be built. Both for the influx of companies, but also for an infrastructure and competence to take care of and carry out validation tests at a local location near the companies. The new partnership that was formed consisted of IF Metall as a guarantor of the companies' willingness and understanding of a survey, IUC Syd as an operational contractor and coordination (competence mediation) of both the survey and transfer to test leaders. Technical College as a performer of tests. Here, municipalities and campuses come in to support with local geographical location to perform tests on (Learning Center). After completing the test, the results are passed on by the companies to IUC Syd for coordination (competence broker role) of the next step, such as additional training to reach the basic level or further development in line with the companies' strategic goals.

The process can be described as:

IF Metall (identification of the efforts of the companies) - IUC Syd (performer and coordination of mapping and dissemination) - Teknikcollege (performer of Industriteknik Bas) and connection with the right Learning Center - IUC Syd (Coordination of the next step after validation and further development of action plan for competence assurance).

Through the pilot project, we have been able to identify these key players, describe the chain, start a collaboration and test the partnership in a sharp situation with a number of companies.

Results/Outputs

The pilot project has created a lot of results that were both expected and unexpected. Changes during the pilot project have also affected the final results as well as the success of the pilot Mind the Gap and the effect the pilot projects have given each other.

The main result is that a new value chain has been created with the competency inventory as the common denominator, but with the competency mapping tool Mind the Gap as a central key. The value chain consists of IF Metall - IUC Syd - Teknikcollege - Region Skåne. During the work, we have defined this value chain as the Regional platform for competence assurance of the business community in Skåne. From that work, a new regional business model has also begun to take shape. The business model is about how Region Skåne can offer the business community in Skåne the prerequisite for the right support for competence assurance in the short and long term. Competence inventory through validation is one of the important pieces of the puzzle in the model.

The results from the pilot project thus show that competence inventory through validation is completely correct, which has been shown through the shift in perspective that has taken place, from tools to the underlying process. But it also shows shortcomings with regard to the specific tool Industriteknik Bas used in this pilot, where most of the parameters around the current Industriteknik Bas do not create the right conditions or demand from an employer perspective.

The outcome of the pilot project shows some primary results:

- Described the process and functions needed for the platform to work
- Disseminated the experiences to other actors: TC conference, TC and IUC in Värmland, TC and IUC in Halland, Träcentrum, MYH, Valideringslyftet Sverige.
- Revised approach for RUA and Kluster in Skåne regarding the competence supply issue
- Reinforced effects through parallel or new initiatives where knowledge and lessons learned from the Right pilot have been used for further development.
- Identified the obstacles to Industriteknik Bas in functioning in practice and creating a demand queue:

Digitization of the booking service for competence mapping and implementation of development at individual level

- The role description of test leaders and how to instead get a working model with divided functional mandates in the value chain.
- Change the value proposition both for company managements and individuals
- Change the sales arguments
- Developed a new model (also defined as a new value chain) for competence inventory / validation to work in practice, which actors should be involved and how the developed model / process can have bearing capacity:

- Developed partnership between Region Skåne - IF Metall - IUC Syd - Teknikcollege. It enables a practical / operational development and testing of the model.

Policy outputs/recommendations

The experiences gained in the pilot project where the focus has shifted from the tool, competence inventory through validation with Industriteknik Bas, to the underlying business model, the competence mapping process "Mind the Gap", provides a context that justifies action within the framework of regional development responsibility. The ability to strengthen Skåne's business competitiveness will be an important component in the recurring revision of the Smart Specialization Strategy in Skåne.

Only when the entire business model is addressed is also included the final competence-enhancing effort that the employer implements to close its competence gap and therein lies the created societal benefit, i.e. that the company has strengthened its competitiveness.

The competence development challenge in Skåne's business is significant and the understanding of how the regional platform for needs inventory competence mapping improves the opportunities for creating resource-efficient support for employers who strengthen their competitiveness with the help of Mind the Gap is needed.

The new partnership that has been created and the division of roles that have emerged in the pilot provide a clear recommendation to the regional development manager to include the new business model in the way that employers' skills development is highlighted as a key to strengthened innovation and competitiveness.

Discussion of findings

Through the pilot project and thanks to the combination of the other pilot (Mind the Gap) and previous experience in the support system in Skåne regarding validation, we have found several interesting perspectives that led to new approaches to needs mapping and validation, new partnerships and a new model methods can be tested in constellations other than just the validation Industriteknik Bas.

Through the pilot project, we have raised the question of the communication of the offer validation and who it is actually aimed at. We have two target groups for validation, the company and the individual. The target groups have different incentives, which is why it would be interesting to validate the competencies. In the pilot project, we have mainly taken the starting point and the work with the company perspective and only affirmed and reflected on the individual perspective.

From a company perspective, the question of whether the term validation is incorrectly formulated and thus in itself creates obstacles to demand, whereby we within the pilot have begun to communicate competence inventory instead. We believe that the incentive to validate (zero measure or measure the basic knowledge or competence level) individuals in the companies is to gain an understanding of the competence level in order to, based on that knowledge, put in the right competence-enhancing efforts for the right individuals and thereby maximize potential in the business. In the pilot, we have taken as our starting point the tool and offer Industriteknik Bas. The tool and its offer have obstacles in themselves, but if we rise above the specific tool and offer to a level where we talk general validation or competence

inventory, then the model we have discussed from a company perspective can be used regardless of validation method. But it also requires that the validation offer does not stand on its own, because that is a lesson we have found. Competence inventory / validation of individuals must be linked in a chain where the starting point is a broad mapping of the company's overall needs linked to the business strategy. With that information basically, skills inventory can be the next step before a training plan is determined for the company's employees, so that the level of continuing education is at the right level in relation to the individuals' current skills and future work role.

If we only look at the barriers today for skills inventory / validation of workers and the identified barriers and what can be done to overcome the barriers, we have learned a lot of interesting lessons. The obstacles identified are mainly:

The role of the test leader

- The place for testing
- The value proposition and how it is perceived
- The value of the result

Collected from these obstacles shows that the offer Industriteknik Bas today has a not fully functioning set up regarding functions to create interest and demand for the validation service. Through the pilot project, a new partnership and model has been developed which is an attempt to divide the functional responsibility so that the right actor does the right thing and collaborates for an increased demand for the validation service Industriteknik Bas, and this model can then be scaled up.

Through the pilot, we have also confirmed that a project context must have an intention of a larger context before the project ends, otherwise all development and knowledge risks being lost and not passed on in the system.

As a result of the lessons learned in the pilot project and together with the pilot Mind the Gap has an understanding of the need to create a functioning and sustainable business model at the regional level around competence validation. This knowledge also places demands on a new overall approach for RUA to create the right conditions in the long term regarding the Scanian business community's opportunities to create increased productivity and competitiveness through the right competence in companies and the market.

Case studies/Examples/Stories

The new partnership consisting of Region Skåne, IUC Syd, IF Metall and Teknikcollege. Described how this new partnership, also called the Regional Platform for Competence Assurance, works in practice can be found below in the company examples.

The model in the partnership is scalable and is based on the Mind the Gap tool becoming central. The model has attracted great interest during the autumn of 2021 and the spring of 2022, where many Regions, Municipalities and actors heard about it and asked for a drawing (lecture) on the structure and results. This partnership, which has created a new value chain and forms the basis for a new business model at regional level, needs to be taken care of and find its place outside the project, and then there

is potential for this to become a sustainable model that is copied in both Sweden and other parts of Europe.

- Examples of completed company examples:

- o Johpomek AB - Mind the Gap followed by validation of 15 people in production, where the validation was carried out at a local learning center in Osby on two occasions, half the group per occasion.

- o Skånsk Ytbehandling AB - Mind the Gap followed by validation of the entire staff, 9 people. The validation was carried out at the Technical College in Helsingborg (Filbornaskolan)

Both of these companies went through the new value chain and confirmed that the setup works and is scalable. Region Skåne created conditions through projects for competence development, IF Metall as a partner took dialogue with the companies and legitimized at both management and employee level, IUC Syd was transferred contact by IF Metall and was able to implement Mind the Gap, include the companies in project CoSkill and discuss action plan including validation in Industriteknik Bas for the right individuals. Teknikcollege was then given the assignment by IUC Syd and was able to perform and follow up the validation, which was then followed up by IUC Syd with the company management.

DRAFT



Conclusions

Possibilities

[Body text]

Challenges

- The validation tool is too complicated to work on a specific target group
- Companies do not see the value of validating their own staff
- The local learning centers cannot deliver the training courses that have emerged through the validation and thus cannot meet the needs

Recommendations

- The digital regional platform is part of the application to become a European digital innovation hub.
- New policy: There must be an approach to the whole and not the parts separated from each other.
- Continue with the frog's blood circulation
- Stop talking about validation and talk skills inventory
- Do not just focus on the validation test in different project initiatives
- The value in the process is in the step after the validation test

Region Skåne's Smart Specialization work takes place on two levels, partly by strengthening excellence in each area of specialization and also with support for cross-industry initiatives that increase productivity and strengthen competitiveness in Skåne industry.

The pilot projects within RIGHT have strengthened and accelerated the development process of a new partnership and a new regional approach where it concerns SMEs' needs mapping and strategic competence supply. These insights, new partnerships and initiatives that strengthen employers' ability to adapt lead to important conclusions that will have a significant impact when the Smart Specialization Strategy is revised.



Next step

[Body text]

DRAFT