

Workpackage 4: Pilot Project Format

a) What makes a pilot project interesting?

A relevant pilot project should be:

Doable – Completed between month 10 & 30 of RIGHT.

Transferable - Applicable (at least in theory) to other countries/sectors/occupations.

Specific – A specific intervention intended to help address a specific skills gap (or an underlying structural barrier, i.e. training costs for SME).

Demand driven - There must be a demand either directly from SMEs or from intermediaries (i.e. vocational colleges or training providers).

'Measurable' - We must be able to evaluate the pilot, specifically if the interventions have helped (NB: but we can only evaluate very short-term effects within our time frame).

b) Selection Criteria to identify relevant pilot projects:

The pilot projects proposed by a partner should respect the following criteria:

1. **Open access** - Knowledge on the results of the pilot and its evaluation will be shared through open access as a key part of this RIGHT project.
2. **Available pilots** - (Meaning: initiatives already on their way/at an advanced stage of planning, which will allow us evaluation (and possibly an improved version 2.0).
3. **Pilots we can create ourselves** – Sub-criteria:
 - a. Cost/benefit ratio (expected impact related to necessary budgets/hours)
 - b. Time (completed evaluation before month 30)
 - c. Created as per details highlighted in Section a).
4. **Long-term durability** - (Meaning: financial sustainability – i.e. Affordable, payback/cost reduction; stakeholder/user participation, etc.).
5. **Scope: We want to cover:**
 - a. More sectors/occupations and pilots.
 - b. Addressing various thematic lines and levels/stakeholders.
 - c. And relevant to more countries.



Example of a matrix to be created in an excel spreadsheet:

New Generation						
Employers						
Competencies						

1. General information	
Title of the pilot project:	Mind the Gap for SME manufactory companies

Main institution involved:	IUC Syd and Region Skåne	
Research Coordinator within RIGHT:	Joakim Thureson	
Location of the practice:	Country:	Sweden
	Contributors & roles:	Project leader

2. Detailed description	
Detailed information on the tool:	<p>The manufacturing industry face a large skills gap, but few companies are able to identify their future need of skills. Mind the Gap is a tool for SME management to identify the skills needed in the future, based on their strategic business plan.</p> <p>Mind the Gap is a workshop tool, a material that will address the skill gaps facing SME manufactory companies in a long-term perspective.</p> <p>The pilot project is addressed to management of SME manufactory companies in Skåne. During the pilot, the tool will be evaluated after workshops performed at 20-25 SMEs. The future vision is for the method, workshop material and results to be transferred to other Right-regions.</p>



Impact intended/expected:	After the pilot project, the participating companies will have a clear view of which skills are required and associated with their long-term strategy. It will be evident what capabilities the organization will need and how various initiatives can cover this need in the long term.
Resources needed:	Human resources are needed to develop the workshop material and perform the tests of Mind the Gap in 20-25 companies. There is also a need to secure external support to design and print the material.
Timescale (start/end date):	Pilot start date: September 2019 Pilot finish date: May 2021 Post-measurement SMEs: March 2021 Completed evaluation: June 2021
Pilot Evaluation:	Face-to-face interviews with stakeholders (companies, business organizations, municipalities) Pre, during and post
Risk analysis:	<ul style="list-style-type: none"> • Companies do not see any value in participating in the pilot project • The management team is too occupied to be able to take time for this type of strategic work • The companies do not find efforts that match the needs they have
Potential for learning or transfer:	Mind the Gap will be a first step for analysing SME business plans and their long term skills need together with the management team in the companies. It is a geographically and industry-independent material that can be used in all regions / countries and in all industries to find out future skill needs. The tool will be easy to translate into different languages and apply to different industries in different regions / countries.
Dissemination:	Social media, webpages, newsletters and meetings with companies, partners and potential partners and region/municipalities. The product Mind the Gap could be made available for translation and be used in other Right-regions.
Further information:	Has to be defined
Contact details	
Name	Joakim Thureson
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Expert opinion

[500 characters] ***Technical: to be filled in by the Policy Learning Platforms experts***

We will develop a matrix to 'score' pilot projects on the relevant criteria listed at the beginning of this file - at a) and b)

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c) What makes a pilot project interesting?

A relevant pilot project should be:

Doable – Completed between month 10 & 30 of RIGHT.

Transferable - Applicable (at least in theory) to other countries/sectors/occupations.

Specific – A specific intervention intended to help address a specific skills gap (or an underlying structural barrier, i.e. training costs for SME).

Demand driven - There must be a demand either directly from SMEs or from intermediaries (i.e. vocational colleges or training providers).

'Measurable' - We must be able to evaluate the pilot, specifically if the interventions have helped (NB: but we can only evaluate very short-term effects within our time frame).

d) Selection Criteria to identify relevant pilot projects:

The pilot projects proposed by a partner should respect the following criteria:

6. **Open access** - Knowledge on the results of the pilot and its evaluation will be shared through open access as a key part of this RIGHT project.
7. **Available pilots** - (Meaning: initiatives already on their way/at an advanced stage of planning, which will allow us evaluation (and possibly an improved version 2.0).
8. **Pilots we can create ourselves** – Sub-criteria:
 - a. Cost/benefit ratio (expected impact related to necessary budgets/hours)
 - b. Time (completed evaluation before month 30)
 - c. Created as per details highlighted in Section a).
9. **Long-term durability** - (Meaning: financial sustainability – i.e. Affordable, payback/cost reduction; stakeholder/user participation, etc.).
10. **Scope: We want to cover:**
 - a. More sectors/occupations and pilots.
 - b. Addressing various thematic lines and levels/stakeholders.
 - c. And relevant to more countries.

Example of a matrix to be created in an excel spreadsheet:

New Generation						
Employers						
Competencies						

3. General information	
Title of the pilot project:	Validation and education/training for SME manufactory companies employees

Main institution involved:	IUC Syd and Region Skåne	
Research Coordinator within RIGHT:	Joakim Thureson	
Location of the practice:	Country:	Sweden
	Contributors & roles:	Project leader

4. Detailed description	
Detailed information on the tool:	<p>The pilot project contains taking a group of people at a company, conducting a validation of this group, map what skills they have and comparing it to the future needs that the companies have. Based on the gap that emerges, it may be necessary to implement trainings that can be carried out at local learning centers. The training at the local learning centers is adapted to the needs of the company and is aimed at developing existing staff skills.</p> <p>In order to know what the future needs of the company are, and which group of people that should have their skills validated, it will be possible to make use of the pilot project Mind the Gap. For some cases it will define and prioritize where the efforts should be made.</p> <p>The pilot is first and foremost to see how the already existing Swedish validation tool works, and if it can be linked to the implementation of training courses at the local learning centers.</p>



Impact intended/expected:	The expected results are to see if the combination of validation and local learning center can be used to efficiently and quickly increase the level of skills of existing staff.
Resources needed:	There is a need to buy the validation tool, external expertise to lead the work, and trainings linked to the needs of the selected target group of each company. In addition, IUC Syd project leaders own time in the project sets the limit on how many companies / validations that will be conducted.
Timescale (start/end date):	Pilot start date: September 2019 Pilot finish date: May 2021 Post-measurement SMEs: March 2021 Completed evaluation: August 2021
Pilot Evaluation:	Face-to-face interviews with stakeholders (companies, business organizations, municipalities, professional organizations, sectors, unions, learning centers) Pre, during and post
Risk analysis:	<ul style="list-style-type: none"> • 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
Potential for learning or transfer:	It is a way to ensure and map the existing level of skills of employed staff and whether the opportunity exist to train these instead of recruiting new staff. By not only analyzing and presenting the needs but also link with learning centers where concrete training can take place in an efficient and resource-efficient way, the pilot becomes interesting regardless of region / country / sector.
Dissemination:	Social media, channels for regional promotion, partners, newsletters, homepages, meetings with SMEs Communication WP2
Further information:	Has to be defined
Contact details	
Name	Joakim Thureson
Organisation	IUC Syd and Region Skåne
Email	joakim.thureson@iucsyd.se
Expert opinion	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts] We will develop a matrix to 'score' pilot projects on the relevant criteria listed at the beginning of this file - at a) and b)</i>

