



RIGHT
RIGHT SKILLS FOR
THE RIGHT FUTURE

Vestland County Council

Pilot RAS-Technology



Work Package 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:

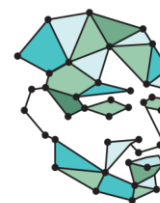
The pilot projects proposed by a partner should respect the following criteria:

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. Relevant to more countries.

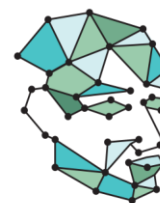


Pilot nr. 1: RAS – Indoor Recirculating Aquaculture Systems

1. General information	
Title of the pilot project:	RAS – Indoor Recirculating Aquaculture Systems
Main institution involved:	Hordaland Higher Professional Collage (HHPC)
Research Coordinator within RIGHT:	<ul style="list-style-type: none"> Adeline Landro, Vestland County Council (Staff member at HHPC) Email: Adeline.Landro@hfk.no; Mob. +47 9979 2813
Location of the practice:	Country: Norway (open for collaboration with other partners in the NSR)
	Contributors & roles: The clusters NCE Seafood Innovation and GCE Ocean Technology. The role of these clusters is to provide input in the development of the new education programme and recruit participants to the pilot. Hordaland Higher Professional College: the role of the college is to develop the pilot programme.
2. Detailed description	
Detailed information on the tool:	<p>The dual objective of sustainable aquaculture, i.e., to produce food while sustaining natural resources is achieved only when production systems with a minimum ecological impact are used. Recirculating aquaculture systems (RASs) provide opportunities to reduce water usage and to improve waste management and nutrient recycling. RAS makes intensive fish production compatible with environmental sustainability. The traditional fish farming industry is experiencing problems regarding both marine pollution and high levels of fish disease. RAS is a relative new technology in our region attempting to solve some of these problems. New technologies require new skills for the workforce and a new education program.</p> <p>The projects purpose is to develop two flexible module based educations in RAS-technology, each with 30 student's points. The target is mainly small and medium sized businesses which have a skill gap in RAS-Technology.</p>



	<p>The expected outcome is a higher level and multilevel set of skills in this new technology for the fish farming industry.</p> <p>The level of education is higher vocational training. Hordaland Higher Professional College is an integral part of the Vestland County Council and it will develop a tailor made education program to solve the RAS related skills gap in collaboration with the relevant clusters, companies and other relevant stakeholders.</p> <p>The results of the project will be transferable to other fish farming regions. We are considering the possibility of developing the educational programme for an international market in order to increase the positive effects of the pilot across the NSR.</p>
Impact intended/expected:	<p>We expected that the participating companies will increase their competence in the new technology by participating in the pilot. On that basis, they will increase their competitiveness, as well as their innovation capacity within this field. The purpose of the pilot is to develop a way to capitalize a growth potential in the blue energy sector and related sectors. The Gap-Analyse and regional skills strategy which are develop trough the RIGHT project will be used as fundamental background information through this project.</p> <p>This pilot also aims to ensure the SMEs abilities to engage in capacity building. The goal is to reduce the skills gap within the aquaculture through develop and implement a flexible educational I program for RAS-technology.</p>
Resources needed:	<p>Estimated Cost:</p> <p>Development of the educational programme: 33 000,- EUR</p>
Timescale (start/end date):	<p>The development of the curricula for the education program will start in September 2019.</p> <p>Development process starts in September 2019, and the programme is expected to be approved by the Norwegian Agency for Quality Assurance in Education (NOKUT) by June 2020.</p> <p>The expected start date for courses is September 2020.</p> <p>Pilot finish date: June 2021.</p> <p>Post-measurement SMEs: June 2021.</p> <p>Completed evaluation: September 2021.</p>
Pilot Evaluation:	<p>After the education is finished, a survey is planned to collect feedback from the participating people and companies.</p> <p>Evaluation criteria:</p>



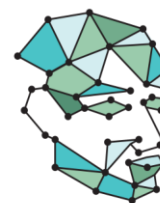
	<ul style="list-style-type: none"> - Percentage of completion (completed programme vs. total signed up). - To what extent the education programme meets the skills needs for the aquaculture industry. - To what extent is the content of the education program adapted to the skills level of the employees. - To what extent does the pilot contribute to increased innovation capacity in the SMEs. - To what extent does the pilot contribute to capacity building for the SMEs. <p>Evaluation result: Report (quantitative and qualitative)</p>
Risk analysis:	<p>The risks for this pilot are assessed with regards to key stakeholders which may significantly affect the pilot's outcome in either positive or negative manners:</p> <ul style="list-style-type: none"> - Stakeholders relevant for additional funding to develop and implement the programme (public and private bodies). - Stakeholders relevant for providing the academic and technical inputs necessary to implement a skills-relevant programme (clusters)
Potential for learning or transfer:	<p>RAS is a new technology, relevant to other regions with traditional fish farming industry.</p> <p>The possibility for developing the programme in a way that it suits partners in the NSR is being considered. There is a need to establish the partners' needs in this respect.</p>
Dissemination:	<p>According to the projects application WP2 and the project's communication plan. This will include but not be limited to:</p> <p>Internet: Hordaland.no and social media.</p> <p>Dialogue with the industry (The two cluster partners)</p>
Further information:	<p>More detailed information to come. Among others, the platform www.marinetraining.eu provided by project partner Ghent University will be used to facilitate and promote pilot related public events and trainings.</p>
Contact details:	
Name:	Adeline Landro
Organisation	Vestland County Council
Email	Adeline.Berntsen.Landro@vlfk.no
Expert opinion	<p>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</p> <p><i>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></p>



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Pilot Project Formats



Work Package 4: Pilot Project Format

c) What makes a pilot project interesting?

A relevant pilot project should be:

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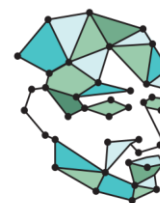
Demand driven - There must be a demand either directly from SMEs or from intermediaries (i.e. vocational colleges or training providers).

'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. Relevant to more countries.



Pilot nr. 2:

3. General information					
Title of the pilot project:	Strategic HR as a tool for transitioning into new markets				
Main institutions involved:	Vestland County Council Alver municipality				
Research Coordinators within RIGHT:	Kristin Iversen, Vestland County Council Email: Kristin.Iversen@vlfk.no ; Mob. +47 9864 6596				
Location of the practice:	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #e0f2f1; width: 20%;">Country:</td> <td>Norway (open for collaboration with other partners in the NSR)</td> </tr> <tr> <td style="background-color: #e0f2f1;">Contributors & roles:</td> <td>Vestlan County Council: coordinating role Alver municipality: recruiting SMEs to participate in the pilot and developing the methodology</td> </tr> </table>	Country:	Norway (open for collaboration with other partners in the NSR)	Contributors & roles:	Vestlan County Council: coordinating role Alver municipality: recruiting SMEs to participate in the pilot and developing the methodology
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Contributors & roles:	Vestlan County Council: coordinating role Alver municipality: recruiting SMEs to participate in the pilot and developing the methodology				
4. Detailed description					
Detailed information on the tool:	<p>The target group for this pilot is SMEs in Alver which are in the process of transitioning to new markets.</p> <p>The core of the project is to use Vip 24, a tool used in individual career guidance as a strategic HR tool for companies in process of transitioning to new markets.</p> <p>By starting from the concept of "the right man in the right place" (job match in vip24 mindset) companies can gradually ensure that the organization as a whole performs better and at all times has the right expertise. This is done by organizing the resources in each business area in a more optimal way, based on individual profiles and interaction between them.</p> <p>The pilot intends to build on the findings from WP3: Hordaland's SMEs need skills connected to:</p> <ul style="list-style-type: none"> - New markets: Connected to disruption, conjuncture changes and economic fluctuation. - Mixed skills - Digital skills - Innovation skills 				



	<p>In the pilot all employees in the participating companies will take the Vip 24 test. By profiling all employees in an organization the company gets a complete overview of the resources (talents) of the organization and you can work out HR strategies for developing the desired competence.</p> <p>The participating companies will receive counseling on how to interpret and use the data. The goal is that this will strengthen their position when entering new markets.</p>
Impact intended/expected:	<p>It is expected that the participating companies will improve their business model and the company strategy</p> <p>The aim of the pilot is also to ensure the SMEs abilities to engage in skills development.</p>
Resources needed:	<p>Access to the Vip 24 tool.</p> <p>Qualified supervisors for counseling the SMEs on how to interpret and use the data.</p> <p>Funding estimated: 50 000 EUR</p>
Timescale (start/end date):	<p>Identifying participants and Qualified supervisors: February/Mars 2020</p> <p>Pilot finish date: December 2020</p> <p>Post-measurement SMEs: January 2021</p> <p>Completed evaluation: March 2021</p>
Pilot Evaluation:	<p>After the pilot is finished, a survey is planned to collect feedback from the participating companies.</p> <p>Evaluation criteria:</p> <ul style="list-style-type: none"> - To what extent have the participating SMEs obtained a better overview of the company's competence and skills - To what extent has the pilot contributed to organizational changes - To what extent has the pilot contributed to capacity building for the SMEs. <p>Evaluation result: Report (quantitative and qualitative)</p>
Risk analysis:	It is critical to get SMEs to participate in the pilot
Potential for learning or transfer:	The methodology could be transferable to other regions in transition
Dissemination:	<p>According to the projects application WP2 and the project's communication plan. This will include but not be limited to:</p> <p>Internet: Vestland fylke.no and social media.</p>



	Dialogue with Meland/Alver municipality and the industry in the region (local business organisations).
Further information:	More detailed information to come.
Contact details	
Name	Kristin Iversen
Organisation	Vestland County Council
Email	Kristin.Iversen@hfk.no
Expert opinion	<p>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</p> <p><i>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></p>