



Past - Present - Future



# CULTURE FOCUSED EVENTS IMPROVING LABOUR-MARKET IN INDUSTRIAL REGIONS

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Joint Report

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PP 10, Stebo



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## Abstract

Within WPT3 the concept of Industrial Culture is tested in its contextual capability to secure labour force and bind companies. Four meet and greets have been organized between companies facing industrial transformations and (unemployed) potential future employees. The job events specifically focused on defining and moving past cultural prejudices on the side of the work force as well as companies - both facing the transforming industrial society.

The participating partners have organized the job events because they strongly believe that there are many talents and skills present in the regions, and that if companies are guided in looking from a different perspective they would see that a vast work force is actually present. Countering brain drain and getting rid of cultural prejudices by engaging into authentic face to face conversations have been the main goals of the events. Focus was on actual demand and offer of both employees and employers.

The events itself were shaped as speed date workshops, with well-prepared pre- and post-trajectories in which both companies and candidates received guidance and the first matches were made.

There was very valuable feedback both from the companies' and labour-seekers' side in order to meet each other needs better. Also, a number of matches were made.

## Project Context

InduCult2.0 addresses Central European regions mono-focused on industrial production. The project unites 8 such regions and their stakeholders which, together with the support of two academic institutions, reveal the Industrial Culture of those regions as well as its added value for positioning them as appealing places for work, life, and recreation. Initiatives are situated within four work packages: (1) Establishing and promoting the concept of Industrial Culture in Central Europe's industrial regions; (2) Priming Industrial culture as a unique feature of regional identity; (3) Deploying Industrial Culture for securing labour force and strengthening the ties of companies; (4) Fostering creativity and innovation in the environment of industry and its remains. The partners form a transnational 'Learning Network'. Based on peering, exchange and co-creation, they set up concepts, pilot actions and strategies.

Within WPT3 the concept of Industrial Culture is tested in its contextual capability to secure labour force and bind companies. Indeed traditional industries have created a distinct work culture, made up of certain skills, loyalties, habits, attitudes. However, recent industrial and social transformations require their adoption. Also, partly because of historic connotations, industrial work and environment are today often perceived as little attractive. Industrial companies, on the other hand, often have not yet discovered the chance of binding/attracting work force by taking on regional responsibility. Innovative culture-based approaches can help reinforcing regional commitment of both employers and employees.

## 1. Introduction

Within WP T3, four meet and greets have been organized between companies facing industrial transformations and (unemployed) potential future employees. The job events specifically focused on defining and moving past cultural prejudices on the side of the work force as well as companies - both facing the transforming industrial society.

Since the industrial environment and demands are not the same in the four participating regions, all aspects were designed in close reference to the local context (industry4.0 environment, companies, and potential future employees). The applied methodology for the job event itself was however the same for all regions, namely a small-scale speeddate - with a well-planned pre trajectory during which cultural prejudices were listed and possible matches made, and a post event phase centralizing further guidance and follow-up of both companies and labour seekers.

## 2. Objective

The underlying issue for all InduCult2.0 regions is the image problem the industrial sector is currently facing. The sector is transforming very rapidly and this is also recognizable in the types of available jobs. The job content and responsibilities are equally changing, and with it the expectations and cultural prejudices on the side of companies and potential employees.

The rationale behind each of the events lies in the mismatch between those expectations and prejudices. Most regions face the problem of brain-drain. Although the Industry 4.0 transition is booming in Slovenia (in the sectors of toolmaking, measuring techniques, components manufacturing, electric motors, energy,...), Italy (digital upgrades) and Poland (starting phase) many experienced workers move to the metropolises where larger companies are more successful in attracting (young) labour forces. In Belgium companies are facing problems in finding a good balance of employees that are able to perform the new tasks connected to Industry4.0. Often both high education profiles and blue-collar skills are necessary. But Limburg companies are not able to clearly define or translate these new competences into clear vacancies or education programmes. The latter holds true for the

Slovenian cases as well. The mismatch between companies and employees thus already starts at the level of education.

The participating partners have organized the job events because they strongly believe that there are many talents and skills present in the regions, and that if companies are guided in looking from a different perspective they would see that a vast work force is actually present. Countering brain drain and getting rid of cultural prejudices by engaging into authentic face to face conversations have been the main goals of the events. Focus was on actual demand and offer of both employees and employers.

## 3. Target Groups reached

### 3.1 Cultural prejudices

The InduCult2.0 job events target those people that are planning to leave for the metropolises, as well as the young generation living and studying in peri-urban industrial regions. These are often unexperienced or consist of Industry3.0 blue-collar workers. In Slovenia, students profit from good education programmes and easily find jobs in other regions, mostly connected to the cities. The students were therefore not easily convinced to take part in the job event. In Italy there is also a high rate of unemployed people responding to the NEET profile. Especially the young, experienced group has cultural prejudices towards industry related jobs which are often considered as 'dirty'. Also, Industry 4.0 jobs require a high level of flexibility and adaptable conditions (e.g. short term contracts). Young people and blue-collar workers in the participating regions are however looking for permanent, well-paid jobs. Additionally the competences and profiles searched for by the companies divert from the Industry 3.0 profiles. Many unemployed people and graduates have troubles connecting these with their own talents and skills, especially in the Belgian case.

Employers on the other hand feel like they cannot find suitable work force in their operating region. This holds true for:

- Poland, where some bad habits and attitudes from communist times have contributed to this idea. Companies are seeking for solid physical workers, professionals and high-level specialists.
- Italy, where unemployment has increased so dramatically that young people feel increasingly like 'extra's' in the labour market instead of leading actors;
- Slovenia and Poland where the companies' return offer is quite poor: low wages and in many cases low respect for workers. It gives the impression that jobs are not well appreciated (in terms of both earning and acquiring knowledge and expertise), another cultural prejudice.

### 3.2 Description

Considering these cultural prejudices the meet and greets have mainly targeted pupils, students, unemployed and companies, added with musea, employment offices and other industrial actors. While in most regions focus was mainly on unemployed people, BSC Kranj has from the start aimed at reaching students of the Gorenjska region (Vocational College and even Secondary Technical School). Being brought up with the traditional values they can motivate their children to go for a job in the industrial sector and to look beyond the cultural prejudices they might have. In all regions labour seekers were mostly young people (in Belgium the average age was 29).

The selection of companies was done with careful reference to the diversity of the industrial sector and targeted enterprises with actual open vacancies. In Italy companies and startups in fashion, design, packaging and ICT were contacted. In Belgium the construction sector as well ICT, production and logistics have been approached. Slovenia companies were all active in the technical field. Poland targeted the food-, chemical, cement and lime sectors as well as metal industries. Each of these were looking for new employees, in order to face the transformation into Industry 4.0..

## 4. Methodology

### 4.1 Pretrajectory

All job events were carefully prepared. Both companies and candidates were selected and contacted in advance allowing the definition of possible matches and any cultural prejudices existing on the sides of companies and labour-seekers. Candidates in many cases received personal guidance in preparing the conversations with the companies. In most regions it was easy to convince people and enterprises to participate.

The Padova Chamber of Commerce (It) involved Galileo Visionary District, the Science and Technology Park of Padua. They contacted candidates and enterprises, checked CVs and selected the participants. The first screening of resumes was a strategic point, allowing a better focus and ease a potential match between company and candidate. Cultural prejudices were as such charted. Meanwhile candidates were helped to understand and value job propositions (highlighting the positive, creative aspects of the offered positions) and to present themselves. Companies were supported in exactly defining job profiles (required competences and experience, education,...). This work focused on actual and real needs of the companies and competences of candidates. Job descriptions were published on a website specialized in job research, in Chamber of Commerce, Galileo Visionary District, Start Cube and SID's social network. An individual registration website was opened.

In Opole (P) candidates were contacted during phone interviews and asked about their job preferences, interests, talents,.. This information had a huge impact on the matching of the candidates to the right companies. Both parties were convinced of the need of such a type of job event bringing them closer together.

In Kranj (Sl)...companies were invited to participate personally. Close contact was held with the ones who decided to participate, and this up till the actual start of the event. Some of them already experienced this type of event before, others needed more guidance and received it from the organizers. The companies' interest and expectations were very high. Students were given information on the purpose of the event and were asked to prepare themselves. The preparation was thus not part of their daily curriculum. The most difficult part of the event was getting the motivation up for the students' participation. This requires support from the teaching staff and the management. As a result some of the students were not as well prepared as others were. An exhibition on traditional and new innovative industrial companies was already set up for the Carousel of Professions, another event of the InduCult project organized in October 2018. It was a nice tool to motivate students to participate in the job event, where the exhibition was also set up.

In Limburg (B) companies were recruited with the help of VOKA (who has a company network). Stebo colleagues received training in recruiting. Labour-seekers were found in the trajectories offered by Stebo and via a Facebook call. It was not difficult to find them, demonstrating the relevance of the topic. Companies were highly interested in the idea of receiving feedback on their vacancies. During the pretrajectory companies and candidates were matched and asked to comment on CVs and vacancies of their match, using feedback questionnaires. The filled-in questionnaires were sent back to the enterprises and labour-seekers, and discussed during the speed dates. Candidates were invited before the event to discuss answers on their feedback forms and review of application forms, and received further guidance in these aspects.

## 4.2 Event

Authentic conversations where employer and employees get the time to know each other have been at the core of all job events. In all regions a speed date with a max. of 15 minutes for each conversation was chosen as the proper methodology. Candidates could meet different types of companies in a single day. In Italy, Slovenia, and Belgium the event started with respectively an introduction of the companies, their activities and open job positions, two motivational lectures on how to encourage innovations in a company, and an introduction of alternative work place possibilities. The speeddates were based on a well-prepared schedule indicating the possible matches between companies and candidates, allowing efficiency and smooth conversations.

In Italy, candidates had face to face interviews with entrepreneurs or HR Managers. During the event -especially during interviews- a tutor observed the feelings of the participants and got quick feedbacks. The atmosphere was relaxed and each party could talk easily about the expectation regarding the job. At the end of the meeting, the tutor asked impressions to companies and candidates.

In Poland, 141 interviews took place in a timespan of 2 hours. For the purpose of optimizing the hiring process, candidates were split up into two groups: 1) „Satiated” - those who are aware of their professions and skills, highly qualified, ambitious, willing to develop. 2) „Hungry” - people with lower qualifications, without specific career plans, with lower education, not working or with frequent breaks in employment.

In Slovenia, 7 minute speeddates were held between companies and students. The speed dating method was a very suitable way of getting to know each participant. In short conversations, everyone gained important information for themselves. It enabled the students to get good insights in the Gorenjska region labour market. Young people, who face important decisions about their future career, got to know their options in the local area. In addition, the knowledge of potential employees, their ideas and the way of thinking were communicated to the employers. To the latter these perceptions are important as they wish to acquire quality staff that fit in with the company values.

In Belgium focus was less on matches or filling actual vacancies, and more on feedback on vacancies and CVs. As such a ‘date’ was organized between companies and candidates who might not meet in person otherwise as e.g. the candidate’s ‘paper profile’ is considered less relevant for a company or does not reflect all its talents and relevant experience (gained in the cultural context of typical blue-collar workers). Or as e.g. the company’s vacancy seems to target skills, values and education standards a candidate does not identify himself with, even though he might be the perfect person for the job. Feedback on vacancies ranged from layout and jargon used towards matching with personal values and skills, and whether the vacancy provides a good image of what the company actually expects from its future employees. Feedback on applications ranged from general advise, layout, language and relevance of information, towards whether it reflects the candidates’ skills, personality and needs. Companies were asked whether they would have invited the candidate based on his/her CV, and whether meeting the person changed their minds? Candidates were asked whether they would have applied for the job based on the vacancy and whether meeting the HR manager changed their minds. The mutual feedback allows designing more ‘appealing’ vacancies which are more closely related to the current labour-seekers’ context, competences and values (cultural backgrounds). On the other side candidates might discover possible talents and skills that are very much appreciated by the current industry sector. During the entire trajectory they also gain confidence in presenting those personal assets as well as in giving constructive feedback and defining what they deem important when looking for a job ( competences that are highly valued in today’s Industry 4.0 environment).

## 4.3 Post trajectory

The follow-up trajectories differ from region to region and range from the actual further guidance of the candidates towards setting the theme in a stakeholder network which has decided to take steps in new offers (e.g. alternative education and workplace offers).

In Italy companies and candidates received a questionnaire asking for a feedback about the speed dates. They are also monitoring the follow-up, in order to get to the job creation of the foreseen FTEs (see chapter 5.2). The follow-up phase is still ongoing : after the matching phase, the new employee will be tutored during the first period of the working experience. Candidates which were not offered a position got acquainted with other possibilities (e.g.: training experiences).

In Slovenia a short interview with and an electronic evaluation form were made for the companies. The results of the speeddate interviews were recorded and used in a final evaluation of the 'Employment Café'. To the organizers it is important that the bond between students and employers has been made, and a lot of contacts exchanged between them. Since employers have their own legal procedures to follow, support and further guidance will only be provided when asked for. A specific trajectory has not been installed for this purpose.

In Poland people mostly received information about other projects, and companies were asked to become part of the InduCult2.0 focus group. But candidates will not receive a particular follow-up training or coaching.

In Belgium companies will receive more info on 'Place & Train Offers' and can ask for Stebo's guidance when deciding to implement these. Candidates receive further guidance in setting up CVs and in developing their pitching skills.

## 5. Results

### 5.1 Overview events

PP	Location	Date	Number of participants
6	Padova Chamber of Commerce headquarters	30.10.2018	42 (36 candidates, 6 companies)
7	Solski center Kranj	29.11.2018	43 (17 companies, 18 pupils, 5 students, 3 unemployed people)  (30 participants on each of two motivation lectures)
9	Exhibition and Congress Centre, Opole	25.10.2018	47 (35 candidates, 12 companies)
10	Noordlink, Lommel	02.10.2018	17 (6 companies / 11 labour-seekers)  (Workshop was embedded in a larger-scale talent market with 25 companies presenting their organization and vacancies.)



## 5.2 Matches overcoming cultural prejudices

### 5.2.1 FTE

The jobevent relates to a specific thematic result indicator stating that 12 FTE will be created. This corresponds to ca. 3 job matches per involved region.

In Poland at least 5 job seekers have been invited for a training period (internship). In Belgium 2 follow-up interviews are scheduled between participating companies and candidates, as well as an internship with a company present at the talent-market which the workshop was one part of. In Italy companies are evaluating the candidates during further contacts and interviews. In Slovenia mostly summer jobs and intern scholarship agreements were made since participants were mainly students. The evaluation forms used will be send to the companies to get their feedback on employment possibilities. A close contact with the Employment Office will reveal new jobs.

Moreover, in several cases the job-market events were linked to existing job fair formats as an add-on. Some participants who went through the workshop later on also visited the job fair, bringing some into work via this way.

Due to ongoing trajectories an indicator on the number of jobs created can only be given at the end of the project duration.

### 5.2.2 Mutual Feedback

There was very valuable feedback both from the companies' and labour-seekers' side in order to meet each other needs better.

E.g.

- Companies were asked to organize tours in the factory in order to understand how it works, who works there and what type of positions they need to fill in.
- In their vacancies, companies should put more focus on the required competencies and required personal skills (e.g. teamplayer) as well as on the value system of the company.
- Companies should less explicitly ask for high education or experience, and judge on these aspects only after they have met the candidate (which might have other relevant skills).
- Candidates should shape their CV's according to the company they are applying for (use a standard but alternate in describing e.g. working experience or personal values).
- Candidates should not be afraid to formulate what they need / consider ideal working circumstances (e.g. wages but also work context, values and motivations).

## 6. Evaluation: proposals for improvement and continuation

### 6.1 InduCult2.0 partnership

The overall impression of the participating partners was that the events were successful and valued because of the applied methodology. It allowed closer and more personal contacts between the two parties involved, leaving space for an open and less formal dialogue - which is often missing in larger-scale events.

A thorough preparation is deemed necessary. Pre-defining the job position and required skills, as well as the candidates' profiles, and working with the feedback gained from the participants has allowed more efficient job interviews. Participants could focus more on each other's needs and talk about (overcoming) cultural prejudices as well as breaking the stereotypes going along with jobs in the industry sector.

In Belgium not all candidates' profiles were answering 100% to the vacancies. But since in this case the purpose of the job event was more on feedback than on filling actual vacancies, this aspect has not hindered the implementation. If this pilot should be repeated and/or shaped into an actual project, more time would however be spent in a methodology that allows defining more suitable/one-to-one matches between companies and candidates.

Also, the participating partners have noticed that there is still a strong distance between companies and future employees due to the lack of attention for Industrial Culture and alternative place and train offers in the education sector. As long as this continues to be an issue, cultural prejudices will continue to exist. Future jobevents should therefore be coupled with a parallel trajectory targeting education programmes, and already at this point organize face-to-face conversations between students and companies.

### 6.2 Companies and candidates

Companies and candidates were asked for feedback at the events itself, via evaluation papers/questionnaires and via personal contacts afterwards.

All participating companies appreciated the speeddate approach which allowed to better and quickly define their needs and to avoid complex profiles. The pre-selection of the candidates was very useful leaving more time for discussing 'unexpected' aspects during short but effective interviews. They also liked the tight scheduling of the programme. Slovenian companies were positive on the idea of students as a main target group since it was an opportunity to access the young generation who may be part of their staff in the future. They praised the level of knowledge and motivation of the students. In conclusion their expectations about the events were strongly satisfied and many companies have expressed their willingness to participate in future events.

Candidates on the other hand appreciated the opportunity to express their expectations since in normal job interviews there is only a one-way conversation. In Belgium for example, they stated that it has allowed them to gain more confidence in talking about what cultural values and job contexts matter to them. Slovenian students were positive on the fact that the atmosphere was relaxed but that communication was still on a very high cultural level. And although not all students have attended the event, the ones who were there were highly motivated to cooperate.

In general both parties were positive about the creative methodology that was applied. According to the Polish participants it was really helpful in overcoming the recruitment problems in today's industrial sector.

Involving other stakeholders (museums, education, place & train,...) in the jobevent has been an eye-opener for many participants as well turning it into a '*valuable, inspirational learning moment*'.

## 6.3 Improvement

In general the education sector could be more involved since the mismatch and the existence of cultural prejudices (already) emerges at this stage - thus even before the actual contacts between employers and employees taking place only after graduation.

In Italy, the screening of the CVs proved time-consuming and required specific skills also by the consultants involved. The proposal to improve the event therefore is to work on a 4 helix strategy to enhance the cooperation among the different actors.

The Polish partner saw this pilot action as an important test-case, suggesting that increasing the number of candidates and companies would be feasible.

In Belgium, future events will focus stronger on actual one-to-one matches combined with a thorough feedback and honest conversation between the two parties involved.

In Slovenia the knowledge that it was hard to convince students to participate and to prepare themselves well has led to the idea that the preparation of future workshops should become part of the daily curriculum of students and pupils. And it was stated that although the methodology was very much appreciated, it could have been organized against a more open and traditional setting in order to make it more informal and recognizable to the public.

## 6.4 Continuation

In all regions companies have asked for a repetition and/or have expressed their willingness to participate in any future events. The methodology that centralizes feedback on vacancies and CVs was very much appreciated in Belgium by co-organizer VOKA (Chamber of Commerce) who has asked to present it to other companies, and to repeat it in its next event as it allows a closer and clearer relationship between employers and the labour market - while meeting each other's expectations.

The organization of follow-up events, and the refinement of the methodology have been integrated in the regional action plans and strategy papers of both the Belgian and the Polish partner (e.g. promotion of regional job fairs within the Europe Direct project). Stebo is planning to host a feedback moment for all companies who have and/or in the short term will participate in one of the 'Place and train' offers, in order to improve that service. Regarding the positive feedback from both companies and labour-seekers, it is most likely that a similar event will be organized in the future. It is worthwhile to repeat this exercise, and maybe translate it from a pilot action level towards an actual project scale. BSC Kranj is planning to organize another event in the future. For this they can rely on the support of the school management team and from a new stakeholders network called 'KONEKTOR'. The latter consists of 29 companies who will yearly be invited to participate in the 'doors open day' and 'employment café' to meet the students and to show their new projects.

The results and knowledge gained at each individual event have been reported to PP10 in individual templates. The scientific partners compile and reflect on all WP3 deliverables and will integrate the main outcomes into an achievement paper. These papers can be used as a basis for other peri-urban industrial regions and organizations looking for approaches to secure labour force and bind companies. The joint report and achievement paper will serve to convince policymakers and companies of the benefits of the 'Meet and greet' events' for peri-urban regions. As a consequence new funding might be found to organize follow-up events after the project runtime.

## 7. Annexes (picture documentation and individual partner reports)

### 7.1 Padova Chamber of Commerce - PP6





Past - Present - Future



Theme	Answer applicable to your region	Questions for PP10?
<b>Context</b>		
Location, Date and number of participants	Padova Chamber of Commerce headquarters, 30.10.2018, 36 participants (candidates)+6 companies	
<b>Evaluation</b>		
<p><b>Target Groups:</b></p> <ul style="list-style-type: none"> <li>- Which target groups did you reach (define by number)?</li> <li>- Do they meet the ones set in the concept paper?</li> <li>- Was it difficult to convince them to participate?</li> <li>- Which additional stakeholders were involved (how and why)?</li> </ul>	<p>Considering the purpose of the jobevent (finding a match between demand and offer of work), we defined 2 target groups:</p> <ul style="list-style-type: none"> <li>-companies and startups working in different sectors (fashion, design, packaging, ICT), looking for new employees, in order to face the transformation into INDUSTRY 4.0 (or thinking to take an opportunity facing this change)</li> <li>-young candidates (employed and unemployed) with a diploma or a University degree, looking for a job.</li> </ul> <p>-The target groups we involved fit with the ones in the concept papers: companies (and startups), young employees and unemployees with a diploma or a University degree.</p> <p>Companies invited to the event were 7; 6 of them participated to the one day meet and greet event.</p> <p>Candidates invited to the event were 62; 42 confirmed the participation; 36 participated to the one day meet and greet.</p> <p>Individual interview: 56 (35 candidates).</p>	

	<p>-It was quite easy to convince the two groups to participate: with reference to companies, they appreciated this opportunity; with reference to candidates, most of them were glad to participate because they were looking for a job.</p> <p>-Padova Chamber of Commerce involved Galileo Visionary District, the Science and Technology Park of Padua, for the organization of the event, contacts with candidates and enterprises, check of CVs and selection of participants, promotion of the event, tutoring during the event, follow up phase.</p> <p>Moreover, other stakeholders were involved:</p> <p>Progetto Giovani Padova team was involved in the promotion of the event asking to promote the event through its newsletter and social.</p>	
<p><b>Methodology:</b></p> <ul style="list-style-type: none"> <li>- What method did you use and do you feel that the applied methodology was useful (e.g. speed date?)</li> <li>- How did you capture the results of the conversations?</li> <li>- How did you overcome the cultural prejudices (or in other words: how did you tackle the needs of both the employers/employees)?</li> </ul>	<p>The methodology has been a win-win method, based on the concept paper realized in D.T.3.4.5: the entrepreneurs or the HR Managers had the opportunity to save time, through job interviews with pre-selected candidates; the latter could meet different types of companies, both startups and big enterprises, in a single day after having studied the most important requirements that companies were looking for.</p> <p>The first screening of resumes (CV) was a strategic point, allowing a better focus and ease a potential match between company and candidate.</p> <p>-During the event -especially during interviews- a tutor observed the feelings of the participants and got quick feedbacks.</p> <p>The atmosphere was relaxed and each part could talk easily about the expectation regarding the job.</p>	

	<p>At the end of the meeting, the tutor asked impressions to companies and candidates and all appreciated the event method.</p> <p>The involved companies were satisfied with the initiative.</p> <p>Companies appreciated the preliminary work of candidates' profiling.</p> <p>The way we used to overcome the cultural prejudice was a preliminary work of understanding the needs of companies, finding the right candidates, screening CVs and matching profiles with job positions; meanwhile we worked with the candidates in order to help them to understand and value job propositions (highlighting the positive, creative aspects of the offered positions) and how to present themselves: this work, focused on actual and real needs of the companies and competences of candidates.</p>	
<p><b>Trajectory:</b></p> <p>- What actions did you take to approach and engage companies/employees before and after the event?+</p> <p>- Did you have the idea that you spent enough time in the preparatory/follow-up phase? Were there any topics/issues you would like to have elaborated on more before or after the event?</p>	<p>After discussion with the focus group members, we focused our attention on companies facing the transformation towards INDUSTRY 4.0 in different sectors: fashion, design, packaging, ICT.</p> <p>Once we identified them, we supported them to exactly define job profiles: which competences the candidates should have, if a previous job experience was needed, if the candidates should have a specific scholar preparation.</p> <p>Job descriptions were useful to recruit candidates: these job descriptions were published in a web site specialized in job research, in Chamber of Commerce , Galileo Visionary District, Start Cube and SID's social network and web sites and a specific registration form was opened.</p> <p>All candidates could send a CV and register to the event; each of them was asked to show a preference for one or more of the open job position (according job descriptions agreed with the companies).</p>	

	<p>In the days before the event, all CVs received were screened in order to match candidates and companies; if candidate's competences were not too clear or candidates were not too fitting to job position indicated or preferred, we tried to better define them asking for additional information, in order to match their profile with the companies' needs.</p> <p>During the first part of meet and greet event each company presented itself, its activity and open job positions.</p> <p>Later, the targeted speed date took part: in order to maximize efficiency and effectiveness of the event, we prepared in advance a schedule indicating the matching between companies and candidates, according to the specific companies' job positions and the candidates' preferences. Candidates had face to face interviews with entrepreneurs or HR Managers.</p> <p>After the event we sent companies and candidates a questionnaire asking for a feedback about interviews. We're also monitoring the follow-up, in order to get to the job creation of the foreseen FTEs.</p> <p>With reference to the preparatory phase, we think we spent the right time in developing a methodology, based on the concept D.T.3.4.5., that could get the best matching between candidates and companies.</p> <p>Thanks to this methodology, we were able to identify in advance the candidates with the mostly fitting skills and competences for each job position.</p> <p>The follow-up phase is still ongoing : after the ending of the matching phase, we'll tutor the new employee during the first period of working experience.</p>	
<p><b>Proposal for improvement</b></p>		
<p>What are your impressions? What went well? What was more difficult? Do you have any proposals for improvement?</p>	<p>We think that the event was successful in terms of participants and in terms of contacts between the two groups involved.</p> <p>Crucial elements:</p>	



	<ul style="list-style-type: none"> <li>- definition of job position/required skills;</li> <li>- screening of the CVs/pre-interviews with participants;</li> <li>- matching;</li> <li>- getting feedbacks and propose corrections.</li> </ul> <p>The screening of the CVs proved time-consuming and required specific skills also by the consultants involved.</p> <p>The proposal to improve the event is to work on a 4 helix strategy to enhance the cooperation among the different actors.</p>	
<p>What were the expressions of the stakeholders/companies? Do they have any proposals for improvement?</p>	<p>All participating companies appreciated the possibility to better and quickly define their needs, avoiding complex profiles, thanks to the consultants' expertise. They appreciated the venue and the speed dating approach.</p> <p>Companies ask for the repetition of the event (free of charge).</p> <p>According to the evaluation paper we submitted to companies, they found that:</p> <ul style="list-style-type: none"> <li>- the time dedicated to presentations was appropriate,</li> <li>- the candidates they met were fitting to their available positions,</li> <li>- the pre-selection of candidates was a useful operation,</li> <li>- any unexpected aspect appeared during the individual conversation,</li> <li>- the organization of the event was excellent in terms of timing of presentations and individual conversations,</li> <li>- they had no difficulties in managing the individual conversations,</li> <li>- the duration of individual conversations was adequate,</li> <li>- their expectations about the event were strongly satisfied,</li> <li>- it would be useful to propose an event like this again in the future.</li> </ul>	

	<p>According to the questionnaire we submitted to candidates, they found that:</p> <ul style="list-style-type: none"> <li>- Companies' presentations were exhaustive,</li> <li>- Companies clearly described the open job positions,</li> <li>- the skills and competences required for the job positions fitted with their expectations,</li> <li>- time dedicated to presentations and speed date was appropriate,</li> <li>- their expectations about the event were satisfied,</li> <li>- it would be useful to propose a similar event in the future.</li> </ul>	
Continuation		
Number of jobs created? (see indicator about 12FTE spread over the PPs, and discussion via email/5 <sup>th</sup> partnership meeting Croatia)	At the moment companies are evaluating the candidates they met, with further contacts and interviews.	
Do you provide further guidance for the employees who participated?	In case of hiring, a tutor will keep in touch with candidate and company in order to check for any troubles during the first working period.	
Were you able to set up long(er)-term relations with any of the companies (e.g. participation in next event/follow-up trajectory); co-thinking on design alternative alternative working places – e.g. train and place,...)	We proposed the candidates who didn't fit any offered position other possibilities (e.g. training experiences).	
Will you organize other similar events after the project ends?	We'll evaluate it with the local stakeholders.	



Past - Present - Future

## 7.2 BSC, Business support centre ltd., Kranj - PP7





Past - Present - Future



Theme	Answer applicable to your region	Questions for PP10?
<b>Context</b>		
Location, Date and number of participants	Šolski center Kranj, Kidričeva cesta 55, DATE: 29.11.2018, No.: 17 companies, 18 pupils, 5 students, 3 unemployed people (30 participants on each of two motivation lectures)	
<b>Evaluation</b>		
<b>Target Groups:</b> - Which target groups did you reach (define by number)? - Do they meet the ones set in the concept paper? - Was it difficult to convince them to participate? - Which additional stakeholders were involved (how and why)?	-The event reached students of Gorenjska region (the number of applicants: 80 students from Vocational College and Secondary technical school) - We've met the numbers set in the concept paper. We collaborated also with Employment office to invite some participants from there database. There were only few participants sent by them, because there isn't many unemployed people in the technology field. - Yes, it was difficult to convince them to participate. The reason for that is the situation in the economy at the time. Students have many possibilities to get a job so some of them are not interested to participate on the "Job Caffé". We presented the event as an opportunity to meet new companies and variety of employment opportunities. Additionally, there was still exhibition of representative industrial companies in the region presented with coordination of Gorenjska museum.	
<b>Methodology:</b> - What method did you use and do you feel that the applied methodology was useful (e.g. speed date?) - How did you capture the results of the conversations? - How did you overcome the cultural prejudices (or in other words: how did you tackle the needs of both the employers/employees)?	- Speed dating method was the most appropriate one for us, as we wanted to enable our participants the real situation in the Gorenjska region labor market. Young people, who face important decisions about their future career, need to know what options in the local area they have. In addition, the knowledge of potential employees, their ideas and the way of thinking are important for employers who want to acquire quality staff. - The speed dating method was a very suitable way of getting to know each participant. In short conversations, everyone gained important information for themselves. - The results of the interviews were recorded by the participants and we made a final evaluation based on the "Employment café". - Two motivational lectures on how to encourage innovations in a company and how to become successful were also organized.	

	<p>- An exhibition on traditional and new innovative industrial companies was already set up during the Carousel of Professions in October, and was also presented during the Career Day. Visitors could also watch a short film about representative industrial companies in the region and read a corresponding brochure, also designed within the InduCult2.0 project.</p>	
<p><b>Trajectory:</b></p> <p>- What actions did you take to approach and engage companies/employees before and after the event?</p> <p>- Did you have the idea that you spent enough time in the preparatory/follow-up phase? Were there any topics/issues you would like to have elaborated on more before or after the event?</p>	<p>- Before the event: We send an invitation to the companies with an explanation of how the event will take place. The companies that responded to our invitation were in contact with us up until the event. Some of them already had experience with speed dating employment café, while others needed more guidance. We've answered their questions related to the event itself. The companies interest and expectation was really high. After the event we organized a short interview and an evaluation in electronic form was made.</p> <p>- The preparation and the communication with the employers was sufficient in order that the event had happen.</p>	
<p><b>Proposal for improvement</b></p>	<ul style="list-style-type: none"> <li>- The event should be made traditional and more recognizable in the region</li> <li>- Better preparation for future employees. Preparation for students should be included in curriculum.</li> <li>- In addition to the lectures and company presentations, an active workshop for speed dating, communication and a preparation for job interview should be included. This year we prepared workshops within their curriculum.</li> <li>- The event could be organized in a more open space to make it more informal and visible.</li> </ul>	
<p>What are your impressions? What went well? What was more difficult? Do you have any proposals for improvement?</p>	<p>The event itself was successful, all the participants were pleased with the results. The atmosphere was relaxed but still the communication was on a very high cultural level. Not all the invited students attended the event, but those that came voluntary were highly motivated to cooperate. Some of the students weren't as prepared as others. This is where we have space for improvement. The most difficult part of the event was getting the motivation up for the students' participation. A lot of support is needed from the teaching staff and the management.</p>	

What were the expressions of the stakeholders/companies? Do they have any proposals for improvement?	The employers were enthusiastic and supportive of the initiative. They had the possibility to access the students who may be part of their staff in the future. Above all, employers praised the level of knowledge and motivation of students.	
<b>Continuation</b>		
Number of jobs created? (see indicator about 12FTE spread over the PPs, and discussion via email/5 <sup>th</sup> partnership meeting Croatia)	There has not been actual jobs created yet, because the students are still active in school, but there were summer job and intern scholarships agreements made. We will send the evaluation form to the companies to get their feedback about employment possibilities. We are also in the constant contact with companies and Employment office to find out if there was any jobs created. We will add this indicator until the end of the project duration.	
Do you provide further guidance for the employees who participated?	The bond between students and employers was made and there were a lot of contacts exchanged between them. Employers have their own legal procedures that they follow, and we provide the support, if needed.	
Were you able to set up long(er)-term relations with any of the companies (e.g. participation in next event/follow-up trajectory); co-thinking on design alternative alternative working places – e.g. train and place,...)	We have a long-term relationship with some of the companies, we called it the KONEKTOR (which means to connect). Every year, we now traditionally, regarding the doors open day and employment café invite our KONEKTOR signers (29 companies) to meet the students and to see what their projects are. We are broadly recognized as a good school and our students find jobs easily.	
Will you organize other similar events after the project ends?	We plan to organize the event in the future. The reason is a good feedback from companies, our students and other participants. Also, the school management supports the event.	



Past - Present - Future

### 7.3 Opolskie Centre for Economy Development - PP9



E-Newsflash movie available @ <https://www.facebook.com/Inducult2.0/videos/755425841467398/>

InduCult2.0 is implemented through the CENTRAL EUROPE Programme co-financed by the ERDF.



Past - Present - Future



Theme	Answer applicable to your region	Questions for PP10?
<b>Context</b>		
Location, Date and number of participants	Exhibition and Congress Centre in Opole, 25/10/2018, number of participants: 35 candidates and 12 companies based in Opolskie Voivodeship.	
<b>Evaluation</b>		
<b>Target Groups:</b> - Which target groups did you reach (define by number)? - Do they meet the ones set in the concept paper? - Was it difficult to convince them to participate? - Which additional stakeholders were involved (how and why)?	<b>Target group:</b> <ul style="list-style-type: none"> <li>• students from Opolskie Universities, graduates, unemployment people - 35 candidates,</li> <li>• 12 companies based in Opolskie Voivodeship,</li> <li>• 141 interviews (speed job dates),</li> <li>• 8 minutes each interview (speed job date).</li> <li>• The duration of speed job dating session: 2 hours.</li> </ul> - Yes. - No, it wasn't difficult. The candidates who took part in the event were the people who are interested in find/change a job in industrial sector. - The event was organized by OCRG and our contractors.	
<b>Methodology:</b> - What method did you use and do you feel that the applied methodology was useful (e.g. speed date?) - How did you capture the results of the conversations? - How did you overcome the cultural prejudices (or in other words: how did you tackle the needs of both the employers/employees)?	- The method was matching of the candidates to the employer based on the information obtained during phone interviews. They were asked about their professions preferences, interests, talents, etc. This very important information had a huge impact on the matching of candidates. - The results of the conversation were very satisfied. The speed date – 8 minutes each - it's creative approach to the requiring problem in industrial sector. Both, job candidates and represents of companies were content about the speed date formula. - Actually, the cultural prejudices weren't an issue. With rich historical background - food, chemical, cement and lime, metal industries in our region are still developing and giving new requiring challenges. There is a need for more and more motivated workers. Companies are seeking for solid physical workers, professionals as well as high-level	



	<p>specialists. That is why for the last few years we are observing „Time of the Workers”. Dynamic economic growth, steadily decreasing unemployment, economic emigrations causes that it is increasingly difficult to find a good worker.</p>	
<p><b>Trajectory:</b></p> <p>- What actions did you take to approach and - engage companies/employees before and after the event?</p> <p>- Did you have the idea that you spent enough time in the preparatory/follow-up phase? Were there any topics/issues you would like to have elaborated on more before or after the event?</p>	<ul style="list-style-type: none"> <li>- <b>The event involved 12 well-known as a good employer companies from Opolskie industry sector. The companies were willing to take part in the event and they were looking for employers. The point was matching of the candidates to the employer was based on the information obtained during phone interviews. They were asked about their professions preferences, interests, talents, etc. This very important information had a huge impact on the matching of candidates.</b></li> <li><b>For the purpose of optimizing the hiring process, candidates were split up into two groups:</b> <ul style="list-style-type: none"> <li>a) „Satiated” – those who are aware of their professions and skills, highly qualified, ambitious, willing to develop.</li> <li>b) „Hungry” – people with lower qualifications, without specific career plans, with lower education, not working or with frequent breaks in employment.</li> </ul> </li> <li>- <b>We spent enough time in the preparatory time. We are happy about final results.</b></li> </ul>	
<p><b>Proposal for improvement</b></p>		
<p>What are your impressions? What went well? What was more difficult? Do you have any proposals for improvement?</p>	<ul style="list-style-type: none"> <li>- <b>Our impressions are very positive. The goals were:</b> <ol style="list-style-type: none"> <li>1. <b>Promoting so-called „Industrial Culture” through presentation of the professions which are rooted in our region tradition.</b></li> <li>2. <b>Organizing the recruitment ground, wherein very short time (120 min.) each participant will have about 3 to 4 job interviews with a potential employer. (12 companies)</b></li> <li>3. <b>Presenting the most in-demand professions.</b></li> <li>4. <b>Creative approach to the requiring problem in industrial sector- innovative formula based on „Speed job dating”.</b></li> </ol> </li> </ul>	

	<b>5. Breaking the stereotypes in considering different professions.</b>	
What were the expressions of the stakeholders/companies? Do they have any proposals for improvement?	<p><b>We are happy, because all the goals were achieved. Definitely, the proposal for improvement is to increase the number of candidates and companies, because they are willing to take part in it again.</b></p> <ul style="list-style-type: none"> <li>- <b>As we know from candidates and represents of the companies (their feedback during the event and noted in the final report made by company which led the workshop and speed-date interviews), they like and appreciate the idea of the event (included the speed-date interview formula).</b></li> </ul>	
<b>Continuation</b>		
Number of jobs created? (see indicator about 12FTE spread over the PPs, and discussion via email/5 <sup>th</sup> partnership meeting Croatia)	<ul style="list-style-type: none"> <li>- <b>We got an information that at least 5 job seekers have been invited for training period.</b></li> </ul>	
Do you provide further guidance for the employees who participated?	<ul style="list-style-type: none"> <li>- <b>Yes. Then have got the information about other projects run by OCRG.</b></li> </ul>	
Were you able to set up long(er)-term relations with any of the companies (e.g. participation in next event/follow-up trajectory); co-thinking on design alternative alternative working places – e.g. train and place,...)	<ul style="list-style-type: none"> <li>- <b>Many companies declared their willingness to participate in the next events. However, Elsteel company (the steel industry company from Ozimek )declared their willing to take part in the next workshops for stakeholder.</b></li> </ul>	
Will you organize other similar events after the project ends?	<p><b>PP9 asked other organizations from regional focus group may be interested in continuation within their projects and we will put it in regional action plans. PP9 regularly helps with promotion of regional job fairs within Europe Direct project but no specific date of event is planned at the moment.</b></p>	



Past - Present - Future



## 7.4 Stebo - PP10



InduCult2.0 is implemented through the CENTRAL EUROPE Programme co-financed by the ERDF.



Past - Present - Future



Theme	Answer applicable to your region
<p>Location, Date and number of participants</p> <p>General</p>	<p>Noordlink Lommel 02/10/2018 25 (6) companies / 50 (11) labour-seekers</p> <p>Workshop was embedded in a larger-scale talent market with 25 companies presenting their organization and vacancies. Other elements of the talent market were: presentation by CEOs of VDAB and Stebo on purpose of job event and new ‘place and train’ offers / workshop on ‘place and train’ modalities / visit to three companies.</p>
<p><b>Target Groups:</b></p> <ul style="list-style-type: none"> <li>- Which target groups did you reach (define by number)?</li> <li>- Do they meet the ones set in the concept paper?</li> <li>- Was it difficult to convince them to participate?</li> <li>- Which additional stakeholders were involved (how and why)?</li> </ul>	<ul style="list-style-type: none"> <li>- 6 companies from several sectors (Construction, IT&amp;Technology, Maintenance, Production and Logistics) / 11 labour seekers (Province of Limburg, average age: 29)</li> <li>- In the concept paper focus was especially on the waste sector, we broadened the perspective towards other companies. Labour seekers were mostly young people brought up in the traditional blue-collar atmosphere.</li> <li>- Companies were recruited with the help of VOKA (who has a company network) + Stebo colleagues received training in recruiting, labour-seekers were found in the trajectories offered by Stebo and via a Facebook call. It was not difficult to find them, demonstrating the relevance of the topic. Companies were highly interested in the idea of receiving feedback on their vacancies.</li> <li>- VOKA</li> <li>- VDAB: place and learn trajectories (explanatory presentation for companies) + introduction by its CEO Tinne Lommelen</li> </ul>
<p><b>Methodology:</b></p> <ul style="list-style-type: none"> <li>- What method did you use and do you feel that the applied methodology was useful (e.g. speed date?)</li> </ul>	<p>The <b>overall aim</b> of the pilot action was to offer companies and labour-seekers the opportunity to receive feedback on their vacancies and CVs respectively, rather than on filling actual vacancies. The matchmaking was done before the actual job event by an</p>

<p>- How did you capture the results of the conversations?</p> <p>- How did you overcome the cultural prejudices (or in other words: how did you tackle the needs of both the employers/employees)?</p>	<p>external organization (Stebo in this case). As such a ‘date’ was organized between companies and candidates who might not meet in person otherwise,</p> <p>1) as e.g. the candidate’s ‘paper profile’ is considered less relevant for a company or does not reflect all its talents and relevant experience (gained in the cultural context of typical blue-collar workers) and/or</p> <p>2) as e.g. the company’s vacancy seems to target skills, values and education standards a candidate does not identify himself with, even though he might be the perfect person for the job.</p> <p>The mutual feedback allows designing more ‘appealing’ vacancies which are more closely related to the current labour-seekers’ context, competences and values (cultural backgrounds). On the other side candidates might discover possible talents and skills that are very much appreciated by the current industry sector. During the entire trajectory they also gain confidence in presenting those personal assets as well as in giving constructive feedback and defining what they deem important when looking for a job ( competences that are highly valued in today’s Industry 4.0 environment).</p> <p><b>- ‘Blind audition’ - Pretrajectory</b></p> <ul style="list-style-type: none"> <li>* Selection of companies and specific vacancies (mostly technical profiles)</li> <li>* Selection of labour-seekers + matching with relevant vacancies</li> <li>* Set-up of feedback forms + send out</li> <li>* First meeting with labour-seekers to discuss answers on their feedback forms and review of application forms.</li> </ul> <p><b>- ‘Speeddate’ (with rounds of 30’) - Job event</b></p> <ul style="list-style-type: none"> <li>* Matched companies and labour-seekers meet in person</li> <li>* 15’ feedback on vacancies (ranging from layout, jargon used towards matching with personal values and skills and whether it provides a good image of what the company actually expects from its future employee)</li> <li>* 15’ feedback on applications (ranging from general advise, layout, language and relevance of information towards whether it reflects the candidates skills, personality and needs)</li> <li>* Conclusion:</li> </ul> <p><i>Company:</i></p> <p>Would you have invited the candidate based on its CV? Did meeting the person change your mind? Did you have a better idea on their talents and skills, and how could they integrate</p>
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	<p>this info better in their CV. Or in other words, how can they overcome the cultural prejudices companies usually have?</p> <p><i>Candidate:</i>  Would you have applied for this job or for another job in this company based on the vacancy? Did meeting the HR manager change your mind? Did you have a better idea on the required skills and mentality/work culture of the company? Do you have any advise for the HR manager on improving the vacancy in order to attract more labour-seekers?</p> <p><b>- Follow-up - Further guidance / job interviews</b>  * For companies: interested in implementing ‘Place &amp; Train’ (as presented by VDAB during the workshop - e.g. BIS-booster service provided by Stebo). This can be done if follow-up job interviews between a candidate and a company are arranged.  * For candidates: further guidance in setting up CVs and development of pitching skills.</p>
<p><b>Trajectory:</b>  - What actions did you take to approach and engage companies/employees before and after the event?  - Did you have the idea that you spent enough time in the preparatory/follow-up phase? Were there any topics/issues you would like to have elaborated on more before or after the event?</p>	<p><b>See above.</b></p> <p>If this pilot could be repeated and/or possibly shaped into an actual project, there would be more time to find more suitable/one-to-one matches between companies and candidates. In this case not all candidates’ profiles were answering 100% to the vacancies. But since the purpose of the job event was more on feedback than on filling actual vacancies, this aspect has not hindered the implementation.</p>
<p><b>Proposal for improvement</b>  What are your impressions? What went well? What was more difficult? Do you have any proposals for improvement?</p>	<p>There was very valuable feedback both from the companies’ and labour-seekers’ side.</p> <p>E.g.  - Companies could organize tours in the factory in order to understand how it works, who works there and what type of positions they need to fill in.  - In their vacancies, companies should put more focus on the required competencies and required personal skills (e.g. teamplayer) as well as on the value system of the company.  - Companies should less explicitly ask for high education or experience, and judge on these aspects only after they have met the candidate (which might have other relevant skills).</p>

	<ul style="list-style-type: none"> <li>- Candidates should shape their CV's according to the company they are applying for (use a standard but alternate in describing e.g. working experience or personal values)</li> <li>- Candidates should not be afraid to formulate what they need / consider ideal working circumstances (e.g. wages but also work context, values and motivations)</li> </ul>
What were the expressions of the stakeholders/companies? Do they have any proposals for improvement?	<ul style="list-style-type: none"> <li>- Valuable, inspirational learning moment.</li> <li>- Interesting to discover the offers present in 'Place &amp; train' as well as other coaching and advise offers.</li> <li>- Proposal for improvement: stronger focus on actual one-to-one matches.</li> </ul>
Number of jobs created? (see indicator about 12FTE spread over the PPs, and discussion via email/5 <sup>th</sup> partnership meeting Croatia)	<p>There are at least 2 follow-up interviews scheduled between 2 candidates and 2 companies participating in the workshop, which might lead to a possible match. Another candidate was referred to a company not participating in the workshop but looking for relevant profiles.</p> <p>Also, during the talent market the 25 companies present there, were presenting their open vacancies. It is highly possible that one (or several) job matches were created.</p>
Do you provide further guidance for the employees/companies who participated?	<ul style="list-style-type: none"> <li>- Further guidance in setting up CVs and development of pitching skills</li> </ul>
Were you able to set up long(er)-term relations with any of the companies (e.g. participation in next event/follow-up trajectory); co-thinking on design alternative working places - e.g. train and place,...)	<ul style="list-style-type: none"> <li>- We are planning to host a feedback moment for all companies who have and/or in the short term will participate in one of the 'Place and train' offers, in order to improve that service.</li> </ul>
Will you organize other similar events after the project ends?	<ul style="list-style-type: none"> <li>- Regarding the positive feedback from both companies and labour-seekers, this is most likely. It is worthwhile to repeat this exercise, and maybe translate it from a pilot action level towards an actual project scale.</li> </ul>