



Past - Present - Future



# IDEA PAPER FOR INCREASING REGIONAL COMMITMENT OF GRADUATES BY CULTURAL MEANS

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Transnational -Testing measures for  
raising interest of youth in industrial  
culture and work options

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Final Version



D.T 3.3.6



Reporting Period nr.5



PP1,3,6,9



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## 0. Abstract

In the framework of InduCult2.0 thematic workpackage 3 District of Zwickau, City of Leoben, Padova Chamber of Commerce and OCRG – Opolskie Region worked together and elaborated a joint proposal for the increasing of regional commitment of graduates using Industrial Culture and its features.

The proposed action lines foresee a quadruple helix approach, consider actual situation and policies in the involved Regions and set possible paths which could be realized at regional and/or trans-national level.

The attachment shows an in-depth analysis of the Regional framework conditions, issues and projects in concept or implementation phase.

## 1. Project Context

InduCult2.0 aims at revealing, strengthening and utilizing the unique cultural character of industrial regions. The underlying concept of *living industrial culture* represents an approach that goes beyond the preservation and utilization of cultural heritage.

With this concept, InduCult2.0 brings together past, present and future. Museums, schools, companies and creative communities work together to create a successful cooperation. This is the key for *living industrial culture* as a vivid concept that reflects current transformations of industrial economy and shapes cultural perceptions of the regions.

Ten partners from Germany, Poland, Belgium, Czech Republic, Austria, Croatia, Slovenia and Italy participate in the project InduCult2.0.

One of the work packages, T3, tests the concept of *living industrial culture* in its contextual capability to secure labour force and bind companies. **On one hand, focus is placed on raising interest of youth in industry by embedding cultural issues and work options in a regional story of industrial evolution. On the other hand, work force and SMEs are directly addressed.**

Traditional industries have created a distinct work culture made up of certain skills, loyalties, habits, attitudes. However, recent industrial and social transformations require their adaption. Also, partly because of historic connotations, industrial work and environment are today often perceived as little attractive: one of the reasons why industrial regions

suffer from brain-drain, even though jobs are available. Industrial companies, on the other hand, often have not yet discovered the chances of binding/attracting work force by taking on regional responsibility. Innovative culture-based approaches can help reinforcing regional commitment of both employers and employees. The concept of Industrial Culture is tested in WP T3 in its contextual capability to secure labor force and bind companies: **On the one hand, focus is placed on raising interest of youth in industry by embedding cultural issues and work options in a regional story of industrial evolution. On the other hand, work force and companies are directly addressed.** Throughout the WP, research partners support with input, reflection, evaluation.

As main WP output, regions draft action plans for deploying Industrial Culture on labor issues and company commitment. These drafts are based on inter-regional peer review and research input. They are finalized and supplemented to the regional strategy (>T1.5.1) after results of practice tests are available and shared, a. o.:

- increasing capacities of schools as main multipliers towards the young generation with a focus on linking industrial work
- dismantling cultural prejudices on employers' and employees' sides as one main obstacle in matching job demands and offers.

Action A.T3.3. "Testing measures for raising interest of youth in industrial culture and work options" foresees as a specific deliverable (D.T3.3.6) an idea paper for increasing regional commitment of graduates by cultural means. This paper, realized by the PPs from Germany, Austria, Italy and Poland is based on the experiences in the respective regions. The idea paper focuses on graduates of industry-relevant subjects and is open to all kind of contributions (industry mentoring, social networking, cultural initiatives like graduation ceremonies, etc.).

## 2. Introduction

Many surveys have been performed in different countries that highlight a skills mismatch, affecting particularly the industrial sector. For example, in Italy, they show that, even in years characterized by a huge unemployment ratio, in 2016 about 11.8% of the open job positions proved hard to fill.

For high-skill job positions, however, recruitment difficulties are generally much more frequent: the first seven positions in the scale are held by these jobs, with electric engineers for electro-technology, software and

applications developers and data analysis technicians standing well above the other ones.

An approach based on Industrial Culture could help companies to have better links with schools and youth, and thus to decrease the hiring difficulties, and to offer to the youth a different, more attractive, and more responding to the reality, picture of today's industries.

The emerging picture is that of an uneven jobs market, in which large, well-known firms have both the natural pull and the marketing budgets to attract huge numbers of applications. The smaller companies, meanwhile, and the industries in rural Regions, struggle to get enough applicants just to fill their roles, let alone compete for the best graduates. *'It's a quite important issue,'* said both Giampaolo Pinton, manager for Grafica Veneta spa, and Roberto Reffo, CEO for La Meccanica srl (Italian SMEs leader in printing and mechanics sectors).

### 3. Objective

Starting from the contributes received by the Partners, the main objectives of the present Idea Paper are:

- a) to list existing practices able to increase the attractiveness of the Industry and the Industrial Culture by youths
- b) to list concrete proposals able to increase the attractiveness of the Industry and the Industrial Culture by youths
- c) to identify concrete actions planned by the Partners to implement new activities or strengthen existing actions on the topic.

All these objectives will be explained at Partner's area level. Some general consideration and future perspective will be defined in the following chapters.

### 4. Applied Approach

The following paragraphs summarize the main contributions from the involved InduCult2.0 partners. These contributes explain the status quo, the future initiatives and future plans to support and strengthen the relationship between youth and industries.

The applied approach foresees three working phases:

1. **Phase „Collecting“** (meeting with stakeholders, desk analysis, interview performed by the partners and data shared, collecting existent initiatives and programs / ideas),
2. **Phase „Exchange with other InduCult-Partners“** (at the 5<sup>th</sup> InduCult2.0 partner conference in Croatia/Slovenia),
3. **Phase „Evaluation/Finalization“** (2<sup>nd</sup> phase in the Regions, finalization of document).

#### 4.1 Status quo in the involved Regions, common features

In all participating Regions the analyses performed by the partners show that young people's choices are largely accidental choices. The selection of upper secondary school is determined by, in addition to the interests, suggestions of parents and behavior of colleagues, as well as the distance of the institution from the place of residence. In the case of higher education, youth interests play a more decisive role.

A large sector of students does not plan their professional career.

This means that the fate of young people is often dependent on accidental events and may be largely irrational. At the same time, a large proportion of young people perceive the regional labor market as pessimistic in terms of any employment. Students do not have enough support in choosing a future profession or field of study. They often lack reliable information and knowledge on this subject. In schools, the assistance of a career counselor is sporadically offered, while the issues related to the labor market are not discussed during the lessons.

Apart from specific activities for binding graduates, **general location factors** are of utmost importance for graduates staying in or returning to the rural areas of the industrial Regions, like those involved in the present action (Germany-District of Zwickau, Austria – City of Leoben/Styrian Iron Road, Poland – Region of Opole, Italy-Veneto Region). In Austria a specific campaign for the Region's (Styrian Iron Road) image has been realized, pointing out the positive aspects of living in the Region

General location factors include:

- Interesting job offers/ perspectives regarding companies
- Adequate salaries
- Possibilities of job-related further development
- Existing contacts between companies and students

- Pleasant environment, social network, interesting leisure proposals / cultural offers
- Culture of founders (with regard to graduates in the region who would like to be self-employed or want to found a company)

A key premise for successfully binding graduates, already experimented in some Regions, like Germany or Italy, is **greatly appreciating students** and providing them with an attractive living environment **already during their education phase**.

Binding graduates should not only aim at students **staying** but also at making it easy to **return** for graduates who have left the region (and come with experiences from outside the region) This has been an action particularly relevant in Germany, with specific projects.

In some areas (like Veneto), little has been done at the moment aiming at the coming back of graduates, also because it's an "immigration Region" regarding the study (many students come from other Regions, what companies consider more difficult is to keep the students in the Region after their graduation, since urban areas like Rome, Milan, or big companies abroad are more attractive).

We should anyway acknowledge that binding graduates requires long-term engagement. It often pays out only years later and breaking up communication in the meantime can easily destroy earlier efforts.

Therefore are important cooperation agreements between the Chambers of Industry and Commerce, the Universities, Companies Associations and more relevant Industries in the Region which can be used with regard to binding graduates.

**Universities and Research Institutes** have generally following services, which could be better connected with Industries/Chambers/Development Agencies to bind graduates to the Regions:

- Career Service;
- Programs to bind international students and graduates to the regional/national job market;
- Newsletters for Alumni.
- There are furthermore common features registered at trans-national level:
- the increasing relevance of industrial tourism (linked to company outlets, company museums, events and industrial festivals);

- the shift towards Industry4.0 and its impact on the skills required by the Industrial companies in the Regions, also connected with the Smart Specialization Strategy at EU and Regional level.

Companies highlighted often, that University and High school actual offer is not tailored to the specific training needs related to Industry4.0, and there is a shortage of a series of high skills professionals (data scientists, ICT technicians, etc.)

In addition to the skills that are most readily available in the university environment, small and medium-sized businesses need a sort of 4.0 craftsman. Industries need to communicate better this new image, to attract youth, and especially graduates.

## 5. Results

By considering the transnational dimension of the received contribution within the present document we aim at resuming the main outcomes and results with a replicable effect within the Central European area.

On the basis of the regional experiences described above and starting from the above listed consideration, the following solutions can be proposed, as a recommendation at trans-national level:

- improving **linkages between universities and companies/ Chambers of Industry and Commerce** (more final theses in companies, better design and more intensive promotion of graduate fairs, maintain and expand existing databases, address alumni more continuously);
- **Providing students with an attractive living environment already during their education phase**, creating before the end of the study links with companies/social environment. This action encompasses the setting-up of a pre-incubation environment, where students/graduates can test their product/service safely under tutorship of trusted institution without establishing a real company;
- Undertaking promotional actions to increase awareness and interest by Youth particularly in the frame of **Industry4.0 and digitalization** activities;
- Undertaking actions aiming at **improving the social environment** able to make industry and their territories much more attractive to young researchers and technicians (relevant cooperation with Municipalities, Chambers of Commerce, local service providers);



- Undertaking necessary strategies to **increase average salary and make job opportunities from Industry more attractive** and in competition with undergoing offers coming from large companies and other entities located in other areas or working on different sectors;
- Organize local activities **to promote relationships between Industry and Schools, Universities**, even with matching events and innovative promotional actions much more familiar and popular to youth;
- Enhance the “**job profile sharing**” between larger firms and their suppliers; The former could capitalize the surplus of job applicants, train more of them — with government money — and then provide them to the smaller companies;
- Given the current state of public finances, another solution may be a **greater roll-out of higher apprenticeships**, which all the employers on the panel already use. These offer a work-based route to a degree through part-time, employer-supported study and could be particularly useful to those employers not located near big university cities or that have very specific skill requirements. Higher apprenticeship could be also revised in order to promote creativity and tune it on companies’needs;
- **Industrial tourism** is another asset which can support the binding of graduates to their Region, since Industries are requiring also non-technical skills (e.g. related with Archives keeping, company museums and Storytelling);
- the **rural areas** should organize themselves by providing **services to be more attractive** for young educated people, also through cooperation with companies, business Associations, Chambers of Commerce, working on CSR and Community Welfare (e.g. the example of “Alliances for Families” in Veneto region or the Industrial Festival offer in Austria).

### 5.1 Ideas for a better binding of graduates by (industrial) cultural means

The sharing at transnational level show that following ideas could be implemented:

- Involving graduates as ambassadors;
- Certification courses and upgrade training courses offered by the universities in code-sharing, cooperation with leading industries;

- Enhance the promotion of Events like the “Days of Industrial Culture” or “Open Factory Festival”;
- Rethink the recruitment fairs and patronage classes, to tune them with the actual needs of industries;
- Professional assistance to industries in the defining/profiling of vacancies and related skills, related to a new image of industrial work;
- Build strong Regional Networks enhancing the cooperation among Public Sector, Cultural Actors and Companies to provide services and make the rural location more attractive (community welfare, cultural offer, high speed internet, low rates flats, bike paths, facilities for sport and leisure, etc.)

## 6. Outlook and Sustainability

Next step will be the development of points outlined before, laying the foundations for planning actions that can bring new development, new opportunities, new jobs, involving the Bodies, primarily the Regions, entrepreneurial associations, enterprises and civil society, with an innovative action plan that will set the sails for a sustainable development, looking beyond 2020.

Industry 4.0 can be an important driver to enhance the binding of graduates in the regional industries.

Industrial tourism is another asset which can support the binding of graduates to their region, since Industries will require non-technical skills (e.g. related with archives and storytelling).

It’s anyway important that the rural areas organize themselves by providing services required by young educated people

Among the proposed actions shared at transnational level we can notice more cost-intensive and time consuming actions (like the professional assistance to companies) and other, more “light”, ones (like the involvement of graduates as “ambassadors” of the living Industrial Culture).

Improved relations between the different stakeholders, according a quadruple helix approach, could be essential for the success in this task.

During the interviews and focus group with the companies, many of them have shown to be available to sponsor specific actions to improve the connections of graduates and companies.

The Public Sector could then sponsor specific actions, in partnership with companies, Universities, Museums and Non-Profit cultural actors, to

enhance the awareness of the industrial cultural environment in the Region in order to ensure the commitment of graduates in the (rural) industrial regions as well as improve the attractiveness of rural Industrial Regions for young professionals.

## 7. Transnational added value

Transnational added value is coming from sharing the applied approaches, the best practices and the lesson learnt with other areas and industrial regions included in Inducult2.0 and beyond.

The added value of the experience developed within the InduCult 2.0 project concerns the industrial heritage and the exploitation of the cultural resources of industries and even of creative local businesses as a key element of Industrial Culture in Central Europe. Its labour forces are crucial for the competitiveness of industries...and for shaping the real industrial culture.

Thanks to the implemented process the partnership aimed at focusing on the importance and role that industrial heritage can have for the entrepreneurial system and for youth.

The present idea paper will be discussed within the Regional Focus groups as well shared with all partners and stakeholders of InduCult2.0 project.

InduCult2.0 network of coordinators could then discuss and promote then best practices about this issue, as well as promote future cooperation actions to improve the regional commitment of graduates by (industrial) cultural means.

## 8. Attachment

Applied Approach – National Analyses



Past - Present - Future



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**Transnational -Testing measures for  
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**Attachment 1**



D.3.3.6



Reporting Period nr.5



PP1,3,6, 9



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## Applied Approach - National analyses

The following paragraphs summarize the main contributes from the involved InduCult2.0 partners. These contributes explain the status quo, the future initiatives and future plans to support and strengthen the relationship between youth and industries.

The applied approach foresees three working phases:

1. **Phase „Collecting“** (meeting with stakeholders, desk analysis, interview performed by the partners and data shared, collecting existent initiatives and programmes / ideas),
2. **Phase „Exchange with other InduCult-Partners“** (at the 5th InduCult2.0 partner conference in Croatia/Slovenia),
3. **Phase „Evaluation/Finalization“** (2<sup>nd</sup> phase in the Regions, finalization of document).

### 4.1 PP1 - Zwickau

In the region of Zwickau the most important stakeholders involved in the subject of binding graduates are the two colleges of the district (the West Saxon University of Applied Sciences Zwickau and the University of Cooperative Education Saxony / Campus Glauchau); further the Chambers of Industry and Commerce / Regional Chamber for Zwickau and the Office for Economic Development of the District of Zwickau.

Together with these stakeholders InduCult2.0 team worked on the regional contribution to the idea paper. The approach in Germany foresee three working phases:

1. **Phase „Collecting“** (1st meeting with stakeholders, collecting existent initiatives and programmes / ideas),
2. **Phase „Exchange with other InduCult-Partners“** (at the 5th InduCult2.0 partner conference in Croatia/Slovenia),
3. **Phase „Evaluation“** (2nd meeting with stakeholders on 5th November 2018).

Phase 1 took place on 28th August 2018 at the University of Cooperative Education Saxony / Campus Glauchau. All key stakeholders were represented by staff in charge of or most closely connected to the theme:

- West Saxon University of Applied Sciences Zwickau
- University of Cooperative Education Saxony / Campus Glauchau

- Chambers of Industry and Commerce / Regional Chamber for Zwickau
- Office for Economic Development of the District of Zwickau

This first meeting aimed at collecting already existing initiatives and programmes in the region as well as ideas for further initiatives/ programmes / activities.

## A. Premises

Apart from specific activities for binding graduates, **general location factors** are of utmost importance for graduates staying in or returning to the region of Zwickau. These include:

- Interesting job offers / perspectives regarding companies
- Adequate salaries
- Possibilities of job-related further development
- Existing contacts between companies and students
- Pleasant environment, social network, interesting leisure proposals / cultural offers
- Openness in the region and English skills in the companies (with regard to foreign graduates)
- Culture of founders (with regard to graduates in the region who would like to be self-employed or want to found a company)

A key premise for successfully binding graduates is **greatly appreciating students** and providing them with an attractive living environment **already during their education phase**.

Answers to how the region of Zwickau can be made more attractive regarding these matters are searched by different bodies, amongst them *Zwickau Workgroup* (an alliance between companies and local politics), *Round Table Securing Professionals* (network of partners from the educational sector and the economic and regional development sector to bind professionals), and *Workgroup School – Economy* (network of regional institutions aiming at connecting pupils/students and companies).

Also important is to acknowledge, that the key actors in binding graduates follow different **motifs**:

- Companies want employees
- Communes want residents

- Educational institutions want new students and research partners / research projects (graduates as door-openers)

Binding graduates should not only aim at students **staying** but also at making it easy to **return** for graduates who have left the region (and come with experiences from outside the region).

Binding graduates requires long-term engagement. It often pays out only years later and breaking up communication in the meantime can easily destroy earlier efforts. Consequently, binding graduates should become defined as a **permanent work order for a dedicated institutional unit.**

There are cooperation agreements between the Chambers of Industry and Commerce, the West Saxon University of Applied Sciences Zwickau and the University of Cooperative Education Saxony / Campus Glauchau which can be used with regard to binding graduates.

## B. Status Quo

Key question: "What initiatives / programs do already exist in the region of Zwickau that already run well?"

### **University of Cooperative Education Saxony, Campus Glauchau**

- System immanent cooperation between BA and company via training contract
- Student club
- Graduation ceremony
- Master manual (overview and guideline for advanced master studies at colleges/universities Germany-wide)

The BA Glauchau has a very high degree of binding graduates due to its study structure: Approximately 240 out of 300 graduates per year remain in the region due to the connection to their practice partner companies.

### **West Saxon University of Applied Sciences Zwickau**

- Career Service since 2009 (temporary)
- „Study and Stay“-Programme (to bind international students and graduates to the regional job market)
- Newsletter for Alumni 2-3 times a year, with information regarding the College

### **Chambers of Industry and Commerce / Regional Chamber for Zwickau**



- Online platform for returnees

### **Office for Economic Development of the District of Zwickau**

- Head of bodies *Round Table Securing Professionals* and *Work Group School-Economy* including allocation of subsidies

### C. Status Quo +

Key question: "What can be additionally introduced / initiated in the District of Zwickau in order to strengthen binding graduates?"

- Involving graduates as ambassadors
- Creating or expanding exciting leisure locations for students with high acceptance of student lifestyles and suitable offers → Creating or expanding fixed locations as magnets (e.g. in old-industrial places like Slaughterhouse Glauchau, Rope Factory Zwickau, Art Plantation Zwickau)
- Certification courses and upgrade training courses offered by the universities
- Event "Days of Industrial Culture" (with its event "Late Shift" where companies open their doors to the interested adult public) and possibly also event "Week of Open Companies" as low-threshold "Have-a-look" offers for students, with subsequent party afterwards (suitable party locations: Slaughterhouse / Textile Factory "Palla" Glauchau, Rope Factory / Art Plantation Zwickau, student clubs) → Like for example in Chemnitz where there is the "Late Shift" followed by the RAW Festival.

### D. Agenda for 3. Phase

#### **Time / Place:**

- 2<sup>nd</sup> meeting 5.11.2018
- At West Saxon University of Applied Sciences Zwickau

#### **Agenda Items:**

- Present results of exchange with other InduCult-Partners; derive useful ideas / strategies for the District of Zwickau; expand ideas
- Focus and concentrate on a specific project, start its implementation (e.g. include students into the target group of the "Day of Industrial Culture 2019"; explore synergies between the participating

institutions; use an already existing format which is attractive for both the educational institutions and the companies; etc.)

- Serhii Svynarets (University of Graz / University of Leipzig) presents his interview-based M.A. thesis on the situation of international students in Zwickau

## 4.2 PP9 - Opole region

### A. Premises

Regional experts have been involved to investigate the topic and share experiences, information and proposals. They responded to specific questions contained in a specially developed questionnaire regarding the problem of linking graduates with industrial regions. The results of the survey, taking into account the conclusions of all experts participating in the **1<sup>st</sup> meeting**, are presented below.

1. What is the perception of industry and industrial culture among the young graduates? Are there initiatives related to industrial culture targeting the youth? If yes, are they promoted by the companies/involving the companies?

The subject of industrial culture is not very popular and publicized in the Opolskie Voivodeship - in comparison, for example, to the Silesia Voivodeship (where it is one of the flagship programmes promoting this region). There is slight knowledge about projects related to industrial culture in the region other than InduCult 2.0.

2. According to your knowledge, which S3 are identified in your region and are connected with high professional jobs?

- Chemical technologies;
- Sustainable construction and wood technologies ;
- Technologies of machine and metal industry ;
- Technologies of the energy industry;
- Processes and products for health and environment protection.

3. According to your knowledge, are there policies and regional action plans taking into consideration the problem of „braindrain“? In which way? Development Strategy for the Opolskie Voivodeship

One of the main challenges listed in the Strategy is: Prevention and counteraction of depopulation processes.

Demographic changes experienced by the Opolskie Voivodeship are essential for the future development of the region. In recent years, there has been a negative birth rate, a sharp drop in fertility, an increase in the number of separations and divorces, a weakening of intergenerational bonds, and, as a consequence, a deterioration in the condition of families. Unfavorable trends in the area of population migration and demographic projections require treating these problems in a particularly significant way.

Among the diagnosed causes of depopulation, an important problem area is the migration characteristic for the Opolskie Voivodeship, especially for commercial purposes. It is important to encourage former residents of the region to return, through attractive workplace, housing, education, care and social – offers.

#### The "Opolskie for Family Programme"

Within the framework of the Programme, a number of activities and initiatives are planned to support families in fulfilling its functions, fostering fertility, facilitating the reconciliation of family and professional roles. The programme includes the whole labour market, in particular in terms of attracting investments, creating new, stable and attractive jobs, as well as education, especially in the area of adapting the educational offer to the needs of the economy and increasing the skills of students.

#### 4. Looking at graduates in your region, is the local Industry attractive for Graduates? If not, why?

In average, salaries in Opolskie companies are lower than in Lower and Upper Silesia, which means that companies in the Opole region currently have large problems with finding hands to work. However, there is a tendency where employers start to fight for an employee by offering him a higher salary and many other amenities that would keep him in the company. In general, however, the attractiveness of the Opolskie labour market is much lower than in the neighboring voivodeships.

#### 5. As far as you know, what is the idea of „industry” by the young graduates? Are they interested to work for this sector? Why?

Young people's choices are largely accidental choices. The selection of upper secondary school is determined by, in addition to the interests, suggestions of parents and behavior of colleagues, as well as the distance of the

institution from the place of residence. In the case of higher education, youth interests play a more decisive role. A large group of students is not planning their professional career. This means that the fate of young people is often dependent on accidental events and may be largely irrational. At the same time, a large proportion of young people perceive the regional labour market as pessimistic in terms of any employment. Students do not have enough support in choosing a future profession or field of study. They lack reliable information and knowledge on this subject. In schools, the assistance of a career counselor is sporadically offered, while the issues related to the labour market are not discussed during the lessons. Scarce professions in the regional labor market are professions related to care services, including for the elderly and the disabled, art teachers, library, archives employees, machine operators, couriers and suppliers, telephone dealers. Due to the small number of conceptual jobs in the voivodeship, students in their choices very often are driven by the demand for specialists on national and international labour markets.

6. Is there any concrete actions to promote the relationship between Graduates and Industry even during the university courses? Any suggestion for that?

We observe that universities and high schools in Opole are increasingly adapting their education profile to the needs of companies. In the region, a whole range of projects are being carried out regarding students 'and graduates' apprenticeships and internships in companies. Recruitment fairs and patronage classes are also being created for the needs of specific companies.

It would be worth continuing to develop a comprehensive system of students internships in companies, thanks to which employers would have the possibility to employ qualified employees.

7. Are there concrete initiatives by Business intermediary organizations and sectoral agencies (technological parks, etc) to promote matching opportunities between Industry and post-graduates? What could be done better?

Opolskie Centre for Economy Development realizes projects dedicated to the support of graduates (mentioned above): the Opolskie Training Programme, Vocational Education Closer to the Labour Market and the Demand System Operator.

It is necessary to significantly increase the number of such projects in order to reach a wider range of interested people.

8. Looking at ESF and ERDF Operational Plans of your Region, in the frame of promoting innovation and new jobs, are proposing concrete actions addressed to graduates to bind them to the industrial areas?

In the Opolskie Voivodeship, a number of projects are being implemented both under the ESF and ERDF, which support graduates of higher schools and the intermediate level. You can indicate, for example, projects carried out on a regular basis: the Opolskie Training Program, Vocational Education for the Opole Labour Market, "Cooperational Opolskie" - a professional business environment.

9. In your opinion, which kind of benefits and infrastructure should be addressed by public investments to create a better environment able to bind graduates to the industrial areas?

- Nurseries;
- Kindergartens;
- Playgrounds;
- easily accessible apartments for young marriages;
- infrastructure enabling sports and recreation.

10. Looking at your area, are your local facilities, IT infrastructures and leisure proposals attractive to young graduates? What should be improved?

Opole is situated between two large agglomerations (Wrocław and Silesia) - the attractiveness of these centres has been for many years a "magnet" attracting young people from the Opole region. However, in recent years, the level of infrastructure and attractiveness of Opole itself has increased significantly, but it still needs improvement. Still missing are: a new bridge on the Odra River in the southern part of the city, the missing section of the city bypass, a network of modern bicycle paths, a modern swimming pool complex and local sports fields. High speed internet is available only at selected locations in the city.

11. Is „ageing” phenomenon in your industrial area monitored and are concrete actions undertaken to create necessary bridges with young graduates? If not, why?

Because the problem of succession in companies is growing at a very high rate, there is a growing interest on this topic, and thus more instruments are launched to meet these problems. Opolskie Centre for Economy Development intends to launch in the first quarter of 2019 the project called "Succession in companies".

12. Are the local industries missing high level workforce? If yes, which actions have been undertaken? Which skills are more difficult to find? Why?

The Opole labour market is characterized by a very high shortage of qualified employees. This is due to many factors, including: maladjustment of quality and directions of education, including vocational education, to the needs of the labour market, low employment and entrepreneurship in the country, insufficient supply of jobs, including high-quality jobs, as well as disappointing participation of residents in continuing education. The self-government of the Opolskie Voivodeship has launched the "Opolskie for Family Programme", which comprehensively is facing this situation.

## B. Status Quo

Key question: "What initiatives / programmes do already exist in the region of Opole that can be developed further?"

Regional experts mentioned the following functioning initiatives linking graduates with industrial regions:

1) Opolskie Training Programme;

Opolskie Centre for Economy Development realizes projects dedicated to the support of graduates (mentioned above): the Opolskie Training Programme, Vocational Education Closer to the Labour Market and the Demand System Operator.

2) Vocational Education Closer to the Labour Market;

In the Opolskie Voivodeship, a number of projects are being implemented both under the ESF and ERDF, which support graduates of higher schools and the intermediate level. You can indicate, for example, projects carried out on a regular basis: the Opolskie Training Program, Vocational Education for the Opole Labour Market, "Cooperational Opolskie" - a professional business environment

### 3) Demand System Operator.

#### C. Further Ideas

Key question: "What can be additionally introduced / initiated in the Opole Region in order to strengthen binding graduates?"

- a) Undertake necessary actions for the prevention and counteraction of depopulation processes. It could be important to encourage former residents of the region to return, through attractive workplace, housing, education, care and social – offers
- b) Professional jobs and offers could be concentrated on specific sectors (highlighted by the S3)
  - Chemical technologies;
  - Sustainable construction and wood technologies ;
  - Technologies of machine and metal industry ;
  - Technologies of the energy industry;
  - Processes and products for health and environment protection.
- c) Undertake necessary actions to increase average level of salaries to attracts professionals and technicians and help them to have a permanent location
- d) Undertake necessary actions to increase the knowledge and the awareness on the opportunities coming from the Industry for youths, particularly addressed to students and young graduates.
- e) To Organize recruitment fairs and patronage classes to be created for the needs of specific companies
- f) to develop a comprehensive system of students internships in companies, thanks to which employers would have the possibility to employ qualified employees to develop a better friendly environment able to bind graduates to the industrial areas with concrete actions addressed to: Nurseries; Kindergartens; Playgrounds; easily accessible apartments for young marriages; infrastructure enabling sports and recreation
- g) Approach the "ageing" phenomenon with specific programmes, like the planned "succession in companies" launched by Opolskie Centre for Economy Development intends to launch in the first quarter of 2019

## D. Agenda for 3. Phase

Will be defined with the Regional stakeholders

## 4.3 Veneto region

### A. Premises

Focus group and individual meetings organized with industrial companies by Padova Chamber of Commerce and Unioncamere Veneto show that Companies recognize that they have inert potential and they are also aware of the innovation underway.

Two trends are acknowledged in the regional industrial landscape:

- the increasing relevance of industrial tourism (linked to company outlets, company museums, events and industrial festivals);
- the shift towards Industry4.0 and its impact on the skills required by the Industrial companies in the Region.

According to these basic considerations, the following main comments can be summarized as follows:

- a) companies highlight that University and High school actual offer is not tailored to the specific training needs related to Industry4.0.
- b) in addition to the skills that are most readily available in the university environment, small and medium-sized businesses need a sort of 4.0 craftsman.
- c) participants consider very favorably the cooperation between Schools and Companies for training projects, the Dual System and the implementation of specific technological students' Project Works in the companies.

Regarding the shift towards Industry 4.0 all involved companies consider an increasing need of skilled people and graduates, and the importance of soft skills, sometimes considered more important than hard skills.

Summarizing, apart from specific activities for binding graduates, **general location factors** are of importance for graduates staying in or returning to the Veneto region. These include:

- Interesting job offers / perspectives regarding companies



- Adequate salaries/career proposals
- Possibilities of job-related further development
- Existing contacts between companies and students
- Pleasant environment, social network, interesting leisure proposals / cultural offers
- Culture of founders (with regard to graduates in the region who would like to be self-employed or want to found a company)

### ***The Veneto industrial model and the Industrial Culture***

The Veneto model is composed by several cultural, socio-economic, environmental factors. Born in the 50-60ties of the past century, it grew up thanks to a strong clustering phenomenon still represented today by a clear geographical distribution of competences and industrial specialisations at provincial level. Young generation involvement and businesses continuity in the years have been guaranteed by a strong family business approach or networking action (sub-supplies chains in a clustering model). A pioneering spirit and a strong attention to welfare policies (including corporate social responsibility) have always characterised this environment.

### **The Key Challenge for the Veneto Industrial model**

The key challenge for the future is represented by the 'new generations' and new skills required by a very flexible and fluid definition of the market (Industry 4.0). As defined within the Regional Action Plan DT3.2.2 The "Veneto model" of industrialization and, consequently, of Industrial Culture, highlights the importance of contamination as a process of exchange of ideas and competences between different sectors, in order to generate new common benefits for achieving "innovative" knowledge, not only based on technological improvement but also on the mix of synergies and transferring of success models from different economic sectors, and the active links with schools and universities, which can not only prepare the youth for their engagement in the industrial companies, but also provide new ideas and innovation proposals to the companies.

## **B. Status Quo**

To promote the relationship between Youth and Industry in the Veneto region, in the frame of Inducult2.0, Padova Chamber of Commerce established a focus group with local stakeholders which dealt in the first months of 2017 with the task to define the strategies to conceive and then implement the actions foreseen in InduCult2.0 project.

The focus group contributes to the identification of the main paths for the development of the regional action plan.

Additional related actions running outside the Inducult 2.0 project have been promoted mainly by Padova Chamber of Commerce, the University and Confindustria Padova following a triple approach:

- a. to get industries closer to the public: industry to public;
- b. **to promote industrial culture as a potential driver for job opportunities growth;**
- c. to enhance local industrial culture for innovation and competitiveness growth among entrepreneurs

**Veneto Regional Government** is moreover financing projects to link graduates and young researchers and companies, with a specific fund.

**SCHOOL-WORK ALTERNATION:** School-Work alternance training (in Italian "Alternanza Scuola-Lavoro") is an innovative education method brought in by Law no. 53/2003 and disciplined by Legislative Decree no. 77/2005. It is addressed to students of upper secondary schools, and allows them to "alternate" periods of training in the classroom and inside companies (or other hosting establishments). With the educational reform of upper secondary schools, implemented by the new reorganisation of Institutes of technical and vocational education and training (School-based TVET) and secondary schools (Presidential Decrees nos. 87-89/2010), School-Work Alternation has taken a further institutional step: in the new regulations, it is described as a systematic method to be introduced into the curricula of different study courses to let students become familiar with the world of work, to guide them, and to make schools more effective.

The National Law n. 107/2015 emphasised the importance of bringing together knowledge with know-how, intensifying schools' relations with their surroundings and the worlds of production and services. The partnership with businesses can encourage innovative teaching and the dissemination of educational processes that focus on acquiring useful skills for the world of work, while promoting educational and professional guidance, self-entrepreneurship, active citizenship, and greater involvement of the young in learning processes, also thanks to new technologies.

The Chambers of Commerce are in charge for the keeping and updating of the Register of Companies for School Work Alternation, and are developing many projects to ease the relations among schools and companies, as well as for the matching of students and companies.

Padua Chamber of Commerce has been a pioneer in the realization of projects linking companies and schools (the Marco Polo has been awarded as best practice by the European Union more than 15 years ago) and still carrying out many activities in this area, focusing mainly on the orientation of young people in the further study or work path or aimed at the realization of training and work experience.

**EXCELSIOR SURVEY**: Forecasting of labour market needs in Italy takes place through the Excelsior survey. This survey is part of the official statistics produced on an annual basis within the Italian National Statistical System (SISTAN).

The data available cover several qualitative aspects, among which:

- the specific occupations employers are looking for;
- the educational level and the field of studies required;
- the preferred age of candidates;
- the experience;
- the need to provide post entry training;
- the difficulty of enterprises in recruiting the profiles required.

The Excelsior survey provides concrete support for:

- assessing the actual needs of enterprises and their changes over time;
- better matching between labour supply and demand;
- the definition of policies on education and professional training.

The **HIGHER TECHNICAL INSTITUTES** (Istituti Tecnici Superiori -ITS), introduced 2008 by a National Law, aim at offer two years of practical instruction, as alternative to the University, to match the requirements of local industries.

Veneto Region and the National Government, together with companies, High Schools and the Chambers system, realized them in 6 sectors, in line with Regional S3:

- agrifood - Treviso
- fashion – Padova
- logistics - Verona
- building and energy – Padova (Belzoni)
- tourism - Venezia
- electro-machinery - Vicenza

**OPEN FACTORY SCHOOLS**: organization of a new type of action, involving the schools and the pupils into “Open Factory Festival”, valued as the most important festival in North-East Italy focussing on Industrial Culture inserted in the framework of the comprehensive “School-Job Alternation Action”;

[“Passport towards Industry”](#): project realized by Confindustria to allow the youth to visit local industries and get in touch with companies referees, open to students from the IV upper grade (17 years old) on.

### C. Further Ideas

Key question: "What can be additionally introduced / initiated in Veneto Region in order to strengthen binding graduates?"

- Promote events with success stories both for youth working within Industry and SMEs open to new opportunities and competence (particularly in the field of Industry 4.0)
- Certification courses and upgrade training courses offered by the universities
- Promote the links with Alumni of Padova University Association
- Capitalise existing events to help SMEs and Students improve their relationships and get better in touch for future opportunities of job
- Organize necessary events and info days to improve awareness by Youth concerning:
  - opportunities of job and careers with Industry.

- One key suggestion was that students don't really understand the full range of opportunities available in the sector. It's a particular problem for SMEs, which tend to operate in niche areas but also have smaller marketing and recruitment budgets.
- better-known companies actually do, which doesn't just put people off from applying but also disadvantages those who do wish to stay in the sector.
- Change the idea that people were put off by 'low' pay, given that engineering graduate jobs tended to offer considerably more than the average starting salary
- Increase actions to promote the possibilities for career development.
- Increase Public-Private Partnerships between Companies, Municipalities and Welfare Organization to increase the service level in rural areas (bikeways, kindergarten, health services, cultural offer, etc.)

#### D. Agenda for 3. Phase

**Time / Place:** on 30. October, at Padova Chamber of Commerce head quarters, the Job Event foreseen in InduCult2.0 project took place. Organizing it is already a test phase to dismantle prejudice, present the innovation path of most regional industries, as well as help the young job-seekers to highlight their skills.

The Chambers' system, the Regional Government and the Universities of Padova and Venice agreed on joint cooperation schemes to foster the link among graduates and local industries, as well as the realization of innovative training experiences based on common projects agreed between companies

#### 4.4 PP3 - Leoben

The city of Leoben is working on the subject of binding graduates very closely with the regional management agency "Regionalmanagement Obersteiermark Ost". They regional management has already implemented several projects and is currently working on an image project for the region, involving stakeholders from various institutions and organizations. Furthermore the city of Leoben has worked on the subject with focus group members (especially members from the university , schools and the chamber of commerce) during the design thinking process.

## A. Premises

The region Obersteiermark Ost is very much effected by challenges of demographic change. The number of elderly people is growing steadily and young people tend to move to urban areas like Graz or Vienna. The result of this trend is that companies have hard times to fill their job vacancies. Therefore the need and importance for binding graduates in the region is very severe. Companies are aware of this situation and compete for the best graduates.

### **The main goals are:**

- to create attractive job environments
- to communicate opportunities and advantages of the region (image building)
- to provide attractive living conditions
- networks and co-operations

The city of Leoben initiates projects to tackle the challenges and takes part in projects form other partners in the region.

The concrete activities of the city of Leoben are to provide attractive living conditions and to create networks and co-operations in order to tackle the challenges of demographic change.

## B. Status Quo

Key question: "What initiatives/programmes do already exist in the city of Leoben and the region that already run well?"

**Project: adventure of regional technology (Erlebnis Regionale Technik)** <http://www.erlebnisregionaletechnik.at/index.html#start>

The aim of the project is to arouse interest for technology and research by using educational material or so called technique boxes in schools or by playing a game called "hightech caching". Pupils learn which education facilities are in the region and which job opportunities they have in the region.



## *Schau dir an, was Metall alles kann!*

Interessen entwickeln sich sehr früh, deshalb wollen wir das Interesse für Wissenschaft und Technik früh wecken. Weil die östliche Obersteiermark höchste Werkstoffkompetenz im Metallbereich aufweist, wurde eine neue TECHNIKBOX zum Thema Metall/Stahl für die Zielgruppe Volksschule konzipiert und umgesetzt. Die 30 Experimente, die den „Zauberwerkstoff Stahl“ näher beschreiben, behandeln u.a. die Themenbereiche Beschleunigung, Dichte, Korrosion und Magnetismus und sind mit dem Lehrplan der Volksschule abgestimmt.



In our focus group meetings we discussed that it would be very helpful if companies work more closely together with schools and the regional management in order to further develop the technique boxes and also to finance them.

**Project: 10 good reasons to live in the region Obersteiermark Ost (10 gute Gründe in der Obersteiermark Ost zu leben)**

<https://www.obersteiermark.at/jugend-2/projekte/>

The aim of the project is to create a positive image of the region for young people in order to give them good reasons to either stay in the region or to come back after finishing their studies. The regional management provides post cards and stickers that can be downloaded and distributed by companies and institutions and they have some videos on their website.



**Project: Regional Image Campaign**

<https://www.obersteiermark.at/regionalentwicklung-2/projekte/>

The aim of the project is

- to create a positive image of the region and in the region
- to bind graduates



- to promote the region to attract workforce
- to build co-operations

The project is still running. The regional management contacted a survey to examine the image of the region from an outside point of view. They initiated several working groups evaluating the results and discussing important image factors. As a result of the project there should be one image/one picture that should be communicated jointly from all stakeholders in the region in order to create a strong USP.

### C. Status Quo +

Key question: "What initiatives / programmes do already exist in the city of Leoben and the region that can be developed further?"

All of the above mentioned initiatives should be developed further. The important key will be to create co-operations between different stakeholders to keep the projects running.

Concretely the city of Leoben will try to initiate a funding project to build up a network between educational facilities, companies, chamber of commerce, employment office, etc. that will work jointly on subject of binding workforce and to create job opportunities for young people.

The topics for Leoben will be:

- **entrepreneurship and start-ups**
  - building a positive atmosphere for start-ups and young entrepreneurs
  - support – "from the idea to a successful business"
  - maker fair – showing successful careers and businesses
  - reduction of bureaucratic barriers
- **support and prevention**
  - support for school dropouts
  - building a network of support between supplementing institutions
  - prevention program (from pregnancy to the age of 25, training for parents)
- **stronger co-operation between local/regional companies and education facilities**

- improved presentation of job opportunities
- initiatives to bring together local economy and schools
- job orientation programmes

#### D. Further Ideas

Key question: "What can be additionally introduced / initiated in the city of Leoben in order to strengthen binding graduates?"

- actively involve students and graduates in projects
- build strong regional networks

#### E. Agenda for 3. Phase

##### **Time / Place:**

- 12<sup>th</sup> November 2018
- Museumscenter Leoben

##### **Agenda Items:**

- presentation of results to focus group members
- discussion of results and regional strategy
- definition of concrete measures