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**Grand Coalition  
for Digital Jobs**

## **WP3 - Mobility**

### **DELIVERABLE 3.1 – Summary of European best practices in connection with labour mobility**

**Final version**

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## 1. Introduction to the deliverable and scope

The outputs described in this deliverable focus on the summary of the best practices in connection with labour mobility. This deliverable is part of WP3 – Mobility. The main objective of WP3 – Mobility is to assess how ICT practitioners could be hired from across Member States to meet the demand of employers.

WP3 – Mobility will:

- Identify regions with an existing gap between demand and supply and where solutions based on mobility could be envisaged in the short term.
- Identify short-term mobility packages solutions for these regions. This will be based on best practices and on new models identified throughout the course of the project (including the body of knowledge available through group of experts).

These short term solutions could also be modelled into mid to long term solutions, where appropriate. Issues will be answered by using existing data from some of the DIGITALJOBS partners, experts and Local Coalitions. In particular, we will identify and work with a working group of European experts on labour mobility to achieve the objectives of WP3 – Mobility. The network and mobility packages will be showcased in Europe through the Local Coalitions, via the DIGITALJOBS partners' networks and through the Grand Coalition website.


The deliverable D3.1 is a summary of European best practices in connection with labour mobility. This summary will be this report where best practices on labour mobility are stated. These best practices are derived from the experts and other European connections and can be used to envisage possible replications.

## 2. Context

At a time when Europe is facing a record high level of unemployment, European companies in all sectors are still unable to find the appropriately skilled people to fill their ICT vacancies. To address this mismatch and boost employment across Europe, the European Commission has launched a series of practical initiatives to help fill the growing number of vacant ICT-related jobs across Europe. One of these initiatives aims to encourage European cross-border mobility for ICT practitioners to reduce labour market mismatches.

The purpose of this report is to collect European best practices in connection with labour mobility and assess how these can potentially be replicated in other EU Member States. The methodology of the study includes a research based on a thorough analysis of the EU ICT labour market and ICT labour mobility, by reviewing the available literature online and interpreting the statistical data. The best practices have been gathered through expert interviews and questionnaires with supporting partners and their member associations, recruiters, industry representatives and experts on talent attraction and retention.

During the course of this best practices analysis, we have been focusing on the different types of labour mobility initiatives which are all aimed to attract new talent in a specific country. These are:

1. Awareness
  2. Acquaintance
  3. Training
  4. Matching
  5. Recruiting
  6. Settling in
  7. Living in
- 
- Labour mobility process

### 2.1. *Awareness*

The first step to promote ICT labour mobility is to create awareness of the existing career opportunities for ICT practitioners in other countries or regions. This means that when a job offer is advertised on a website, the job description is often accompanied by a description of the positive working environment, the region's technological capabilities, its innovative character, the high living standards and all sorts of cultural or leisure highlights. This will ultimately help to convince the job seeker to relocate and fill the vacancy.

### 2.2. *Acquaintance*

Another way of promoting ICT labour mobility is to invite potential ICT job seekers over to other EU countries and give them a special introduction on the country or region. ICT practitioners are usually invited over for an acquaintance with industry representatives and/ or government officials. A positive experience during this acquaintance can be a key factor in the job moving decision of the potential ICT practitioner.

### 2.3. *Training*

In order to improve ICT labour mobility, ICT trainings need to be available for young graduates and for current employees. This will allow them to raise their ICT skills to meet contemporary industry

demand. High levels of ICT training offered in a country will attract more talents and favour the flow of ICT workers to other countries across Europe.

## **2.4. Matching**

In order to favour transnational migration of the ICT labour force, services can be provided to help matching the need for employers in one country with the supply of ICT practitioners in another country. This can either be done by increasing the dialogue among employment agencies or by stimulating the take up of common standard to certificate digital skills across Europe. This will allow for a better cross-border matching of job seekers skills with industry requirements.

## **2.5. Recruiting**

Recruitment is the process of attracting, selecting and appointing candidates for ICT job vacancies. The labour mobility initiatives regarding recruitment are mainly industry-led and rely on ICT jobs advertised on websites and on the work of personal recruiters.

## **2.6. Settling in**

To achieve a smooth cross-border labour mobility, support can be provided by tackling certain bureaucratic issues and facilitating housing of future ICT workers. Despite the EU Single Market, the paperwork of some member states can still be conceived as red tape and sometime prevents people from moving. Administrative tasks, such as legal procedures, obligatory insurances and tax registration are in this case taken care of by a regional service agency or an expat centre.

## **2.7. Living in**

Services can be provided for living in a host region, to make sure internationals can focus on their job and do not have to worry on any peripheral issues. These are services that support the migrant labourers and their families once moved to the host region, like providing expat clubs, facilitating international schools or ensuring job possibilities for spouses.

The best practices in ICT labour mobility between EU member states are identified according to this scheme.

### 3. Mobility initiatives

In order to promote the European best practices on labour mobility, this report focuses on the analysis of existing mobility initiatives that are in place throughout Europe to attract and retain talented ICT practitioners. This analysis has resulted in the identification of 18 best practices of ICT labour mobility initiatives.

These best practices have been selected on the basis of their results which demonstrate that these are successful initiatives that can be replicated across Europe as a possible solution to address both the shortage of ICT practitioners and the massive unemployment that is being faced today.


1. 5x5 Welcome to Aachen
2. Academy Cube
3. Amsterdam Metropolitan Solutions
4. ASTER Talents and Knowledge
5. Berlin Startup Jobs & London Startup Jobs
6. Bizkaia Talent Relocation Services
7. Brainport Talent Centre
8. CentralBaltic JobFerry
9. CSC Service Centre Lithuania
10. Erasmus for Young Entrepreneurs
11. FIT Training for Employment Programme
12. International House Copenhagen
13. IT Specialists for the Øresund Region
14. JobTribu
15. Karlsruhe TechnologyRegion Skills Alliance
16. Make IT In Ireland
17. Professional Cloud Training and Certification
18. Talentum Startups

## 1. 5x5 Welcome to Aachen

Type	Acquaintance, Matching
Description	About 75% of the technology-oriented firms in Aachen urgently need software developers and at the same time many well-trained specialists in other European countries cannot find an adequate job. REGINA e.V. decided to set an example against the youth unemployment and invites practitioners from other parts of Europe. Since 2012 they chose 100 out of every 1.000 applicants of job vacancies on <a href="http://www.karriere.ac">www.karriere.ac</a> and invited them over to Aachen for the program 'Living & Working in Germany'. They normally organise a workshop at the jobcentre, a visit to the mayor of Aachen at the town hall and various job interviews.
Target group(s)	ICT practitioners from EU countries with high unemployment
Scope EU	<b>Demand</b> Germany
	<b>Supply</b> Spain, Portugal, Italy, Greece, Bulgaria
Skills	<ul style="list-style-type: none"> <li>- Programming/ Software development</li> <li>- Networking/ Computer maintenance</li> <li>- Platform development</li> <li>- Mobile technology</li> </ul>
Requirements	<ul style="list-style-type: none"> <li>- English (proficient level)</li> <li>- Motivated and self-confident</li> <li>- Analytical thinker and good communication skills</li> <li>- Interested in new technologies</li> </ul>
Time period	2012 – on going
Owner*	Foundation (Industry-led)
Contact information	REGINA e.V. Regionaler Industrieclub Informatik Aachen  Ahornstraße 55 Building E3 52074 Aachen Germany T: +49 241 80 21199 E: <a href="mailto:regina@rwth-aachen.de">regina@rwth-aachen.de</a> 
Contact person	Zehra Sanli   <a href="mailto:sanli@regionaachen.de">sanli@regionaachen.de</a>
Website	<a href="http://regina.rwth-aachen.de">regina.rwth-aachen.de</a>   <a href="http://www.karriere.ac">www.karriere.ac</a>
Key activities	<ul style="list-style-type: none"> <li>- Inviting applicants over to the demand region</li> <li>- Touring the city and meeting the mayor and industry representatives</li> <li>- Arranging series of job interviews for the applicants</li> </ul>
Results	<ul style="list-style-type: none"> <li>- 45 applicants and 70% job offers in 2012-2013</li> <li>- 22 confirmed job placements in 2013</li> </ul>


\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
 Source: Brainport Development, 2014

## 2. Academy Cube

<b>Type</b>	Matching, Training
<b>Description</b>	Academy Cube is a job profile and an advanced training platform that helps bringing talents and companies together. Academy Cube aims to tackle the problem of unemployment among young professionals in Europe by up-skilling and matching job candidates with job offers at partner companies. Students can view their career options in the ICT and manufacturing sectors in Europe and use the Academy Cube's e-learning platform to acquire the skills they need for their chosen career path.
<b>Target group(s)</b>	ICT practitioners and other tech practitioners in Europe
<b>Scope EU</b>	<b>Demand</b> EU member states
	<b>Supply</b> EU member states
<b>Skills</b>	<ul style="list-style-type: none"> <li>- Advanced ICT skills</li> <li>- Skills demanded by companies</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>- English (proficient level)</li> </ul>
<b>Time period</b>	2013 – on going
<b>Owner*</b>	Private company
<b>Contact information</b>	<p>Academy Cube</p> <p>SAP Business Objects Europe Headquarters Rue Anatole France 157-159 92309 Levallois-Perret Cedex France</p> <p>T: +33 1 41 25 21 21 E: <a href="mailto:info@academy-cube.eu">info@academy-cube.eu</a></p> 
<b>Contact person</b>	n/a
<b>Website</b>	<a href="http://www.academy-cube.eu">www.academy-cube.eu</a>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Online job profile and training platform</li> <li>- Training and up scaling skills to comply to career path</li> <li>- Multiple tech sectors involved (ICT and manufacturing)</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>- Participants have a proven 70% job placement rate</li> <li>- More than 1.000 job offers</li> <li>- 8.600 qualified candidates</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

### 3. Amsterdam Metropolitan Solutions

<b>Type</b>	Awareness, Training	
<b>Description</b>	Amsterdam Metropolitan Solutions stimulates the interaction between knowledge and educational institutions, industry and regional authorities in order to stimulate economic development by attracting talent in ICT related jobs to Amsterdam. They will develop an interactive platform to recruit ICT practitioners in the EU and are setting up the world-class institute Amsterdam Institute for Advances Metropolitan Solutions for applied technology to adjust to the regional need of the tech industries.	
<b>Target group(s)</b>	ICT talent in the EU	
<b>Scope EU</b>	<b>Demand</b>	Netherlands
	<b>Supply</b>	EU member states
<b>Skills</b>	<ul style="list-style-type: none"> <li>- Applied ICT skills</li> <li>- Regional skills needed</li> </ul>	
<b>Requirements</b>	<ul style="list-style-type: none"> <li>- English (proficient level)</li> </ul>	
<b>Time period</b>	2015 – on going	
<b>Owner*</b>	Regional authority, Local authority	
<b>Contact information</b>	Amsterdam Metropolitan Solutions  Amsterdam Economic Board De Ruyterkade 5 1013 AA Amsterdam The Netherlands  T: +31 20 524 11 20 E: <a href="mailto:info@amecboard.com">info@amecboard.com</a>	
<b>Contact person</b>	Karoline Moors   <a href="mailto:k.moors@amecboard.com">k.moors@amecboard.com</a>	
<b>Website</b>	<a href="http://www.ams-amsterdam.com">www.ams-amsterdam.com</a>	
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Ensuring a better connection of the education to the regional demand</li> <li>- Focus on sciences that are applicable in the regional economy</li> </ul>	
<b>Results</b>	<ul style="list-style-type: none"> <li>- Start master programme in 2015 with research on real life challenges</li> <li>- Unique consortium founded of world-class public and private partners (MIT, TU Delft, Wageningen UR)</li> </ul>	

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
 Source: Brainport Development, 2014

#### 4. ASTER Talents and Knowledge

Type	Awareness, Recruiting
Description	ASTER carries out actions for human resources working in the field of research and sustains their valorisation within the regional productive system. The action lines focus on the transfer of know-how from research to the business sector; on career development of industrial researchers; on promoting international mobility paths. Initiatives favouring the participation of young researchers to projects, programmes and funding opportunities concerning research, technology transfer and innovation are supported.
Target group(s)	Young researchers
Scope EU	<b>Demand</b> Italy (Bologna region)
	<b>Supply</b> EU member states
Skills	n/a
Requirements	<ul style="list-style-type: none"> <li>- Computer science background</li> <li>- Tech science background</li> </ul>
Time period	2011 – on going
Owner*	Foundation (industry-led)
Contact information	<p>ASTER</p> <p>ASTER S.p.A. CNR Area della Ricerca di Bologna Via Gobetti, 101 40129 Bologna Italy</p> <p>T: +39 051 6398099 E: <a href="mailto:info@aster.it">info@aster.it</a></p> 
Contact person	Maria Grazia D'Angelo   <a href="mailto:mariagrazia.dangelo@aster.it">mariagrazia.dangelo@aster.it</a>
Website	<a href="http://www.aster.it">www.aster.it</a>
Key activities	<ul style="list-style-type: none"> <li>- Transferring young researchers from knowledge institutions to business</li> <li>- Promotion of international mobility opportunities</li> </ul>
Results	<ul style="list-style-type: none"> <li>- 811 young graduates placed in research and development after training</li> <li>- 547 contracts signed between enterprises and universities/ research centres</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

## 5. Berlin Startup Jobs & London Startup Jobs

Type	Recruiting, Matching
Description	Berlin Startup Jobs and London Startup Jobs are job advertisement websites with the aim of collecting open positions at internet start-ups in the Berlin and London region. Focus is on attracting international talented practitioners for English speaking jobs in the development of predominantly mobile app and web applications. The job advertisements are categorised on the entire ICT business process, but mainly on jobs in design, development and support & operation.
Target group(s)	ICT practitioners for start-ups
Scope EU	<b>Demand</b> Germany (Berlin), United Kingdom (London)
	<b>Supply</b> EU member states
Skills	<ul style="list-style-type: none"> <li>- Programming/ software development</li> <li>- Mobile technology</li> <li>- Web technology</li> </ul>
Requirements	English (proficient level)
Time period	2011 – on going
Owner*	Private company
Contact information	Berlin Startup Jobs London Startup Jobs  Wicherstrasse 51A 10439 Berlin Germany  T: +49 308 093 5087 E: <a href="mailto:hello@berlinstartupjobs.com">hello@berlinstartupjobs.com</a> 
Contact person	Hessam Lavi   <a href="mailto:hello@hessamlavi.com">hello@hessamlavi.com</a>
Website	<a href="http://www.berlinstartupjobs.com">www.berlinstartupjobs.com</a>
Key activities	<ul style="list-style-type: none"> <li>- Job websites with all appealing start-up jobs advertisements of a region</li> <li>- Focus on 'attracting jobs in app, web and mobile technology development</li> </ul>
Results	<ul style="list-style-type: none"> <li>- Over 50 job advertisements a week (2014)</li> <li>- 6.000 followers on Facebook</li> </ul>



\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
 Source: Brainport Development, 2014

## 6. Bizkaia Talent Relocation Services

Type	Settling in
Description	Bizkaia Relocation Services is aimed at giving free information and advice on administrative issues and on how to adapt to living in Basque country, for instance on housing, education, health and leisure. It is meant to inform and service organisations and highly qualified individuals who come to work in Basque country. They offer information and advice on the administrative characteristics of the region, and on what is needed for a smooth integration into the social and cultural environment of Basque country.
Target group(s)	Highly qualified tech workers
Scope EU	<b>Demand</b> Spain (Basque country)
	<b>Supply</b> EU member states
Skills	n/a
Requirements	- Science or technology background (study/ work)
Time period	2007 – on going
Owner*	Non-profit organisation
Contact information	<p>Bizkaia:Talent</p> <p>BFA DFB Tecnológica de Bizkaia Edificio 804 Módulo 300 Laga Bidea 48160 Derio Spain T: +34 94 479 54 28 E: <a href="mailto:mobility@bizkaiaitalent.org">mobility@bizkaiaitalent.org</a></p> 
Contact person	Carmen Méndez   <a href="mailto:carmen.mendez@bizkaiaitalent.org">carmen.mendez@bizkaiaitalent.org</a>
Website	<a href="http://www.bizkaiaitalent.org">www.bizkaiaitalent.org</a>
Key activities	<ul style="list-style-type: none"> <li>- Complete package of soft landing services for foreign practitioners</li> <li>- Integration into social and cultural society</li> </ul>
Results	<ul style="list-style-type: none"> <li>- 300 highly qualified professionals serviced for relocation to Basque country</li> <li>- 91 researchers in recruitment support programme (2012-2014)</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

## 7. Brainport Talent Centre

Type	Awareness, Matching, Settling in
Description	The Brainport Region has been active in talent attraction & retention since 2007, with its new programme Brainport Talent Centre (BTC), following up on the Brainport International Community programme. BTC is a unique, independent collaboration between businesses, knowledge- and educational institutions and governments from the Southeast of the Netherlands with the goal to attract and retain (inter)national technological talents and to share expertise in this field. BTC sources and matches technological talents in an innovative way by means of online communities, a shared talent pool and intelligent matching. The Brainport Region also has the Holland Expat Centre South with services for 'settling in' – formalities & services – and many diverse initiatives for 'living in'.
Target group(s)	International & Dutch tech workers
Scope EU	<b>Demand</b> Netherlands (Southeast)
	<b>Supply</b> Spain, Portugal, Italy, Ireland, Poland, Germany, Belgium, other EU members
Skills	n/a
Requirements	<ul style="list-style-type: none"> <li>- English (proficient level)</li> <li>- Technological background</li> </ul>
Time period	2007 – on going
Owner*	Non-profit organisation
Contact information	Brainport Talent Centre  Brainport Development N.V. Emmasingel 11 P.O. Box 2181 5600 CD Eindhoven  T: +31 40 751 24 24 E: <a href="mailto:talent@brainportdevelopment.nl">talent@brainportdevelopment.nl</a>  
Contact person	Yvonne van Hest   <a href="mailto:y.vanhest@brainportdevelopment.nl">y.vanhest@brainportdevelopment.nl</a>
Website	<a href="http://www.brainporttalentcentre.com">www.brainporttalentcentre.com</a>
Key activities	<ul style="list-style-type: none"> <li>- Addressing the industry demand more adequately by joining forces</li> <li>- New form of talent sharing with organisations in the same sector</li> <li>- Activities on settling in for international knowledge workers &amp; their families</li> </ul>
Results	<ul style="list-style-type: none"> <li>- Number of international knowledge workers tripled to 13.000 (2007-2012)</li> <li>- 30 actively involved tech enterprises, educational &amp; knowledge institutions, governments and other stakeholders</li> <li>- Contact with more than 80 tech companies</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company


Source: Brainport Development, 2014

## 8. CentralBaltic JobFerry

<b>Type</b>	Training, Recruitment, Matching
<b>Description</b>	The CentralBaltic JobFerry was a cross-border education and labour market project between the Central Baltic regions of Sweden, Finland, Estonia and Latvia. General objective of the project was to intensify the cross-border cooperation in a socio-economically sustainable way, meant to support the development of a cross-border labour market. Studies showed that the regions including were facing a labour shortage in ICT, healthcare and construction. The shortages in Scandinavia can be decreased by hiring or outsourcing of cultural and geographically close Baltic labourers.
<b>Target group(s)</b>	ICT practitioners in the Central Baltics, employers
<b>Scope EU</b>	<b>Demand</b> Sweden, Finland, Estonia, Latvia
	<b>Supply</b> Sweden, Finland, Estonia, Latvia
<b>Skills</b>	- Will be carried out in a following project
<b>Requirements</b>	- Nordic language(s)
<b>Time period</b>	2011 – 2013
<b>Owner*</b>	Non-profit organisation
<b>Contact information</b>	<p>CentralBaltic JobFerry</p> <p>Nordregio P.O. Box 1658 SE-111 86 Stockholm Sweden</p> <p>T: +371 670 343 74 E: <a href="mailto:info@cbjobferry.eu">info@cbjobferry.eu</a></p> 
<b>Contact person</b>	Petri Kahila   <a href="mailto:petri.kahila@nordregio.se">petri.kahila@nordregio.se</a>
<b>Website</b>	<a href="http://www.cbjobferry.eu">www.cbjobferry.eu</a>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Developing a single labour market with neighbouring countries</li> <li>- Mutual benefit of differences in wages and tech development</li> </ul>
<b>Results</b>	- Intensive collaboration of labour associations and research institutions

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

## 9. CSC Centre Lithuania

<b>Type</b>	Training
<b>Description</b>	CSC is a global ICT services outsourcing company that established an office in Lithuania and services clients from all over Europe. Its employees provide initial assistance on ICT issues, and serve a variety of business management, security and other computer systems. A large expansion is planned for existing services like maintaining the company's infrastructure, along with other strategic focus areas like cloud computing, mobile software development and servicing. For its services and language training it needs employees that speak the languages of their clientele proficiently.
<b>Target group(s)</b>	ICT practitioners
<b>Scope EU</b>	<b>Demand</b> Denmark, Sweden, Finland, France, Germany, UK, Luxembourg, Austria
	<b>Supply</b> Spain, Lithuania, Latvia, Estonia
<b>Skills</b>	<ul style="list-style-type: none"> <li>- ICT services</li> <li>- Programming/ software development</li> <li>- Mobile technology</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>- Languages ( French, German, Spanish, English, Russian)</li> <li>- Nordic languages (Swedish, Danish, Norwegian, Finnish)</li> </ul>
<b>Time period</b>	2013 – on going
<b>Owner*</b>	Private company
<b>Contact information</b>	<p>CSC Baltic Computer Science Corp</p> <p>CSC Lithuania V. Gerulaičio gatvė 1 ALFA bld. 4th floor Vilnius 08200 Lithuania T: +370 697 211 01 E: <a href="mailto:csc-lt@csc.com">csc-lt@csc.com</a></p> 
<b>Contact person</b>	Ulrika Andersson   <a href="mailto:uandersson3@csc.com">uandersson3@csc.com</a>
<b>Website</b>	<a href="http://www.csc.com/lt">www.csc.com/lt</a>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Outsourcing of ICT services to lower wage regions</li> <li>- The need of high skilled ICT practitioners to train and manage</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>- 300 new employees in the Lithuania office since 2013</li> <li>- +10% more employees for CSC group</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

## 10. Erasmus for Young Entrepreneurs

<b>Type</b>	Training
<b>Description</b>	Erasmus for Young Entrepreneurs is a consortium which can send young entrepreneurs to other countries as well as hosting entrepreneurs from other countries. The exchange of experience takes place during a stay with the experienced entrepreneur, which helps the new entrepreneur acquire the skills needed to run a small firm. The host benefits from fresh perspectives on his or her business and gets the opportunities to cooperate with foreign partners or learn about new markets.
<b>Target group(s)</b>	Young entrepreneurs, experienced entrepreneurs
<b>Scope EU</b>	<b>Demand</b> United Kingdom, Germany, Belgium Netherlands
	<b>Supply</b> Italy, Spain, Romania, Greece, Poland
<b>Skills</b>	<ul style="list-style-type: none"> <li>- Business skills</li> <li>- Research skills</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>- Scientific background</li> </ul>
<b>Time period</b>	2009 – on going
<b>Owner*</b>	Non-profit organisation
<b>Contact information</b>	<p>Erasmus for Young Entrepreneurs</p> <p>EUROCHAMBRES Kunstlaan 19 A/D 1000 Brussels Belgium</p> <p>T: +32 228 208 73 E: <a href="mailto:support@erasmus-entrepreneurs.eu">support@erasmus-entrepreneurs.eu</a></p>  <p>Erasmus for Young Entrepreneurs</p>
<b>Contact person</b>	Ivelina Fedulova   <a href="mailto:fedulova@eurochambres.eu">fedulova@eurochambres.eu</a>
<b>Website</b>	<a href="http://www.erasmus-entrepreneurs.eu">www.erasmus-entrepreneurs.eu</a>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Training of new entrepreneurs by experienced entrepreneurs</li> <li>- Possibility to cooperate with foreign partners and learning new markets</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>- 2.500 exchanges arranged</li> <li>- 5.000 young or experienced entrepreneurs participated in programme</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

## 11. FIT Training for Employment Programme

<b>Type</b>	Training
<b>Description</b>	FIT is an industry led non-profit initiative, in close collaboration with government departments, national training and education agencies and disadvantaged communities. Its service and skill trainings enable greater access to employment for long-term job seeker in Ireland. FIT has started a pilot in 2013 for replication of their services in Spain, Portugal and Greece, and is willing to extend their programmes to other EU member states that face high unemployment.
<b>Target group(s)</b>	Unemployed people with a technical/ ICT background
<b>Scope EU</b>	<b>Demand</b> Ireland, other EU member states
	<b>Supply</b> Ireland, Spain, Portugal, Greece, other EU member states
<b>Skills</b>	- Various ICT skills
<b>Requirements</b>	- English (proficient level)
<b>Time period</b>	2013 – 2014 (pilot)
<b>Owner*</b>	Government, Foundation
<b>Contact information</b>	<p>Fast Track to IT The ICT Talent Pipeline FIT 7a Bellevue Industrial Estate Glasnevin, Dublin 11 T: +353 188 255 70 F: +353 183 477 47 E: <a href="mailto:info@fit.ie">info@fit.ie</a></p> 
<b>Contact person</b>	Manus Hanratty   <a href="mailto:manushanratty@fit.ie">manushanratty@fit.ie</a>
<b>Website</b>	<a href="http://www.fit.ie">www.fit.ie</a>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Re-integration of unemployed ICT practitioners</li> <li>- Training and skilling to meet the changing industry demand</li> <li>- Willingness to apply training programmes in other EU member states</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>- 3.000 people trained</li> <li>- 3.000 interns placed</li> <li>- 2.250 confirmed job placements</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company

Source: Brainport Development, 2014

## 12. International House Copenhagen

<b>Type</b>	Acquaintance, Matching, Settling in, Living in
<b>Description</b>	The International House Copenhagen (IHC) provides different services for foreign labourers. They assist newcomers with their search for a job in the Danish labour market and paperwork for official matters, such as a residence permit, health insurance and tax registration. IHC furthermore provides information on Danish courses and hosts network events for international practitioners. IHC has been created as part of the EU-funded project Copenhagen Talent Bridge that aims to create a regional platform in order to attract and retain international talent and their families to the Copenhagen.
<b>Target group(s)</b>	Foreign practitioners
<b>Scope EU</b>	<b>Demand</b> Denmark
	<b>Supply</b> EU member states
<b>Skills</b>	n/a
<b>Requirements</b>	- English (proficient level)
<b>Time period</b>	2013 – on going
<b>Owner*</b>	Non-profit organisation
<b>Contact information</b>	<p>International House Copenhagen</p> <p>Copenhagen Capacity Norregade 7 B DK-1165 Copenhagen K Denmark</p> <p>T: +45 33 22 0222 E: <a href="mailto:info@copcap.com">info@copcap.com</a> E: <a href="mailto:info@ihcph.dk">info@ihcph.dk</a></p> 
<b>Contact person</b>	Trine Marie Ingberg   <a href="mailto:bk2u@okf.kk.dk">bk2u@okf.kk.dk</a>
<b>Website</b>	<a href="http://www.ihcph.dk">www.ihcph.dk</a>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Services for all needed official paperwork matters</li> <li>- Arrangement of network events for international labourers</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>- Employment opportunities provided for 300 researchers and 1.000 spouses</li> <li>- Guiding 40 SME enterprises for international recruitment</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

### 13. IT Specialists for the Øresund Region

<b>Type</b>	Recruiting, Matching
<b>Description</b>	IT Specialists for the Øresund Region is a cross border cooperation project, within the framework of the EURES network, between the Copenhagen metropolitan area in Denmark and the South of Sweden around Malmö. Aim of the project is to attract highly specialised ICT professionals to the region, with specific recruitment needs to the ICT sector of experienced professionals in software, hardware and web development, with a particular emphasis in programming skills.
<b>Target group(s)</b>	ICT practitioners in the EU
<b>Scope EU</b>	<b>Demand</b> Denmark, Sweden
	<b>Supply</b> EU member states
<b>Skills</b>	<ul style="list-style-type: none"> <li>- Programming/ Software development</li> <li>- Web development</li> <li>- Mobile technology</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>- English (proficient level)</li> <li>- Three years experience in ICT sector</li> <li>- Master in Computer Science (preferable)</li> <li>- LinkedIn profile written in English</li> </ul>
<b>Time period</b>	2013 – on going
<b>Owner*</b>	Government
<b>Contact information</b>	<p>Workindenmark EURES Crossborder Øresund</p> <p>Workindenmark Gyldenløvesgade 11 1600 København Denmark</p> <p>T: +45 722 23 300 E: <a href="mailto:workindenmark@workindenmark.dk">workindenmark@workindenmark.dk</a></p> 
<b>Contact person</b>	Søren Vester Kibsgaard   <a href="mailto:svk@workindenmark.dk">svk@workindenmark.dk</a>
<b>Website</b>	<a href="https://www.linkedin.com/groups/IT-Specialists-Oresund-Region-4408698">www.linkedin.com/groups/IT-Specialists-Oresund-Region-4408698</a>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Bundling of regional demand to jointly attract talented ICT practitioners</li> <li>- Making use of the widespread LinkedIn platform</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>- 5.000 employee profiles and 1.250 jobs for Work in Denmark (2014)</li> <li>- 800 members in LinkedIn group that are visible for recruiters and companies</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

**14. JobTribu**

<b>Type</b>	Training, Matching
<b>Description</b>	JobTribu aimed at developing and testing career guidance actions and tools, based on the use of ICT and the new online possibilities, such as social networks and apps. The project is directed at young people and facilitates their access to the labour market and mobility opportunities. The main idea of the project is to open a new dimension of active participation of young people in the dynamic process of labour mobility, with the help of the social networks and ICT, to create virtual communities to share and develop ideas, information, proposals and opportunities, together with other young people and the help of local PES in other regional contexts.
<b>Target group(s)</b>	Young people that are looking for a job (abroad), labour market counsellors
<b>Scope EU</b>	<b>Demand</b> Italy, United Kingdom, Austria
	<b>Supply</b> Italy, Spain, Romania
<b>Skills</b>	<ul style="list-style-type: none"> <li>- Various ICT skills</li> <li>- ICT skills for services of labour market counsellors</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>- English (proficient)</li> </ul>
<b>Time period</b>	2011 – 2013
<b>Owner*</b>	Government, Regional authority
<b>Contact information</b>	<p>JobTribu</p> <p>European Commission DG Employment, Social Affairs &amp; Inclusion B-1049 Brussels Belgium</p> <p>T: +32 2 299 4107 E: <a href="mailto:project@jobtribu.eu">project@jobtribu.eu</a></p> 
<b>Contact person</b>	n/a
<b>Website</b>	<a href="http://www.jobtribu.eu">www.jobtribu.eu</a>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Using online tools and social networks for career guidance</li> <li>- Developing and sharing ideas in online communities</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>- 1.700 descriptions of occupations</li> <li>- 305.000 website views in a year</li> </ul>


\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

## 15. Karlsruhe TechnologyRegion Skills Alliance

<b>Type</b>	Awareness, Training
<b>Description</b>	To address the increasing labour shortage in high tech the Karlsruhe TechnologyRegion Skills Alliance has been launched in 2013. The mission of the alliance is to attract, develop and retain a skilled workforce in the region. The workgroup International Professionals meets regularly to collect and bundle existing initiatives and develop potential solutions for attracting talented high tech practitioners.
<b>Target group(s)</b>	ICT practitioners in the EU
<b>Scope EU</b>	<b>Demand</b> Germany
	<b>Supply</b> EU member states
<b>Skills</b>	- High-tech skills
<b>Requirements</b>	- English (proficient level) - German (for SME)
<b>Time period</b>	2013 – on going
<b>Owner*</b>	Regional authority
<b>Contact information</b>	<p>TechnologieRegion Karlsruhe</p> <p>Stadt Karlsruhe Rathaus, Marktplatz 76133 Karlsruhe</p> <p>T: +49 721 133 1871 F: +49 721 133 1879 E: <a href="mailto:info@technologieregion-karlsruhe.de">info@technologieregion-karlsruhe.de</a></p> <p><b>TechnologieRegion Karlsruhe</b> Hightech trifft Lebensart</p> 
<b>Contact person</b>	Bernd Wnuck   <a href="mailto:fachkraefteallianz@technologieregion-karlsruhe.de">fachkraefteallianz@technologieregion-karlsruhe.de</a>
<b>Website</b>	<a href="http://www.technologieregion-karlsruhe.de">www.technologieregion-karlsruhe.de</a>
<b>Key activities</b>	- Cooperative high-tech talent attraction - Workgroup that meets regularly to discuss the talent attraction strategy
<b>Results</b>	- Shortage of ICT practitioners decreased with 200 to -1.400 (2013-2014)

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

## 16. Make IT In Ireland

<b>Type</b>	Recruiting, Matching
<b>Description</b>	Make IT in Ireland started their service in 2013, with funding of large ICT companies in Ireland (e.g. Google, Facebook, Twitter, Microsoft). It assists large and SME companies in their search for the right profiles for their ICT vacancies, via the available recruitment channels. Candidates from abroad will be assisted in finding a job at a technology company. Its service can be expanded to new regions in the EU that demand ICT practitioners.
<b>Target group(s)</b>	ICT practitioners in the EU
<b>Scope EU</b>	<b>Demand</b> Ireland, piloting other countries
	<b>Supply</b> EU member states
<b>Skills</b>	<ul style="list-style-type: none"> <li>- Programming/ Software development</li> <li>- Platform administrators</li> <li>- ICT consultancy</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>- English (proficient level)</li> </ul>
<b>Time period</b>	2013 – on going
<b>Owner*</b>	Private company
<b>Contact information</b>	<p>Make IT in Ireland</p> <p>AssemblyPoint Ltd. 23 Webworks Eglinton Street Cork Ireland</p> <p>T: +353 86 831 6365 E: <a href="mailto:hello@makeitinireland.com">hello@makeitinireland.com</a></p> 
<b>Contact person</b>	John Dennehy   <a href="mailto:john@zartis.com">john@zartis.com</a>
<b>Website</b>	<a href="http://www.makeitinireland.com">www.makeitinireland.com</a>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Industry-led online recruitment of ICT practitioners</li> <li>- Possibility to easily replicate services for other demand regions</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>- 14.000 website views a month (90% from EU) and 300 CVs uploaded</li> <li>- 25 confirmed hiring in last 3 months</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

## 17. Professional Cloud Training and Certification

<b>Type</b>	Training
<b>Description</b>	In 2013 the Cloud Credential Council has released its Professional Cloud Training and Certification Programme. The programme provides a training for partners and technology vendors in countries across Europe. Main goal is to help them train and retrain the European ICT labour force in order to fill the rapid growing number of unfilled cloud jobs.
<b>Target group(s)</b>	ICT practitioners in the EU
<b>Scope EU</b>	<b>Demand</b> EU member states
	<b>Supply</b> EU member states
<b>Skills</b>	- Cloud computing skills
<b>Requirements</b>	- English (proficient level)
<b>Time period</b>	2013 – 2018
<b>Owner*</b>	Private company
<b>Contact information</b>	<p>Cloud Credential Council</p> <p>Cloud Credential Council 228 Hamilton Ave, 3<sup>rd</sup> Floor Palo Alto, California United States</p> <p>T: +1 353 7853 E: <a href="mailto:info@cloudcredential.org">info@cloudcredential.org</a></p> 
<b>Contact person</b>	Marcel Heilijgers   <a href="mailto:marcel.heilijgers@cloudcredential.org">marcel.heilijgers@cloudcredential.org</a>
<b>Website</b>	<a href="http://www.cloudcredential.org">www.cloudcredential.org</a>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>- Training and retraining of practitioners for cloud computing</li> <li>- Anticipating to rapid developing number of job vacancies in cloud computing</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>- 2.000 people reached through online courses</li> <li>- 100 people trained</li> <li>- 20 teachers trained</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

## 18. Talentum Startups

Type	Training, Recruiting
Description	Talentum Startups is part of the educational services Telefónica provides, in order to train young people in a wide range of digital skills. To improve employment in the digital sector, the internship programme of Talentum Startups aims at giving foreign students the opportunity to learn and actively participate in the innovative environment of start-ups which they have a partnership agreements with.
Target group(s)	Tech students and graduates, start-up entrepreneurs
Scope EU	<b>Demand</b> United Kingdom, Germany, Ireland
	<b>Supply</b> Spain, Czech Republic, Slovakia
Skills	<ul style="list-style-type: none"> <li>- Programming/ software development</li> <li>- Web development</li> <li>- Mobile technology</li> </ul>
Requirements	<ul style="list-style-type: none"> <li>- English (proficient level)</li> <li>- Technological study</li> </ul>
Time period	2013 – 2015
Owner*	Private company
Contact information	<p>Telefónica</p> <p>Telefónica Europe plc. Chester Road Preston Brook Runcorn, Cheshire WA7 3QA United Kingdom T: +44 7738 136968 E: <a href="mailto:info@telefonica.com">info@telefonica.com</a></p> 
Contact person	Louise Parsons   <a href="mailto:louise.parsons@telefonica.com">louise.parsons@telefonica.com</a>
Website	<a href="http://talentum.telefonica.com">talentum.telefonica.com</a>
Key activities	<ul style="list-style-type: none"> <li>- Providing international internships at start-up companies</li> <li>- Providing foreign interns and possible future colleagues for start-ups</li> </ul>
Results	<ul style="list-style-type: none"> <li>- 126.370 people trained</li> <li>- 282 interns placed</li> <li>- 1.400 job placements</li> </ul>

\* Government, Regional authority, Local authority, Foundation, Non-profit organisation, Private company  
Source: Brainport Development, 2014

## 4. Possibility of replications

To envisage the possibility of replicating the identified ICT labour mobility initiatives, the key activities presented in the previous tables are listed below. They are divided by the types of services in the previously presented labour mobility process. The mobility initiatives are then reflected on the type of services they provide and their geographical scope of the EU Member States. This can be used as a tool to identify the type of services and areas with an emphasis or lack in order to see their possible replications.

The key learning activities of the identified ICT labour mobility initiatives are:

### 1. Awareness

- Ensuring a better connection of the education to the regional demand (AMS)
- Transferring young researchers from knowledge institutions to business (ASTER)
- Promotion of international mobility opportunities (ASTER)
- Addressing the industry demand more adequately by joining forces (Brainport)
- Bundling of regional demand to jointly attract talented ICT practitioners (Øresund)
- Making use of the widespread LinkedIn platform (Øresund)
- Cooperative high-tech talent attraction (Karlsruhe)

### 2. Acquaintance

- Inviting applicants over to the demand region (5x5)
- Touring the city and meeting the major and industry representatives (5x5)
- Arranging series of job interviews for the applicants (5x5)

### 3. Training

- Online job profile and training platform (Academy)
- Training and up scaling skills to comply to career path (Academy)
- The need of high skilled ICT practitioners to train and manage (CSC)
- Training of new entrepreneurs by experienced entrepreneurs (Erasmus)
- Re-integration of unemployed ICT practitioners (FIT)
- Training and skilling to meet the changing industry demand (FIT)
- Training and retraining of practitioners for cloud computing (Cloud)

### 4. Matching

- New form of talent sharing with organisations in the same sector (Brainport)
- Job websites with all appealing start-up jobs advertisements of a region (Startup)
- Focus on 'sexy' jobs in app, web and mobile technology development (Startup)
- Using online tools and social networks for career guidance (JobTribu)
- Developing and sharing ideas in online communities (JobTribu)
- Making use of the widespread LinkedIn platform (Øresund)

### 5. Recruiting

- Industry-led online recruitment of ICT practitioners (Make IT)
- Providing international internships at start-up companies (Talentum)
- Providing foreign interns and possible future colleagues for start-ups (Talentum)

**6. Settling in**

- Complete package of soft landing services for foreign practitioners (Bizkaia)
- Activities on settling in for international knowledge workers & their families (Brainport)
- Services for all needed official paperwork matters (IHC)

**7. Living in**

- Integration into social and cultural society (Bizkaia)
- Activities on settling in and living in of foreign practitioners (Brainport)
- Arrangement of network events for international labourers (IHC)

**Undefined activities**

- Multiple tech sectors involved (ICT and manufacturing) (Academy)
- Focus on sciences that are applicable in the regional economy (AMS)
- Developing a single labour market with neighbouring countries (JobFerry)
- Mutual benefitting of differences in wages and tech development (JobFerry)
- Outsourcing of ICT services to lower wage regions (CSC)
- Possibility to cooperate with foreign partners and learning of new markets (Erasmus)
- Willingness to apply training programmes in other EU member states (FIT)
- Workgroup that meets regularly to discuss the talent attraction strategy (Karlsruhe)
- Possibility to easily replicate services for other demand regions (Make IT)
- Anticipating to rapid developing number of job vacancies in cloud computing (Cloud)

The table below shows the identified ICT labour mobility initiatives divided by the types of services provided. A focus is visible in training of skills and the matching and recruiting of potential ICT practitioners.

**Table 1 ICT labour mobility initiatives divided over types of services provided**

		1. Aware- ness	2. Acquain- tance	3. Training	4. Matching	5. Recruiting	6. Settling in	7. Living in
1	5x5		X		X			
2	Academy			X	X			
3	AMS	X		X				
4	ASTER	X				X		
5	Startup				X	X		
6	Bizkaia						X	
7	Brainport	X			X		X	
8	JobFerry			X	X	X		
9	CSC			X				
10	Erasmus			X				
11	FIT			X				
12	IHC		X		X		X	X
13	Øresund				X	X		
14	JobTribu			X	X			
15	Karlsruhe	X		X				
16	Make IT				X	X		
17	Cloud			X				
18	Talentum			X		X		

Source: Brainport Development, 2014

The table below shows the identified ICT labour mobility initiatives divided by the EU member states and identified ICT labour shortage (red) or ICT labour surplus (green) countries in Task 3.1. This table gives an overview of which countries/ regions have the highest number of initiatives for attracting foreign talent to their ICT regions (vertically) and which countries/ regions are their focal sources for attracting talented ICT practitioners (horizontally). The countries in North and Western Europe have the most identified initiatives for attracting talent; whereas Spain, Portugal, Italy, Greece and Romania are a source of supply of ICT practitioners in the labour mobility initiatives.

**Table 2 ICT labour mobility initiatives divided over the scope of EU member states**

		UK	DE	NL	SE	FI	AT	BE	DK	LU	MT	ES	IT	FR	GR	PL	PT	RO	SK	HU	BG	CZ	LT	LV	IE	CY	SI	EE
1	5x5																											
2	Academy																											
3	AMS																											
4	ASTER																											
5	Startup																											
6	Bizkaia																											
7	Brainport																											
8	JobFerry																											
9	CSC																											
10	Erasmus																											
11	FIT																											
12	IHC																											
13	Øresund																											
14	JobTribu																											
15	Karlsruhe																											
16	Make IT																											
17	Cloud																											
18	Talentum																											

Source: Brainport Development, 2014

## 5. Conclusion

The results achieved by the initiatives illustrated in this report show that the promotion of cross-border mobility of ICT workforce can help to decrease the number of unfilled ICT jobs in the short term.

Indeed, it is important to consider that these identified initiatives are short term solutions, and therefore they could be lately modelled into mid and long term solutions, which can effectively contribute to closing the gap between demand and supply of ICT practioners.

We therefore encourage the replication of these best practices across Europe through pilot projects in other countries and regions.