



STOCKHOLM, Sweden

Spången, upskilling in care sector

Key facts

A skills supply and job rotation programme in the City of Stockholm.

The programme offers up-skilling to employees within the City of Stockholm municipality preschool, elderly care and disability care sectors, all of which are experiencing skills shortages. In this programme, current employees receive formal vocational training. During their participation in training, long-term unemployed people get a temporary position, training and coaching to fill the position of the employees on training.

Timeframe and funding

Timeframe: 09/2018 – 07/2022

Funded by the European Social Fund.

City and county population

City of Stockholm, population above 960 000

Governing body

Labour Market Administration, City of Stockholm

Link

Films with possibilities to choose English subtitles
1: <https://share.mediaflow.com/se/?SBCCY8IFWH>
2: <https://share.mediaflow.com/se/?2NCCI80FSH>
3: <https://share.mediaflow.com/se/?EICCG8QFIH>
4: <https://share.mediaflow.com/se/?4GCCT8BFRH>

Main objectives

The aim is to create a model for sustainable skills supply in preschool and care sectors. Jobs in the care sector require upper secondary vocational training to ensure quality.

The key objectives of the programme are:

- Strengthening the individual's trust in their own ability.
- Giving courage to further upskilling.
- Strategic skills development work in the city.

Content and mode of delivery



In 2019, employers received an offer to give employees who lacked formal competence the opportunity to participate in vocational training at the upper secondary level, while maintaining their salary. The project recruited and trained temporary staff who replaced regular employees during the training period. Previously unemployed people were given a temporary position that included vocational training, coaching in the workplace and a development plan. The project up-skilled colleagues to act as coaches in the workplace for the temporary staff.

The project started as a job rotation project with the goal to offer up-skilling to 125 employees, 125 temporary staff and 50 coaches/mentors in the workplace. Due to the pandemic and discovered barriers among participants (e.g. social, lack of knowledge of the Swedish language and study techniques), the project needed to change its approach. Since 2021, the focus has gradually shifted to teach participants the Swedish language, IT skills and study techniques to be able to study further and become more confident in their work.

Stakeholders



The main stakeholders in the project are:

- Labour Market Administration, City of Stockholm.
- Social Affairs, Education and Elderly Care Administration, Personnel Strategy Department.
- European Social Fund .

Key challenges, success factors & transferability



Key challenges:

- Employers have high demands on the person who will substitute for regular staff.
- Participation barriers: Lack of knowledge of Swedish is a major obstacle both at work and for studies; not having the digital skills needed to be able to study remotely, as was required during the pandemic; and lacking knowledge of study techniques.

Success factors:

- Close cooperation with employers.
- Provide participants with the skills necessary to start studying at upper secondary level e.g. Swedish language, IT skills and study techniques.
- Motivation is a driving force for participants to succeed in both studies and work.
- Fewer students, 10-15, in classes during courses.

Transferability:

- Implement an introductory programme that enables people to have the ability to study at the upper secondary level.

Contact us:

Tilde.Ussing@oecd.org

Directorate for Centre for Entrepreneurship, SMEs, Regions and Cities
Organisation for Economic Co-operation and Development

Follow us:

