



Retaining talent through the Fast Forward programme: a case study from Twente

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Hans van der Stam

Twente: Remote area in the Netherlands but in de heart of Europe



Eastern part of Province of Overijssel

No official status in the Dutch Governance Structures

Leadership gap



Twente: the facts

- 1955-1980 rapid de-industrialisation: 80% of jobs in the textile industry were lost
- 1980s and 1990s regional knowledge economy with pockets of high tech regeneration: R&D expenditure higher than the national average
- No world class business clusters, handful of medium sized companies, one with a HQ in the region
- Business base predominantly SMEs
- Low skills, worklessness, low participation in HE, brain drain
- Wide disparities: affluent rural areas and cities with social problems
- Record of university spinoffs



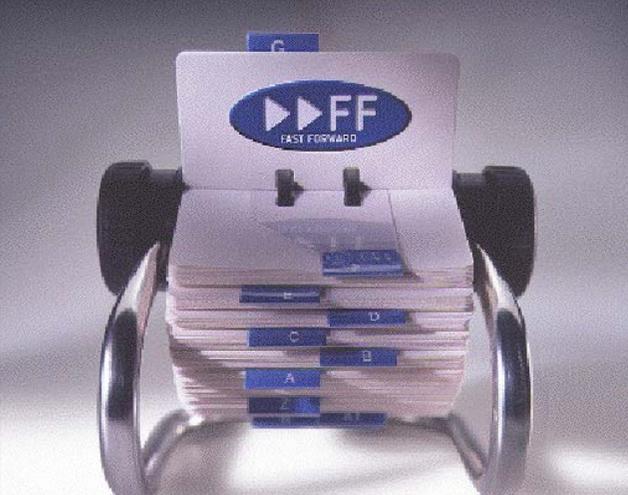
Our aim

- 75% of the graduates leave the region: braindrain
- In 2000 Fast Forward was established in cooperation with PLP Communications and the Development Company for the eastern region (Oost NV) of the Ministry of Economic Affairs to make a contribute to stop the braindrain
- Present an innovative solution for competence based human resource management



Our method

- Design
- Practice
- Selection of trainees
- Selection of employers
- Education
- Certificates
- Finance
- Results



**GEVONDEN: TOPTALENT
VOOR HET TWENTSE
BEDRIJFSLEVEN.**

Zoek niet, maar vind: Fast Forward brengt u meteen in contact met pas afgestudeerde toptalent van de Saxion Hogeschool Enschede. U heeft teus uit een ruim aanbod van ambitieuze high-potentials die staan te trappelen om in uw branche aan de slag te gaan. Competente jongeren die alles in zich hebben voor een schitterende carrière in een professionele onderneming. Zo draagt Fast Forward op de proefde wijze bij aan behoud van toptalent voor bedrijfsleven en overheid in Twente.

Zoek niet, maar bel meteen Hans van der Stam of Wouter Horst van Fast Forward (053 - 487 19 12) of surf naar www.fastforward.be.nl



GEEFT BEDRIJVEN VOORSPRONG

Fast Forward is een initiatief van Saxion Hogeschool Enschede, de Overheid en Twente Hogeschool voor Ondernemers (TOO NV) en R.F. Communicatiebedrijf Bureau

Design



- Three traineeships of eight months (in total two years)
- Each traineeship has a specific task
- At three companies (or: local authorities, care) with a different culture, character and management style
- Individual coaching for each trainee by FF-mentor
- Supporting educational programme



Practice

- Matching the competence profile of the trainee with the needed competence profile of the company
- Integration of the individual and personal competence objectives of the trainee within the expected opportunities for development
- Meeting of parties (trainee/company/mentor)
- Making a deal about coaching and supervision from the company (product = responsibility of the company; trainee's competence = shared responsibility)
- Mentor visit on location every 6-8 weeks: product and proces evaluation



Selection of trainees

- Graduates (ba/ma) of all universities and all courses (from Art and Technology to Nursing and Civil Engeneering to Marketing) in The Netherlands can apply
- Candidates must be eager to learn and be interested in the world around them
- Letter
- Interview
- Psychological test
- Assessments (after a few months and after 1,5 year)



Selection of employers

- Recruitment by employees Fast Forward
- Application through existing relations





Finance

- The trainee is employed on temporary base by the company
- Payment on base of minimum wage: first traineeship € 1285, second € 1399, third € 1528 a month
- The company pays € 550,= monthly to Fast Forward for education and overhead



Education



- Every Friday afternoon education on demand and in the domain of management development
- Visiting of companies in the region
- Interesting speakers



Certificate

- Certificate of achievement is awarded by the company where the traineeship has been executed
- A special certificate of Saxion Hogescholen is presented after the two years are completed



Results

- ✓ In nearly 6 years: 197 traineeships with 86 different employers
- ✓ In total 98 trainees (of which 18 are starting at this moment)
- ✓ Surveys have showed that our trainees are very satisfied and for 95% continue their career in the region
- ✓ Surveys show that employers are supporting and enthusiastic and are eager to continue traineeships
- ✓ The level of socialization and intelligence of the trainees is obviously sufficient to succeed
- ✓ The programme is considered to be an innovative solution for competence based human resource management



Results in the picture!

COHORT 2003

The image displays a group of 15 young professionals, the Cohort 2003 members, posing in a studio setting. They are arranged in two rows, with some sitting on a white bench in the front and others standing behind. Many are holding laptops and documents, suggesting a professional or academic context. The group is diverse in appearance and is dressed in business-casual attire.

Logos of sponsors and partners are displayed around the photo:

- woonplaats** (alle ruimtel)
- ROBERT J. REINDERS** (ARCHITECTEN VAN ADRIJNS)
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- VREDESTEIN** ECGE
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- Gemeente Enschede**
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- Streeziekenhuis Koningin Beatrix Winterswijk**
- Universiteit Twente** (de ondernemende universiteit)
- ROC AVENTUS** Apeldoorn - Doornik - Zutphen
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