

YOUR NEXT GLOBAL TALENT

A GUIDE FOR THOSE LOOKING TO
RECRUIT INTERNATIONAL SKILLS



**Move to
Gothenburg**
West Sweden

Content

01 WHY SHOULD I RECRUIT FROM ANOTHER COUNTRY	4
02 WHO CAN I RECRUIT	6
03 HOW DO I RECRUIT INTERNATIONAL EXPERTISE	8
04 WHAT RULES MUST I BEAR IN MIND	10
05 WHAT SORT OF HELP CAN I GET	12
06 WHAT DO I DO IF THINGS DON'T WORK OUT	14
07 WHAT CAN I DO TO MAKE THIS A SUCCESS	16

Introduction

We live in a world where digitalisation and globalisation are increasing at an ever faster pace. This creates new opportunities for both employers and individuals, as well as increasing competitiveness. Recruiting from various parts of the world is a way of finding the skills you are looking for, it also generates many positive results for employers as well as the individuals.

The following guide answers seven common questions about recruiting international skills. The aim of this material is to provide an overview and guide you to other sources of information. In each chapter we have included a case with an employer who shares their experience and knowledge when it comes to international recruitments.

We hope you benefit from this material, and gain a better understanding and get some inspiration, whether you are already recruiting international skills today, or are planning to start or even if you have not given the matter any thought so far.

At www.movetogothenburg.com you will find a lot of information about moving to, living and working in Gothenburg. Please follow us on LinkedIn (Move To Gothenburg). Sign up for our newsletter for employers to receive relevant news as well as interesting articles and tips.

01 Why should I recruit from another country?

In Sweden there is currently a shortage of skills in certain occupations. One solution is to recruit from other countries. International recruitment also has other advantages. Strengthening 'diversity' is regarded very favourably as it brings benefits on several levels such as access to alternative ways of thinking. New recruits, with their experience of other countries and business climates, are able to see an operation in new ways and use different approaches to solve problems and develop products.

The language skills and market knowledge a recruit from another country possesses provides a company with new ways to enter potential markets. If your company is consi-

dering a new export market, there is much to be gained by getting hold of local knowledge about customers and competitors, especially when it comes to the spoken and unspoken rules of business life.

There are also purely human aspects – a job in another country means new experiences, new knowledge and a chance to grow. What's more, whether the person is from a neighbouring country or the other side of the world, bridges are built between cultures and people. It arouses curiosity and broadens horizons. And isn't it cool to see your business through someone else's eyes and realise your ideas make the grade?

SHORTAGE OCCUPATIONS 2017

NINE OF THE 20 COLLEGE-LEVEL PROFESSIONS WITH THE GREATEST SHORTAGE OF LABOUR IN 2017.

- Software and system developers
- Engineering occupations in electronics
- Systems analysts and IT architects
- Systems testers and test managers
- Engineers and technicians in construction
- Nurses
- Doctors
- Preschool teachers
- Primary school teachers

Source: Swedish Public Employment Service

THREE POSITIVE EFFECTS

1. Diversity means stronger powers for innovation
2. Opens doors to new export markets
3. New perspectives and insights into other cultures

■ ■
 We have 15 different nationalities working with us”

Customers value expertise from different parts of the world

EMMA ROZADA CHIEF DESIGN OFFICER, THE TECHNO CREATIVES

“When we recruit, we’re looking for the very best individuals. And they’re found all over the world; they’re not tied to a particular place or education. We’re looking for a mindset, for problem-solvers who think in a particular way. Once we find the right people, they also have a very positive impact on the company. Often these individuals also possess the best skills available, and when we have the right individuals we get the opportunity to create an incredibly good, close-knit team.

We have 15 different nationalities wor-

king with us. Recruiting in this manner creates the feel of a university town with a close-knit team that not only works well at work, but also gets together in the evenings and weekends. For people moving here – a place where they have no existing network – the workplace becomes their community. The strong bonds this creates between employees means everyone takes care of each other. For example, every new recruit is appointed a sponsor who picks them up at the airport, organises a welcome kit, goes along with them to IKEA and helps them with introduc-

tions. As individuals, we all grow with responsibility, and when everyone has been in the same boat, lending a helping hand comes naturally.

Another major advantage of recruiting internationally is that our customers appreciate that we possess skills from different parts of the world. Right now we’re working with the Chinese automotive market, and it makes things so much easier to have people in the team who come from China.”



02 Who can I recruit?

The simple answer is anyone and everyone; whoever is the right person for you. Thanks to EU mobility, no work permits are required these days for people from EU/EEA countries, and if you follow the procedure, it's also easy to get a work permit for people from countries outside the EU. The rest of the recruiting process naturally demands the right preparation and good planning regardless of where the recruit comes from. More tips and information about this in later chapters.

But global talent may be closer than you think. One group of potential new employees are students already in Sweden who might be interested in making their first acquaintance with Swedish working life via thesis projects or internships.

The same goes for accompanying persons, i.e. the partners of other global talents already here, who as often as not, have the relevant qualifications, skills, training and the will to get established in professional life. Refugees newly arrived in Sweden in recent years constitute another growing group. In many cases, they are a valuable resource in the form of highly-trained specialists who have recently begun the process of integration in the country.

In Gothenburg, there exist several networks that have signed up these groups. You don't have to do all the footwork yourself. Movetogothenburg.com will help you get in touch with relevant networks and find the cutting edge expertise you are looking for.

THE ADVANTAGES OF EMPLOYING AN INTERNATIONAL STUDENT

- They possess fresh theoretical knowledge that can provide new insights
- Are often high achievers, and have a strong driving force
- Have experience from other countries and cultures

THE ADVANTAGES OF RECRUITING AN ACCOMPANYING PERSON

- Can start work right away; generally no new process/official application required
- Many of the practical details such as accommodation may already be solved
- Highly motivated to be part of a social context and feel professionally fulfilled

“If we dare to seize the opportunity, there is huge potential here”

Accompanying persons are often well-qualified people

MERLIND HINZ MARKETING & COMMUNICATION MANAGER, SKF VEHICLE AFTERMARKET

“Quite often, you don’t have to go as far as you’d think to find international expertise. I originally arrived here as an accompanying person when my then partner took a job in Gothenburg and I came along with him. I felt a strong urge to do business so I started my own company and ran it successfully for two years. After that I wanted to try life as an employee, which led to my applying for a job and ended up at SKF, where I work today.

Many employers are on the hunt for just what an international recruitment can bring. You not only get unique skills, but the cultural differences mean your company also gets someone with new perspectives and inspiring ideas. What many people don’t realise is that there’s no need to go abroad to benefit from this – things can work out just as well if you employ an accompanying person.

We should bear in mind that accompanying persons are usually extremely well qualified. People bold enough to settle in another country are not afraid of challenges; they find it easy to learn the language and many also have two or even three degrees.

A major advantage in recruiting someone who is already in the country is that the opportunities are enormous while the risks are small. The actual move and finding accommodation are already taken care of. The people are already here, they’re getting on fine and all they want is to have a fulfilling, stimulating job with a decent salary. If we dare to seize the opportunity, there is huge potential here.”



03 How do I recruit international expertise?

There is no single method, but there are many different ways to proceed. If you would like to begin by looking in a European country, one option is to contact Eures, the European job mobility portal, in which the public employment services participate. As an employer in search of global talent, you can register, search the CV bank on your own or get help to make your wishes more widely known. It's free, and the aim is to make the recruitment process as smooth as possible. Read more on the [Arbetsförmedlingen](#) or [Eures](#) websites.

You can also advertise on various global career platforms or via social media, of which LinkedIn is the most used. Letting your employees provide tips about good candidates or make enquiries in their own networks is a good, cost-effective method. If you do not want to do the work yourself, it is a good idea to engage a recruitment agency or search com-

pany. There are more tips about companies and recruitment channels at movetogothenburg.com.

No work permit is necessary to employ an EU citizen; more information is available on the [Migration Board website](#). In the case of expertise from the rest of the world, you must apply as an employer for a work permit at the Immigration Office, which entails a longer procedure. However, it is your company's need for labour that is the determining factor, not any civil authority as was the case before. Read more at [Migrationsverket](#).

When you have found the right candidate, there are a number of things in addition to the authorization process to think about; see adjacent list and upcoming chapters.

RECRUITING TIPS

- Link the company's requirements for skills with ambitions to reach new markets. This will help you create a value added recruitment process.
- Referrals can be a preferred route for international recruitment. Ask your colleagues and network for tips on good candidates. If you find some, Skype interviews are a cost-effective first step.
- Once you find the right candidate, it's a good idea to involve a colleague early on, who can answer questions and provide support to the new arrival during their settling in period in Sweden.
- Expect the process of recruiting a person from another country to take longer. Have the right expectations and plan accordingly.

We employ many methods to find the best expertise

MARCUS NILSSON FOUNDER OF GHOST GAMES

"We are constantly searching for the world's best expertise and use many methods to find it. We enjoy a great advantage by belonging to EA Games, which is a major international company with studios around the world. It means we can move skills around internally within EA, and that recruiters at EA Central can keep tabs on global talent. We also have our own local personnel, who work with the issue. Two important tools in this work are LinkedIn, where we both advertise and carry out our own searches, and tips from our employees about former colleagues or people in their network.

When the time is right, we bring the person concerned here and we usually also let them bring their family too. We hold interviews and simulate various problems for the person to solve. Then we showcase the city and try to promote Ghost, Gothenburg and Sweden in an effective way. It's often quite a job trying to explain to people what you get for all the money you pay in tax; it can be difficult to show that there is a value in the tax burden.

By this time, we've often decided that we want the person in question, and so we present a contract proposal while they're here in Gothenburg. When it's time for the actual move, we outsource most of the work. EA has an entire department that works with relocation, and we also use external relocation companies to organize the practical details. There is much to be done and recruiting internationally is a major responsibility. At the same time, we need to remember that we cannot take responsibility for everything. We cannot take responsibility for the way things go at school for children, just as we cannot for someone who comes from Sweden."

“
We also showcase the city and try to promote Ghost, Gothenburg and Sweden in an effective way”

04 What rules must I bear in mind?

The most important things to consider are contracts, tax and social security. If you recruit within the EU, it is important to write an employment contract that is valid for more than 366 days. It is the means of entry into the community for global talent. The recruit can then be officially registered into the Swedish civil system, apply for social security benefits and pay tax in Sweden.

Also, bear in mind that the person you recruit is likely to have limited knowledge of Swedish labour law. Your responsibility as an employer is to explain relevant information so it is clear. Other important rules to be aware of are the requirement for the position to be advertised with the Public Employment

Service and for pay to be at market rates. If you recruit from a non-EU country, often referred to as a third country in this context, the recruit must be in his or her home country when the decision for employment is taken.

It may sound like a lot to keep track of with many pitfalls on the way. But relax, help is available. At Move To Gothenburg, you can get answers to many of your questions and find links to e.g. the Public Employment Service/Eures, the Migration Board, the Social Insurance Agency and the Swedish Tax Agency. There is also further information about additional services such as tax consultants and relocation consultants etc.

REQUIREMENTS FOR WORK PERMITS WHEN RECRUITING OUTSIDE THE EU

- Advertise the position in the EU/EEA for at least 10 days
- Job offers should correspond to collective agreements
- Pay must be at least at the level of collective agreements
- Provide health, life, disability and occupational pension insurance
- Subsistence requirement; minimum monthly pay, SEK 13,000
- Declaration from the relevant trade union organization
- For complete and updated requirements see the Migration Board website www.migrationsverket.se

TIPS

- Enquire about passport validity; permits may only be granted for as long as the passport is valid.
- Ask the person to bring along original documents for the official registration process. Here is a list www.skatteverket.se
- If you have a recurring requirement for labour, get certified at the Migration Board as an employer to speed up the complete case handling process. Read more here: www.migrationsverket.se

Actually, it's not that difficult

CATARINA BÖÖS LEGAL ADVISOR AND CONSULTANT IN GLOBAL MOBILITY, PWC

"I can understand that the legal issues may raise a few questions, but actually, it's not that difficult. If you want to recruit somebody who is a non-EU citizen, you need to obtain a work permit. The process can be perceived as difficult and it may also take some time. Get help from a professional who is certified by the Migration Board; this will guarantee the quality of the application which not only increases the chances of getting it approved, but also speeds things up.

The next thing I recommend is to have a tax briefing for the new recruit. It is important that the recruit gains an understanding of how the tax system works in Sweden to reduce the risk of unpleasant surprises. A concrete example would be if the employee has a property in his home country where real estate sales are not taxed, and then sells the property after moving to Sweden – where Swedish capital gains tax must be paid as a starting point.

The law also provides the opportunity to subject international recruits to expert tax. This means people who are not Swedish citizens, have not lived in Sweden for the past five years and who have been recruited by a Swedish employer, may pay tax at lower rates. If the recruit is considered to be a key person, such as a CEO, or earns above a certain amount, then 25% of the income may be exempted from income tax as well as social security contributions for three years, which is a major gain for the employee and employer alike.

Many also wonder how labour law works in international recruitment – and it's not that complicated.

Labour law is actually precisely the same; international recruits for local employment in Sweden have exactly the same rights and responsibilities as other employees. Just make sure you have the right employment contract and explain the terms and conditions for the very best chance of a successful recruitment."

“
International recruits for local employment in
Sweden have exactly the same rights and
responsibilities as other employees”

05 What sort of help can I get?

There is a great deal of help at hand from Swedish authorities and organizations who recognise the long-term benefits of recruiting more global talent to Sweden. You can equally well purchase expert assistance in the field. It's a good idea to get help with part or all of the process as it can be time-consuming and there is rather a lot to keep track of, especially if you are unfamiliar.

Many major companies have employees or departments that work mainly in the area of international recruitment. Others choose to engage or purchase services from companies specialised in relocation. They often provide well structured, customised service and advice for foreign professionals on their way to our region in various way for e.g. orientation days where the entire family gets to visit companies and

surroundings and learn more about Swedish society – everything from child care to traditions. Many find it worthwhile doing this before finalising contracts in order to help new employees acclimatise and get on as well as possible in their new country and maybe, in the long run, choose to stay in Gothenburg for good.

A tax consultant can answer questions about income, fees, parental insurance and conditions. It can also be a good idea to check with the company's auditors for good advice.

Move To Gothenburg has all the information you need in one place. It also offers network meetings and informational lectures that can be helpful in both staying informed and making new contacts.

Move to Gothenburg currently offers tools and activities to make things easier for both employers and international expertise. These tools and activities are constantly developed together with employers and international employees. Updated information is available on our website www.movetogothenburg.com

SEVEN THINGS YOU SHOULD ADVISE NEW ARRIVALS TO GET DONE AS QUICKLY AS POSSIBLE

Download the pdf version on www.movetogothenburg.com/toolbox to be able to follow the links below.

- [Get a personal ID number and ID](#)
- [Look for a place to live and register in the housing queue](#)
- [Book a meeting with a bank](#)
- [Enrol in a language course](#)
- [Register at a health center](#)
- [Apply for preschool/school place\(s\)](#)
- [Apply for a driving license as necessary](#)

“
If we make it easy for people to
come here, it makes us more
attractive”

We are here as a support function

KARIN HELLOQVIST - BIRGITTA KARLÉN - SARA GREVSJÖ AT WELCOME SERVICES AT THE UNIVERSITY OF GOTHENBURG

“Of a little over 6,000 employees at the University of Gothenburg, around 900 have come here from another country. Some are visiting researchers here for just a short while, and others are here on longer contracts. Because every unit and faculty takes care of their own recruitment and experiences in recruiting internationally vary, many need help during the process. So we are here as a support function.

Our website is aimed at both target groups and we have structured infor-

mation in categories such as: before arrival, upon arrival and before departure. Information is clarified for recruiting personnel by means of checklists. These have become very popular and inspired other universities to produce similar pages. We complement online information with printed matter such as information folders, guides, important telephone numbers and even, refuse sorting information.

Personal contacts are also incredibly important for creating social networks,

finding contexts and generally getting on well. Accordingly, we arrange seminars and invite both researchers and their families to join in activities, all to provide added benefits during their stay.

If we make it easy for people to come here, it makes us more attractive. Our goal is for those who come here to be able to start working immediately. Broadband and accommodation should already be taken care of. We can even pick them up at the airport and arrange a little breakfast in the guest accommodation.”

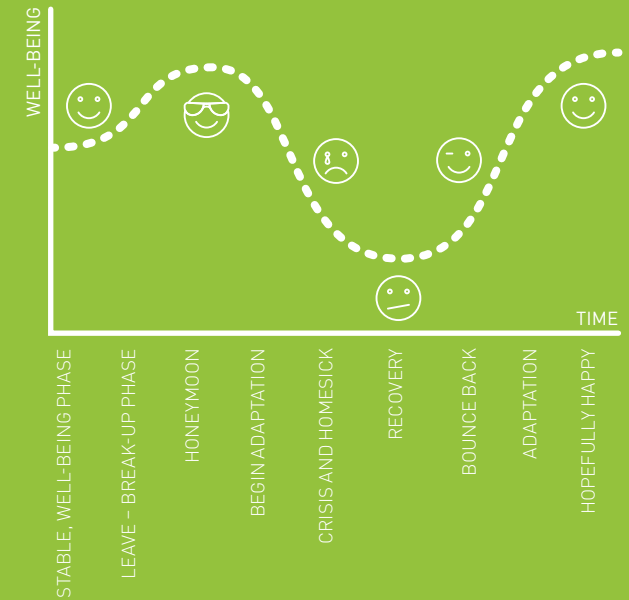
06 What do I do if things don't work out?

Concerns about things failing to work out should not deter you from being able to innovate or recruit international expertise. With the right preparation and good communication, your company will succeed with its international recruitment. So we probably don't need this chapter. However, it makes sense to be prepared to deal with a less successful placement in as professional and business-like a manner as possible.

Culture clashes can occur even with neighbouring countries. And the initial joy and novelty of coming to a new country and

workplace usually wanes after a while. The first few months can be compared to a marriage and are often characterised by a honeymoon period and setting up home in a new environment.

Bear in mind that even an unsuccessful recruitment provides important lessons for both the person who moved here and your company. It's important to focus on bringing things to an amicable close so that both employee and employer can move on with good recommendations.



ROLLER COASTER

Most people who move to another country feel they are going through different phases of change. It may feel like a journey aboard a roller coaster, but most of them land well eventually. It is good to remember this, and support your recruits in this journey to the extent possible.



Moving is a big deal; we understand that, and that it's difficult to feel good yourself if someone in your family is unhappy”

Admitting to having a problem must never be taboo

PIA NYBERG HR DIRECTOR, INCONTINENCE CARE, ESSITY

Admitting to having a problem in connection with moving abroad must never be taboo. We understand the difficulties that may arise and it's important to say so here and also that we're aware problems can occur even before a colleague himself mentions it. What it often boils down to is that the recruit does not feel at home, cannot get a job or the assignments they may have hoped for. Therefore, it's important to make clear from the outset what a recruit can expect from a foreign placement.

In the few cases where there has been a problem, we have enlisted the aid of a local coach to help maintain a dialogue during a transitional period. If we have HR personnel on site, we try to use them; otherwise we seek help from an external coach. Essity has an express ambition for all employees to reach their full

potential and to achieve that, it's essential that they feel good. Moving is a big deal; we understand that, and that it's difficult to feel good yourself if someone in your family is unhappy. Over the years we've developed a structure to help us deal with any problems that may arise and provide support not only for our employees, but also to help their families feel happily at home.

For example, we offer coaching for individuals or whole families and help them to find the right social context. The networks often found at international schools can be a good way of making social contacts. There are usually also various networks for accompanying persons to join to make social contacts in their location.”

07 What can I do to make this a success?

Everything that you as an employer can do in a personal way to help your foreign employees to want to stay in Sweden is a good investment.

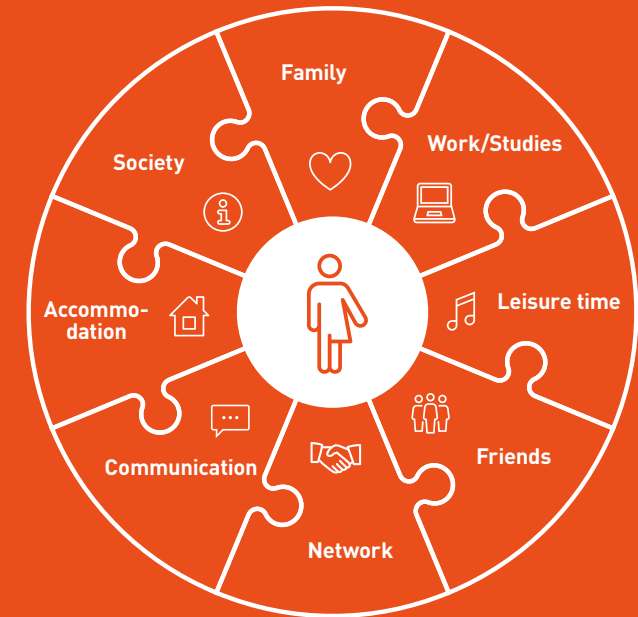
It's a good idea to appoint a mentor at the company tasked with supporting the new employee. Not just with job-related issues, employment, company culture and social structures in working life, but also with matters about life outside the job. Also, be sure to meet from time to time to address any questions and concerns about matters large and small. Ask early on what interests the person and those accompanying him or her have and help find activities and networks.

Housing is a very important issue for people who have recently moved to Sweden. If, as an employer, you are able to help find housing – even if it's just a temporary home – it's

probably the best thing you can do to convince the cutting-edge expertise you have identified, to move here and stay. There is advice and help at movetogothenburg.com about finding somewhere to live or making arrangements for accompanying persons.

Language is the key to society. Think about the ways you can contribute as an employer. Perhaps by offering a tailor-made language course? Encourage other employees to help increase the new arrival's knowledge of Swedish.

Putting together an introductory package in advance with a plan for housing, language skills, intercultural education and social activities is a good investment for both parties. And make it work both ways too! Prepare employees about who's coming and the culture the person will bring along.



FINDING THE BALANCE

In order for a person to enjoy, develop and perform, it is important to have a good balance between work and life in general. It is easy to be stressed at work, but there is an appreciation that all the pieces in the life-puzzle need to be able to fit, perquisites that increase the likelihood for a person to enjoy and stay in a place for a long time.

“
We also have a strong focus
on social foundations”

I tend to wonder what I would like to encounter first

PAOLA SIEVERS

HR SPECIALIST WITH A FOCUS ON RECRUITMENT AND RELOCATION OF INTERNATIONAL EXPERTISE AT SAHLGRENKA UNIVERSITY HOSPITAL

“In this work, creativity and a focus on solutions is a distinct advantage, and you have to have a genuine interest in people and service. I take part in recruiting activities from an early stage and act as a consultant in assessing which candidate has the best chance of becoming a successful, long-term recruitment.

I tend to wonder what I would like to encounter first and what I would need to join a new culture. It's on this basis that we receive employees recruited abroad and begin an introduction that comprises three equally important parts – linguistic, clinical and social. Not only must the recruit have a very good command of Swedish for working closely with patients, but also in order to put the hospital's clinical introduction to good use. Working in Swedish health care can differ greatly from the country the recruit is from, so this part of the introduction must be given time.

We also have a strong focus on social foundation. We offer the recruit and his or her partner/family activities such as networking and professional gatherings, museum visits and socializing after work.

I also work in support of the activities and help new employees with e.g. accommodation in Gothenburg, opening bank accounts, finding an internet and mobile phone provider and applying to schools and preschools for children. It's important to reduce the stress and take the strain off of our new employees and I'm available all the time for questions and support during the first one or two years.”

About Move to Gothenburg

Gothenburg and West Sweden region is experiencing strong growth and many new business establishments have come up. This boost is being fuelled and expected to increase. Finding the right talent to meet business needs is therefore an increasing challenge for the region as well as the companies within it. Move to Gothenburg is a collaborative initiative that aims to attract and welcome highly skilled internationals, and get them to stay and thrive in the region long-term. The initiative also focuses on creating a more conducive international recruitment climate for the companies of the region.

Move to Gothenburg is developing and implementing the tools and services needed by our region in order to successfully attract and retain global talent. In collaboration with authorities and politicians we are also taking part in the development of better conditions for employers as well as international employees.

The initiative is run within the framework of a regional platform comprising stakeholders from the business community, academia as well as city and region.

Read more here: www.movetogothenburg.com/about-us



WWW.MOVETOGOTHENBURG.COM