

## **ASPECTS FOR CONTINUOUS VOCATIONAL TRAINING IN COMPANIES FROM MACHINERY BUILDINGS INDUSTRY**

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### **1. Insertion of a chapter on vocational training in the collective labour agreement at company level**

The first step in order to have vocational training at companies level consists in introducing a chapter on training in the collective labour agreement at the company level, chapter containing at least the fundamentals present in the collective labour agreement in place for the units group from machinery buildings industry, as follows:

*Vocational, social and trade union training:*

Article 1:

(1) By the term of training, the parties agree to appoint any procedure by which an employee acquires a skill, a new qualification or a specialization, obtaining a certificate or diploma attesting one of these situations.

(2) The training activity from (1) includes also the training in labour relations, right of association, trade union freedoms.

(3) The employer, that has more than 20 employees, develops an annual training plan in consultation with the trade union, which will be attached to the collective agreement at the unit level.

(4) The Parties agree to support the training in machinery building branch with the following directions:

- Awareness of the benefits of continuing vocational training for employers and employees;
  - Optimization of industrial relations and development of cooperation with the institutions involved in training and with the training providers;
  - Promoting the development and updating of occupational and training standards;
- Partial or total assessment and certification of qualifications, independent of the context in which they were acquired.

Article 2

At the conclusion of collective agreements at the company level, for the vocational training chapter the parts will take into account at least the following:

- a) training requirements laid down in art. 1 (1) shall be determined by the employer and those of art. 1 (2) by the employer with the trade union representative;
- b) the costs on training activities for employees shall be borne by the employer;
- c) the trade union representative will assist through its delegates to any form of examination, organized for completion of a training course within the company;
- d) The employees who have completed addendum related training to the

individual labour agreements will be required to bear the costs of it - including education, specialization, certification, transport, meals, accommodation - if they decide to leave the company or if they leave the company due their fault, before the end of the period agreed with the employer, under the law. These provisions will also apply for occupations specific to the production fields that condition the direct implementation of manufacturing programs, nominated by the employers with the trade unions representatives consultation.

This chapter is based on the provisions of the Labour Code, as follows:

“TITLE VI – Vocational training

CAP. I - General Provisions

Article 192

(1) The training of employees has the following main objectives:

- a) adaptation of the employee to the job or work requirements;
- b) obtaining a professional qualification;
- c) updating the knowledge and skills specific to the job and work and professional training for the main occupation;
- d) retraining as result of socio-economic restructuring;
- e) the acquisition of advanced knowledge, methods and modern methods required to realize the professional activities;
- f) prevent the risk of unemployment;
- g) promoting employment and career development.

(2) The training and knowledge assessment are based on occupational standards.

Article 193

The training employees can be achieved through the following forms:

- a) participation in courses organized by the employer or by training providers in the country or abroad;
- b) retraining stages related to job and work requirements;
- c) internship and specialization in the country and abroad;
- d) organized apprenticeship at work;
- e) individualized training;
- f) other forms of training agreed between employer and employee.

Article 194

(1) Employers shall ensure the participation in training programs for all employees, as follows:

- a) at least every two years, if the company has at least 21 employees;
- b) at least every three years, if they have under 21 employees.

(2) expenses related to training programs, related (1) shall be borne by the employer.

#### Article 195

(1) The employer who has more than 20 employees prepare and apply an annually training plans, in consultation with the trade union or, if applicable, with the employees representatives.

(2) The training plan developed under par. (1) becomes an annex to the collective agreement concluded at the unit level.

(3) Employees are entitled to be informed about the content of the training plan.

#### Article 196

(1) Participation in training can take place at the initiative of the employer or employee.

(2) The concrete ways of training, the rights and obligations of the parties, the duration of training, and any other aspects of training, including the employee's contractual obligations in relation to the employer who has incurred training expenses shall be determined by parties agreement and an addendum to individual contracts of employment.

#### Article 197

(1) If the participation in courses or training stages is initiated by the employer, the costs of such participation shall be borne by him.

(2) During the participation in training courses or internships under par. (1), the employee will receive, for the duration of training, all financial rights.

(3) During the participation in training courses or internships under par. (1), the employee shall receive seniority at the job, this period being considered length in service, in the state social insurance system.

#### Article 198

(1) Employees who have received a course or a traineeship, under art. 197 par. (1) may not initiate individual termination of employment for a period specified by addendum.

(2) The duration of the employee's obligation to perform work for an employer who has incurred training expenses and any other matters in relation to the obligations of the employee, further vocational training, shall be established by amendment to the individual employment agreement.

(3) The failure of the employee to comply with the provisions of par. (1) determines the payment of all costs incurred in vocational training process, in proportion with the period established under the addendum to the individual employment contract.

(4) The obligation referred to in par. (3) also applies to employees who were laid off during the period specified by the addendum, for disciplinary reasons, or whose individual contract of employment was terminated following the arrest for more than 60 days, due to a conviction by a final judgement for an offence in connection with their work and if the criminal court has forbidden them to practice temporarily or permanently.

#### Article 199

(1) If the employee is the one who takes the initiative of participation in professional training implying the non-participation to the work place activities, the employer shall consider the request of the employee together with the trade union or, where appropriate, with representatives of the employees.

(2) The employer shall decide on the request of the employee from par. (1) within 15 days of the request receive. At the same time, the employer will decide on the conditions that will allow the employee participation in the form of professional training, including whether to bear all or a part of the cost incurred by it.

#### ART 200

The employees who have completed an addendum to the individual contract of employment on vocational training can receive, beside the wage, other benefits in kind for training.

**2. Establish the requirements for the training and qualification at company level: analysis the company needs and training employees needs**

The company's training needs and skill sets according to the commands you need to execute and economic trends of development of industries.

At the same time, finding the employee needs analysis is useful to interviews and questionnaires that can be applied to the employees. Officer training of the human resources service, along with employee representatives with responsibilities in this area must collect opinions on the qualifications and training employees at the company and present management for a decision by mutual agreement. In this sense, the project proposes a model questionnaire BICO:

**Indicators for training needs**

Immediate positive or negative developments of the company are an important indicator for the training needs. Advice on qualifications should be based on identified problems, future trends and goals.

Please check if in your company are present the following aspects:

	Applica- ble applica ble	Partial applicable	Not quit applicable	non- applicable
Employees are not very flexible at work				
We need new produces/products must be adapted to clients needs				
The equipments are not enough used				
The internal and external recommendations for improvements are				

not putted in place				
The vacancies are not occupied by qualified persons				
Employees complaint				
We can hardly meet deadlines				
Sales have recently fallen				
Recently relations among employees are deteriorated				
Many employees have left the company in the last few months, for various reasons				
Diseases rate is high				
We need to gain new customers and new markets				
We need to improve management / cost control				
We want to keep our jobs and to have wages growth				
There is not enough coordination between departments				
Employees do not cooperate among them				

**3. Realisation of the annual training plan, with the selection of course types and training providers**

The agreement on training at company level being solved, it remains only to put it in practice. The articles on training are part of the collective labour agreement at company level. Putting into practice is achieved by applying an annual training plan in company, which has the following structure, for each department.

No.	Type of training	Place	Organizer	Participants	Period	Objectives	Evaluation	Costs
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In order to prepare training plan the qualification requirements for company must be established. BICO project experts believe that the workers' representatives / works council must be informed, at least once a year or more often if necessary, about:

- the technical systems planning from the company
- the changes of procedures and workflows, the introduction of new ones or changes to jobs in due time, presenting the necessary documentation. In that case, workers will be entitled to submit their own proposals related training.

Based on changes planned and scheduled operations, the employer must determine future qualification requirements for the company and to consult workers' representatives within a sufficient time, to ensure consideration of changes in the annual budget discussions.

Workers' representatives shall have the right to submit suggestions to employer regarding the introduction of training measures and their implementation. In accordance with the law, both parties have the right to call the experts on training during these consultations.



## Aspects of individual qualifications

A discussion between the employer and employee will be held at least once a year, concomitant with individual performance evaluation based on the qualification requirements set by company.

For new employees, the first discussion on the training and qualification will take place after completion of the trying period .

During the discussion the employee and the employer will determine the specific requirements of individual qualifications.

As long as there it is a lack of qualifications, the training and qualification measures are needed. Employees have the right to make suggestions - for example, in terms of qualification and training measures agreed and, where necessary, to establish the priority qualifications measures.

The employee has the right to consult a representative of employees during discussion. Discussions on the classification results must be documented in the context of performance evaluation.

The result of the qualification requirements will be forwarded also to the company manager, in order to apply correction for the annual training plan.

The employee will benefit on higher qualifications for a job, according to future needs, in order to not being disadvantaged in future evaluations.

#### **4. Awareness of workers regarding the benefits of CVT**

Like any process of human activity, training involves material and spiritual efforts. The material, economic or financial efforts are related with training courses organisation, which involves costs for trainers, materials, spaces, publicity, evaluation. These costs are amortized over time and a detailed calculation can demonstrate this. Amortisation is related to the application of skills at workplace , increasing the labour productivity and material rewards for employees.

*From the social point of view, the applicant or employee who has gone through one or more vocational training has a high professional status , counter- appreciated by employers, managers and colleagues. (Res Publica Journal of officials from public administration).*

The awareness regarding the benefits of workers in vocational training can be conducted by HR department, which has the task to conduct career counselling for employees.

## **5. Courses organisation**

In the frame of the BICO project, the experts reached the following conclusions:

The training and qualification measures and content are defined in a time interval. They can not be restricted to certain procedures and may include training on the job (in a normal working situation) or with internal or external providers.

Management must ensure the employee record for participation in the measures agreed.

When not organised by a third party, as in a frame of an ESF project, the employer shall bear the cost of training measures.

Under the law, workers' representatives should have a right of co-determination regarding the implementation of training and qualification measures.

The employees and the employers will agree the form of training courses within the company. If no agreement is reached, it automatically applies the provisions of the collective agreement.

Considering the company's requirements, employer and worker representatives ensure that there is the possibility for employees to participate in training measures in the company or through external courses.

The management will plan the continuous training measures in due time and ensure that staff trained will be replace at work places.

The needed time for training measures will be considered in accordance with the collective agreement and for it will be granted leave with or without payment. Provisions of collective bargaining agreement or general provisions according to the law related transportation will be putted in place. Training courses and transportation beyond normal working time will not be credited

within normal working hours.

Employees are required to cooperate in establishing qualification requirements and to participate in discussions on the qualifications and training measures.

The employees who participated in the training and qualification measures in terms of the working agreement are required to use the qualification acquired, to the extent necessary to complete the labour tasks.

Continuing professional and personal development of employees is one of the most important executive positions. Therefore, it is essentially the responsibility of management. The Human Resources Department will assist management in carrying out these tasks.

## **6. Evaluation of vocational training**

Evaluation provides a clear answer for a few basic questions, such as :

- What is the level of satisfaction reported at the quality of training?
- How we can transfer into practice the results of the program?
- What successes have been achieved (at the individual, organization and / or community level) ?
- The investment made in the program is effective ?

Evaluation is extremely important because : • helps us to see if the program goals and objectives have been achieved; • helps us to identify ways to improve the training programs in order to better achieve the goals; • may give us reason to go on one way to change the decisions regarding the planning of the training program, its structure (design, content) ; • it is a way to measure the relevance and usefulness of the training program in relation to the respective participants or organization ;

- can identify and analyse the difficulties and problems that still have to face

in such training programs;

- Can be used to test different methods and choose the most suitable ones;
- can provide evidence of inadequate or non-specific resources used;
- can demonstrate the effectiveness of the training program (resources used in relation to the value acquired);
- can be used in explaining the usefulness, efficiency to other persons / organizations (donors, beneficiaries, suppliers).

The training programs demonstrate its usefulness especially in time, given that a company can maintain contracts because it invests in skill, it can win contracts and can save itself from bankruptcy as comply with ISO standards, due to the investment in employees training and training management.

A training course is directly assessed through questionnaires, serving three categories:

- Trainers-assessments are used to get feedback on how to improve the quality of teaching courses and the methods of transmission of specific content.
- Participants-assessment data are used for an efficient choice of courses types.
- Organizers / financiers - they require comparative information for making decisions about the organization of new training courses and the value in time of their investments.