

Lithuanian reports



*on best practices of further training
management: experience and development*

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*Wood & Furniture enterprises: „Grigiškės“,
„Šilutės baldai“,*

*Metal & Machinery building enterprises: „Baltik
vairas“, “Nemunas”*

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What was the situation before BICO?

„Grigiškės“: Before the Bico project we had the problem, that our employees had a little motivation to acquire another profession. We had not sufficient knowledge of how to do that the staff become interested and would like to learn.

„Baltik vairas“: Before the spring of 2013 personnel training, vocational training was not systematic, not planned, did not ensure the continuity of education in the enterprise “Baltic Vairas”. Qualification and training issues were not discussed neither in the rules of procedure, neither in collective agreement.

“Nemunas”: Before the participation in the BICO project continuing education activities were not implemented in the company. There was no systematic planning and organization of the continuing education. There was no budget allocation. There were not appointed responsible persons for further training. There was no cooperation of employees and employers on continuing training.

What was planned?

Grigiškės: In the framework of BICO project during the Sofia seminar we have received considerable knowledge. After the seminar we concluded bilateral Vocational Education and Training Committee in the enterprise.

„Baltik vairas“: We presented BICO training results to the manager of the Company, formed training organization group, with participation of the union representative. Seminar materials helped to identify priority learning topics and target groups, to carry out needs analysis, to create training needs, to plan training budget, to select the appropriate training methods. We developed draft learning contracts.

“Nemunas”: After the training seminar we exchanged gained knowledge and experience with the management of the enterprise. We started the process of solving the problems, the process of planning and finding the ways how to apply the gained knowledge to our enterprise in difficult situation.



What has been done?

Grigiškės: Regular bilateral meetings were held according to the prepared schedule.

„Šilutės baldai“: Report for continuing education and professional development in enterprise for the year 2013 was prepared. The report was discussed and considered with the social partners - trade unions.

„Baltik vairas“: The training topics and the target groups were prioritized; vocational training needs analysis, training budget, learning methods, draft learning contracts were prepared. The bargaining of the new collective agreement started this summer, with some new points for continuing education. We planned to sign collective agreement by September 1, but this process was delayed due to the change of company owners, and going on modification of internal structure of enterprise.

“Nemunas”: we started to apply the knowledge, received during the BICO Project, to analyse the situation, to identify training needs. We started the process of strengthening the social partnership in the area of information and training. Continuous training plan for the II-half of 2013 (20 people) was composed and is already underway.

What has been achieved?

Grigiškės: During the meetings and negotiations training plan has been prepared. We did the skills needs analysis.

„Šilutės baldai“: Report for continuing education and professional development in enterprise for the year 2013 summarized the ways of company training: it consists of several parts; coming into a company new employee is trained according probationary procedure. 116 new employees we recruited over the last year. Later, after clarifying the training needs for the new year, we prepare the training plan which shall be considered and reviewed in cooperation with the trade union organization:

1. New company employee is trained according the new employees' adaptation procedure.
2. Later he is trained under the production employee training program, which is prepared after discussions about the training needs with trade union.
3. After this training (trainers - company specialists within their area) the employee go on the attestation procedure and is given adequate qualification.

An employee given category depends on the test results, on his job place and also on acquired new knowledge and skills to work. Employees whose job requires special skills are referred to the training centres. Such professions as rope workers, lifters, truck drivers are trained in the training centres. Later, their knowledge is checked by qualification commission according the annual procedures of the company.

What has been achieved?

„Baltik vairas“: From 1st of September 2013 the training of production masters was launched. The conditions to learn on the workplace were arranged, as well as involvement of external partners.

According to a tailor-made training program another metalworking company (Salda) masters together participate in the same training. 15 employees participate in the training; training process will take 1.5 years.

Another group training according the same program will be launched from September next year. Training is financed from the company's funds. The training of 15 people costs 72 000 thousand (21 000 euros).

The training duration is 530 hours. The learning program consists of three parts: the basic qualifications (382 hours), the special part (48 hours) and practice for the closing task (100 hours). Basic qualifications - common part for all who seek to acquire master production skills, the specific part (learning topic - "Manufacturing technologies and equipment) varies according to the nature of company, for which production masters participate: the metal -working industry, wood processing industry, etc.

The practice is carried out only after the student receives basic skills and disciplines of the special learning part.

How should be worked after BICO?

„Grigiškės“: We plan to continue to further the implementation of continuing education in company. We will prepare mutual learning model, employee assessment, counselling, succession planning, training, team development and support, improving the organization's culture.

„Baltik vairas“: Production master competencies are acquired by persons, who have secondary education and vocational training, with the opportunity to gain five years of practical experience in the production before the competency assessment. After the successful completion of the training program and the practices of the production master, employees receive certificate of production master competence, issued by the Chamber of Commerce, Industry and Crafts.

“Nemunas”: 2014 year further education plan (for 53 employees), is ready the budget for further vocational training funding is planned.

Documents

- *„Šilutės baldai“ Adaptation procedure of new employees,*
- *„Šilutės baldai“ training plan*
- *„Šilutės baldai“ Collective agreement*
- *„Baltic Vairas“ Training diagramm*