

### FURTHER TRAINING IS WORTHWILE!

July 2013



### EUROPEAN SEMINAR ON MANAGEMENT OF COMPANY TRAINING

Company representatives (works councils, trade unions, and management) from Bulgaria, Rumania and Lithuania attended a practice-oriented seminar on management of company training measures, held in the Bulgarian capital Sofia at the end of April. The participants, from eleven factories in the wood, furniture and metal industries, reported on the goals, tasks and regulations regarding vocational training in their respective companies, they acquired further knowledge in the field and were able to familiarise themselves with new tools for use in systematic planning, organisation and realisation of further training activities in daily practice.

Moderated workgroups gave participants an opportunity to utilise in real situations the practical tools they had acquired in the form of practical exercises and assignments. Employee and employer representatives took part in goal-oriented exchanges and practised mutually beneficial cooperation.

This cooperation, as we experienced it in the seminar, is exactly how we wish cooperation to be in everyday life on the job! The companies taking part in the seminar are pilot plants, illustrating how a sustained and systematic programme of in-plant further training can be implemented. They also have an important multiplier function for other companies in their sector.

*„The information received helped me to better understand how to implement the procedures for employees training and qualification and the importance of their achievement, both for employees and for the company. I believe that, after their assimilation, I can personally be involved in the implementation of training procedures at the company level and in the transmission to others of such information and that I can convince the employer on the need for this investment, starting from the need for training and qualification of employees.“*

*(Vasile Pirvu, S.C. MECANICA S.A., MIRSA, SIBIU county)*

One particular area of focus is currently on operational realisation and follow-up. Participants agreed in this regard on certain concrete “further training projects” for each company. An action plan and schedule was drawn up for each “project”, allowing a step-by-step review of implementation and degree of target achievement.

The best-practice models developed in the different companies will be presented, discussed and evaluated at a European conference in autumn of this year.

Coordinator Team BICO

### NEXT MEETING

#### BICO – WORKSHOP (2)

Interim – Meeting

**European Project Group**

Representatives from Trade Unions and Employers’ Associations

**09. – 11. September 2013**

Hamburg (Germany)

#### MAIN TOPIC

Opportunities, support and agreements from Social Dialogue to promote training activities on sectoral and companies’ level

Interims results from transnational networking, sector activities and practical experiences from companies; information and discussion about qualification standards – learning agreements.

### EU - COMMISSION ON VOCATIONAL FURTHER TRAINING

*„The crisis has highlighted the significant role that adult education can play, in terms of achieving the “Europe 2020” strategy targets, by enabling adults – particularly less skilled and older employees – to increase their ability to adapt to changes affecting the labour market and society. Adult education provides people, who are affected by unemployment, restructuring and job changes, with opportunities to gain advanced skills and retrain. At the same time, it makes a major contribution to social integration, active citizenship and personal development.“*

*From: Council Resolution on a renewed European agenda for adult learning (2011/C 372/01) of 20.12.2011*

### MORE INFORMATION AND VOICES ABOUT THIS TRAINING SEMINAR:

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European Federation of Building and Woodworkers



**PROMOTING NEW SKILLS, COMPETITIVE WORK AND BETTER JOBS**

**INTERVIEW**

**Question:**

*Is it possible for Social partners to act as a moderator at the Labour market?*

**Zlatko Dimitrov (Managing Director)**

*The situation years ago allowed employers to use the available labour force, equipped with relatively suitable skills for the concrete workplace. Now days, these employers have new rules and new requirements, based on the dynamic and globalized business environment, which requires from the workers more concrete equipment of competitive skills and motivation for improving their vocational qualification. For the sustainable sector development, creating good career conditions, decent work and decent payment, the Social partners – employers and Trade Unions are ambitious to participate actively in the Labour market policies, to carry out monitoring of the Sector skills needs, and to train such workers as specialists.*

*In Bulgaria, the key point for this new cooperation is the establishment of Sector skills Councils.*

**Question:**

*Will the activities of the project BICO result in raising capacity of the National Social partners in their aim to alive the traditional industrial professions, creating good work conditions and added value at the workplace ?*

**Evgeny Yanev (Laywer)**

*Yes, because in its core it is innovative project, focusing on the Further vocational training and career development as a key factor for engagement and participation of workers in the Industrial relations and company prosperity as well as in the Sector.*

**ISSUES, NEEDS AND OPPORTUNITIES OF LIFELONG LEARNING FROM THE PERSPECTIVES OF BRANCHES**

**ANNA MATEINA (EXPERT EMPLOYER)**

In the Metal sector, within BAMI a Sector Committee is acting, established on tripartite principle, and representation of Trade Unions, Employers, Governmental institutions and Education and Training organizations.

The main function of the Committee are to initiate Labour market related measures, to assess future skill needs in the sector and to promote elaboration and improvement of sector competence models and standards in cooperation with companies in the sector, universities and VET institutions.

Social partners work together on the Youth unemployment issues , young specialists' transitions from education to the Labour market, increasing enterprise competitiveness, and consider Further training as a key point for overcoming these and other problems.



**MILENA YORDANOVA (TU LEADER)**

After intensive discussions during the Training seminar it became clear, that it is very important the Qualification measures to be adapted to the company. Preliminary determination of Training needs is also essential, as well as the elaboration of Qualification system, equal access and participation of all workers and clear information what will bring to the worker the new qualification. The rest is a matter of organization and clear goals – who will provide training, what methodology should be used, financing issues etc. But it is very important discussions to be carry out constantly within the company on these issues, to be clear the role of the Trade Union in the process and a Further Training Agreement to be elaborated in the company.

**Companies and participants from BULGARIA**

- Ludogorie 91 AD** (Milena Jordanova / Kalina Miteva)
- Kastamonu Bulgaria AD** (Stefan Gudev / Petko Totev)
- ThyssenKrupp Jupiter Stomana BG** (Evgeni Yanev / Alexander Leonidov)
- KCM Industrial Service AD** (Stoyan Klisarov / Zlatko Dimitrov)
- Sonja Zahova (FSOGSDP) / Anna Mateina (BAMI)

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**SYSTEMATIC IN-COMPANY TRAINING: FROM KNOWLEDGE TO ACTION**

**DIANA RAITELAITIENE (TRADE UNION) – AB „GRIGISKES“ (WOOD)**

On 20-26 of April, 2013 representatives of AB “Grigiskes participated in the seminar “In-company further training management” of BICO project. During the seminar worker skills developing, implementing and evaluating training needs have been discussed also specifically for our company.

We received a good practical knowledge turns experiences with colleagues from Bulgaria and Romania, and look forward to some great results for our future work implementing continuing education and training needs at the enterprise. Working groups have been very productive and were prepared very carefully. Presentation of the results of the working groups and their extensions were beyond expectations..

Our company carried out a detailed analysis and found that the increase in production and an increase in sales of corrugated cardboard unit logistics section, we need versatile, professional trucks drivers. Employees and employer signed AGREEMENT FOR PROFESSIONAL (INFORMAL) TRAINING in enterprise.

We developed training plan, performed budgeting and predicted employee dismissals for training, professional development tools, specification tools in practical training (employees in the workplace), and verification of the quality, efficiency (evaluation). AB Grigiškės" is launching one of the largest investment projects of the company: in 2014 the new paper-making machine will be built. We also have needs to prepare a qualified staff to work with this machine. We believe that all of us will obtain knowledge from BICO project training.



**JURATE SOBUTIENĖ (HR MANAGER) – UAB VAIRAS (METAL)**

“We do not have conflicts, we have problems” – the main idea associated presentations during the BICO seminar held in Sofia. And we started from that idea - it was first necessary to identify the company's problems related to employees’ qualifications. It turned out that the problem in Bulgaria, Lithuania and Romania are similar, differing only in the legal regulation of the organization of staff continuing education and training.

By sharing our experience we learned that in Romania trade unions play very active role in the raising of the qualifications. In most companies' of Lithuania it is - internal affair. For us, representatives of machining industry, was very helpful to learn about experience of Grigiškiai enterprise, which is a member of Lithuanian wood industry association. The company has installed and successfully implementing an employee training system, because formal education in Lithuania does not prepare skilled workers with qualifications they need.

**What have we learned?** Identify priority training topics and target groups, to carry out needs analysis, training needs to conclude a plan and training budget, selection of appropriate learning methods and apply them to practice and receive feedback.

Special questionnaires, plans, forms, charts, financing - all these things which we received by lecturers, will be useful in practical work, identifying training needs, providing training and evaluating their effectiveness.

**What shall we do?** Till now training and education issues were not discussed neither in the enterprise rules of procedure, neither in collective agreement. This summer, working on bargaining of a new Collective Agreement, we are going to include all of the following questions. In addition, since September, according to the company ordered a specially designed training program we are going to start training of masters. This training - informal, but with the assistance of the Ministry of Economy, we seek recognition of production master qualification.

**Companies and participants from LITHUANIA**

- AB “Grigiskes”** (Diana Raitelaitiene / Edita Jakucionyte-Vilkiene)
- AB “Silutes Baldai”** (Irena Siaudvytiene / Janina Mauriciene)
- UAB Baltik Vairas** (Regina Cesniene / Jurate Sobutiene)
- Mechel Nemunas** (Sigute Prekeviciene / Virginija Petronaitiene)

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**STRENGTHENING BIPARTITE COOPERATION ON COMPANIES' LEVEL**

**VOICES FROM SEMINAR**

**SC ALTUR SA**

*Question: Your organization participate in European BICO-project on bipartite training activities. What are your expectations regarding this cooperation?*

*Answer: Our expectations are related with knowledge of new practices in other organizations from different countries, implementation of positive experiences, developing new collaboration and agreements between companies from countries participating in the seminar*

*Question: One of the main activities of BICO is the exchange of information between trade unions and companies in terms of training. How important is the exchange of information for you in this area?*

*Answer: The exchange of information between the organizations related training is very important, due to the fact that we can adapt ideas and best practices from other countries participant to our situation.*

*Question: What are your ideas related using the experience gained through the project in future?*

*Answer: Putting into practice within our company the practices, techniques of communication and transmission of information, how to analyze training needs and how to structure them in order to obtain results.*

*Question: Which are the first steps in implementing the plan for 2013 on training at the company level, plan established at the end of the seminar in Sofia; how is the cooperation between trade union and management for achieve this plan?*

*Answer: It takes place as planned, according to the plan on achieving the steps for training in company, realized in late 2012 and adapted during the BICO seminar: we held a meeting between the management and workers' representatives. The results of the seminar BICO were presented and we'll adapt the training plan.*

**ing Gheorghe Popescu** - TU leader  
**ing Draghici Marian** - Head of Human Resource Office

**ISSUES, NEEDS AND OPPORTUNITIES OF SOFIA SEMINAR**

**DAN GHEORGHE BAJAN, PRESIDENT FSCM**

The seminar highlighted the fact that, regardless of national regulations on training, at branches level the qualification will always be given by the companies' policy in this area. So even if every country has binding national regulations regarding adult education, they are not often putted in practice.

In this context, the role of experts in training at company level is essential, they should contribute to the motivation of employees, to attend training courses. Moreover, the employers must realize that without investment in training the will become bankrupt. The training experts participating in the project BICO are a link between employees and employers, regarding the need for investment in training of employers and the need of workers to participate in courses organized at the enterprise level.



Following the results of working groups during the seminar, the participants concluded that, regardless of the industry and country, the problems deriving from a fuzzy approach of training at company level are the same. So the steps to take for a successful approach must be unitary, namely:

1. Agreement on training at the enterprise level
2. Annual training plan based on a needs analysis, with an allocated budget
3. Organization of courses through various ways, depending on the courses nature - with internal and external suppliers
4. Monitoring and evaluation of medium and long-term outcomes of training in companies and the in the corporate training and readjustments according to results.

Following the results of the seminar, this model approach related training at companies' level will be disseminated among trade union members of FSCM.

**Companies and participants from ROMANIA**

**S.C. ALTUR S.A.** (Popescu, Gheorghe / Draghici, Marin)

**S.C. MECANICA S.A.** (Pirvu, Vasile)

**STX OSV TULCEA S.A.** (Schiopu, Doru / Raicu, Floriean / David, Petre)  
 Bajan, Dan Gheorghe / Bojenoiu, Aurel / Razboi, Marin

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