

Why should Vocational Training and Education be tied in the Company?

- ❖ The international competition requires a high degree of flexibility, Quality and innovation.
- ❖ A lack of specialized workforce exists and exacerbates.
- ❖ Staff members become pensioners. Fewer young people are available.
- ❖ Fast technologic developments require the qualification of the employees.
- ❖ Increasing quality requirements, customer expectations new forms of labour organization, new products, and growing concurrence require creativity, innovation and qualification of the staff on all levels of the enterprise.

Reservations against Company-Based Further Training

- ❖ Employees have no time, the production is a priority.
- ❖ Further training costs too much. We do not need to spend this money.
- ❖ Further training is not necessary, things have worked out without before.
- ❖ Employees then come back with demands for a better job.
- ❖ Employees then want higher wages.
- ❖ Employees search for jobs in other enterprises.
- ❖ The learned material does not fit to the company's requirements.
- ❖ The new material is not applied.



Vocational Training and Education in SMEs – now and in future (1)

Traditional Further Training in SMEs

Lack of strategy and planning



No further training culture or responsibility



Lack of direct relation to the job



Modern Further Training in SMEs

Happens in context with staff and organization development

Is anchored in long-term enterprise objectives. Is a continuous process in the company development. Involves all participants, the interest representations and all staff member levels

Is concretely related to the job: The learned is directly implemented.



Vocational Training and Education in SMEs – now and in future (2)

Traditional Further Training in SMEs

Further Training through “run the mill” programs, only adjustment qualifications, if at all

Low level of staff coverage – problems of exemptions and payment

In transparent Cost / Usability Ratio Structure



Modern Further Training in SMEs

Modern Further Training in SMEs is “custom-made” for the specific requirements of the enterprise. Focuses on qualifications such as communications skills or teamwork.

Is flexibly organized, takes partially place at work, regulated financial structure

Is seen as an investment in the staff. Improves the personal work and employment chances of the employees and the competitiveness of the enterprise

Seven Steps for achieving the aims

(1)

1. **Develop mutual objectives**

Employers and interest representatives agree on a target and the framework conditions.

2. **Objective Definition**

The targets of the enterprise and the further training are assessed through interviews and debates within the company as well as an analysis of key data .

3. **Assessment of Demands**

A set-actual comparison analysis is used to evaluate the training needs. Criteria for success are laid out.

4. **Annual Schedule**

Here, the achievements of the individual workers are cleared, as well as the groups which are going to be qualified and the most suitable training methods



Seven Steps for achieving the aims

(2)

5. Concrete Planning

This includes suitable training institutions, plans for the teaching arrangements in the company, release times, and replacement regulations.

6. Implementation

How content are the participants?

Do they transfer the learned material to their work situation?

7. Evaluation

After comprehensive questionings, the success of the measure is evaluated based on the success and the usefulness is assessed.

