

Curriculum for company trainings on the role and use of skills management concepts and technology



July 2020



Co-funded by the
Erasmus+ Programme
of the European Union



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BRIDGE+ project, deliverable 21, corresponding to Curriculum update.

Introduction

Companies play a crucial role in regional skills management strategies. Skills management needs to be organised in accordance with the actual skills demands of the economy. They are important stakeholders that need to be involved on a strategic level. However, especially small and medium-sized companies often lack a plan for their future skills demand and supply.

The Swedish BRIDGE+ partner therefore developed a concept of company based workshops and coachings for SMEs with the aim to help companies become aware of their short-, medium and long-term human resource and skills needs. The following curriculum for trainings on the role and use of skills management concepts and technology in companies as a basis of staff development formed the basis of this training and coaching approach.

Develop the company's work with competence supply

We informed 62 companies about the possibility of getting help in creating a structured process for their strategic competence supply. Three people per company were offered to be included in a development programme that would cover about 5 companies during 6-8 months. The program includes three parts - network meetings, coaching and validation. The goal is to develop a structured process for the work with competence supply for participating companies.

The Joint Development Programme includes:

- + 5 network meetings with knowledge replenishment and exchange of experience
- + 40 hours coaching per company
- + 8 tests for certification of Basic Industrial Technology Validation per participating company

The development programme will start in October 2019 and will end in June 2020. The network meetings take place between 0900-1500 on 5 occasions agreed with participating companies. Up to here same as in 20, as from here focusing on the

workshop from a structural perspective (learning goals, contents, methods used, timeframe)

Description of workshop concept

The development process has included 5 network meetings, during the period Oct 2019 – June 2020.

Since we were 5 companies and 5 occasions to meet, every company had an opportunity to host one of the meetings. Visiting companies got to learn the work and methods from the hosting company with exchange of thoughts and ideas, hear how the other participants are doing, follow-up of any homework, get tips on methods/techniques/templates that you can use in your own work, discuss further work and possibly get assignments. This document presents one of the five workshops (No. 2, December 2019) to give an example of how a workshop is arranged.

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Detailed workshop planning

Workshop # 2 (December 2019) Work structured with the skills supply process

<i>Learning goals (general goals & subgoals)</i>	<i>Content of learning package</i>	<i>Activities/Methods</i>	<i>Time</i>
General goal Knowledge of a Management System	What is a Management System? What types of Management Systems are there? Examples of methods and techniques to use.	The coach informs and shows a slide show.	30 min
Sub-goal 1 Understanding a Management System	What is a Management System? <ul style="list-style-type: none"> The guidelines governing how the company and certain functions are to be managed are a management system Describes an organization's policy, goals and measurement 	The Process Leader interacts with the participants to clarify if they use a Management System in their individual company. The Process Leader informs and shows a slideshow.	15 min

	<p>criteria as well as the work to achieve the goals.</p> <ul style="list-style-type: none"> • Management system standards are offered e.g. in the form of ISO standards • Can have different focus: Environmental Management Systems, Quality Management Systems, Financial Management Systems 		
<p>Subgoal 2 Understanding the purpose of a Management System</p>	<p>Why do companies have a management system?</p> <ul style="list-style-type: none"> • Customer requirements for ISO certification • Need to follow up deviations • Desire to create routines for recurring events • Better working environment • A support in day-to-day work and a tool to ensure that everything is going according to plan <p>Examples of Management Systems:</p> <ul style="list-style-type: none"> • Business binder • Intranet folder system • Clickable process map • Office 365 	<p>The Process Leader informs and uses a slide show. Interaction with participants.</p>	<p>15 min</p>
<p>General goal Knowledge of how to set goals adequately</p>	<p>What is a goal? What parts should be included in order for it to be a good goal?</p>	<p>Coach informs a shows a slide show. The participants work in groups with their own goal. Large-group feedback.</p>	<p>3 h</p>
<p>Sub-goal 1 Know which parts are included for a goal to be good, the SMART method</p>	<p>SMART-method</p> <ul style="list-style-type: none"> • Specific • Medible • Acceperated • Realistic • Time-bound 	<p>Participants will have to think about what is important for a goal to be good, and report in large groups.</p> <p>Coach informs and displays slides – SMART method.</p>	<p>1 h</p>

Subgoal 2 Development of own objectives for each company	Own work in a company with the development of goals for their part in the development project.	Participants should start from the SMART method when setting their own goals.	2 h
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The sections described above are parts of the entire workshop that lasted between 0830-1530. Below is the agenda for the entire workshop:

8.30 Coffee

8.45-9.45 Study visit to Company No. 1 (host company)

9.45-10.30 Recap of the last meeting.

Ask for your process- Company No. 1 begins.

10.30-11.00 Training point: What is a management/business system?

11-12.00 Training point: Setting goals and actions to achieve them.

12-13 Lunch

13-13.30 Review: Attendance report and validation tests

13.30-15.30 Continuation on goal settings and current situation

2 process leaders lead the workshop together.