

Competence centres for HR development

Kompetenčni centri za razvoj kadrov (KOC)



Slovenia

1

Description

Timespan

Since 2010

Stage

FULLY OPERATIONAL

Focus area



MATCHING SKILLS FOR TODAY'S JOB MARKET

2

Foundations

Policy area



ADULT EDUCATION AND TRAINING

Competence centre projects serve the purpose of common development of employee competences. In these projects, the key positions of employment and the desired competences are determined, and employees are being trained depending on the requirements and the highlighted deficits.

Policy goal

The policy instrument aims to reduce disparities between qualifications and labour market needs by increasing the qualifications of the personnel employed in the industry, in order to contribute to the competitiveness of employees, enterprises and the Slovenian economy in general. The aim of the competence centres is to improve the competences, productivity, creativity and innovativeness of employees and to strengthen the competitiveness of the Slovenian economy. The instrument supports the following activities:

- establishment and operation of the competence centre project office.
- development of an HR development function (development/upgrading of the competence model, defining competence profiles for selected jobs, identifying competencies deficiencies and competencies of the future, development of new training programs and models/systems for systematic internal knowledge transfer).
- development of employees' qualifications through the implementation of training.
- networking with partners in the field of human resources development.
- informing professionals and the rest of the public.

Mismatch**EXPLICITLY DESIGNED TO ADDRESS SKILL MISMATCH**

Competence centres aim to reduce disparities between the existing level of qualifications and industry needs through common development of employee competences. First the key positions of employment and the desired competences are determined, and then employees are trained depending on the requirements and the highlighted deficits.

Aim of policy instrument**UPSkill EMPLOYED ADULTS****ADDRESS SKILL SHORTAGES**

Legal basis**LAW**

Administrative level**NATIONAL**

Main responsible body

The Public Scholarship, Development, Disability and Maintenance Fund of the Republic of Slovenia

Stakeholders



GOVERNMENT (CENTRAL & REGIONAL)



EMPLOYER FEDERATIONS



CHAMBERS OF COMMERCE AND INDUSTRY

Employees: taking part in training or retraining.
Employers: taking care of strategic HR development (definition and implementation of training), collaboration between companies involved in partnership/project and dissemination of knowledge and synergies.
Legal entities of private law (e.g. interest associations, chambers): acting either as the "administrative financial partner" carrying out the tasks of the project office or "personnel partner", which performs personnel support and advisory tasks.

Funding

The total indicative available grant amount for the years 2017, 2018 and 2019 is €3,967,000 (€5,580,000 for 2016-2020 according to the Implementation Plan for the Operational Programme for the Implementation of the EU Cohesion Policy 2014-2020). The ESF funds account for 80%, while the funds allocated by Slovenia represent 20%.

Intended beneficiaries

By taking part in training or retraining, employees improve their competencies, productivity, creativity and innovativeness. By strengthening the HR development function (through the development of new competency models and the implementation of training), and through collaboration between companies involved in the partnership/project, companies strengthen their competitiveness and innovation potential, as well as promotion of the industry.

3

Processes

Use of labour market intelligence



ENABLE STRATEGIC BUSINESS DECISIONS



OTHER

Employee training developed on the basis of the newly developed competence model, taking into consideration existing competencies deficiencies and competencies of the future, improves competencies, productivity, creativity and innovativeness of employees, and strengthens competitiveness and innovation potential of the company. LMSI is used to contribute towards the overall goal of the policy instrument by

highlighting new skills and occupations in the (digital) economy, designing new training programs and updating national qualification framework.

Financial schemes

Co-financing the establishment and operation of competence centres for human resources development, based on public calls.

Frequency of updates

3 public call since 2010.

Development

Monitoring, support and guidance activities of the projects have been strengthened. The exchange of experience already gained in different projects during their duration has also been introduced. Even greater emphasis has also been placed on identifying the competences of the future. Some program activities have been made available at different (more) locations.

Barriers

Administrative challenges. In addition to that, during times of economic growth, there is an evident lack of time to carry out trainings and other activities that represent companies' core business.

Success factors

The exchange of experience already gained in different projects during their duration.

Monitoring

The measure is monitored regularly through the following indicators:

- the number of participants in training programs, specialisations, additional qualifications and retraining.
- the number of competence models developed or upgraded at the sectoral level/field of competence centre operation.
- the number of training programs and/or initiatives developed for the preparation or modification of the vocational standard, and consequently the educational program or national vocational qualifications.

Alongside this, indicators on the personal data of individuals participating in projects is also being collected and analysed.

Innovativeness**SLIGHTLY INNOVATIVE**

Competence centres are already well known and established throughout the EU. However, the competence centres for the HR development instrument has offered so many variants of implementations and different end-results through just one platform (observed across sectors, service type, type of production, skill and education level of employees, different HR

practices, leadership involvement, mutual learning, etc). Competence centres for HR development will be presented as good practice in Croatia for the field of tourism. Slovenia's competence centres for HR development concept also received an award.

4 Sustainability

Evidence of effectiveness

According to the Public Scholarship, Development, Disability and Maintenance Fund of the Republic of Slovenia webpage, significant results have been achieved during 2011-2015:

- Competence centres for human resources development have developed 19 industry models of competences.
- More than 300 companies have trained 14,500 employees, who altogether realised 50,000 training attendances.
- 50% of trainings represented professional training, 15% other professional skills and 15% soft skills development.
- Vulnerable groups (disabled, less educated, elderly) were also included in the training activities.

In the period 2016-2018, 11 competence centres for human resources development are being supported, which include as many as 250 companies with more than 35,800 employees.

The evaluation of the Competence centres HR development during 2007-2013 represents the part of the "Končno vrednotenje izvajanja Operativnih programov programskega obdobja 2007 - 2013 v Sloveniji" report. The expectations have been surpassed, and according to the evaluation, the following results have been achieved during 2007-2013:

- The number of employees involved in training was greatly exceeded (in some KoC even three times more than planned).
 - Instrument contributed to a higher degree of employee qualification, at the same time, the training included personnel that otherwise would not have been educated/trained.
 - Participation in KoC enabled many companies to continue or to strengthen the education of employees during the times of economic crisis.
 - Participants believe that the attained knowledge was very useful both in the field of expertise and general competences.
 - The flexibility of the content and training providers have been highlighted as an important asset of the instrument.
 - Positive effects were recorded at the level of an individual employee (a higher degree of inclusion, a sense of personal importance, a different attitude towards training), as well as at the level of the company or management.
 - Participation in training/education had a significant impact on improved quality of the product supply and added value.
 - In respect to sustainability, after the completion of co-financing, investment in personnel and training continues at the enterprise level, but in most cases to a lesser extent.
 - Participation in some cases also led to the development of internal education/training, which does not require particularly large financial resources (internal training and mentoring programs).
 - Networking and cooperation in identifying skills and competencies in the industry took place.
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Engagement of stakeholders

The LMSI is being developed on the basis of the Operational Programme for the Implementation of the European Cohesion Policy 2014 - 2020.

Transferability**EASILY TRANSFERABLE**

This instrument can be transferred to any country or industry sector where there is the need to generally modernise existing competencies and strengthen HR development function.

Sustainability

The LMSI upgrade project is being financed predominately out of ESF and is thus bound up to successful implementation.
