

Fact sheet 2.3.1f

GROUP EXERCISE: EVALUATION OF PRACTICE EXAMPLES TO COOPERATION BETWEEN HRM AND CGC

Work in small groups: Evaluation of good practice examples - Discussion of education and counselling measures being offered by companies

Task

Meet in groups of 3 to 6 persons.

Choose one of the following practice reports. All represent “real life” examples. They are taken from enterprise’s self-evaluation reports, applying for the Austrian State Award “Fit for Future” 2019.

(<https://www.bmdw.gv.at/Ministerium/Staatspreise/Beste-Lehrbetriebe.html>)

The practice reports list measures of good practice in different domains of the Professional Life Cycle. Get an overview, and then decide in your group, which of the measures you would like to discuss in depth (select 2 or 3). The following questions may guide your discussion:

- What did attract you of the specific measure?
- Which external cooperation partner/s is/are involved? What is the expertise of the partner/s?
- Who are the beneficiaries of the cooperation?
- Which surplus value does the cooperation bring?

Summarize the findings of your group on a flipchart or a ppt slide.

Practice Report “Integration of new employees”

The first step is to recruit new employees. It is a special challenge finding talented skilled workers. Usually, they start an apprenticeship engagement right after leaving compulsory school.

What do enterprises undertake to be successful in their recruiting process?

The following measure have been mentioned by enterprises:

- Enterprises deliver vocational orientation by cooperating with regional schools, especially with the teachers who are responsible for career guidance and the development of career management skills. They offer presentations of relevant vocations in schools, inviting classes to visit their enterprise, arrange internships combined with assessment of interests and talents.
- They use the support by institutes of the Chamber of Commerce, offering test material for internal talent check in enterprises or giving the opportunity to undergo tests in their Career Counselling Centers.
- They announce their vacancies to an agency of the Public Employment Service which handles placements, also offering counselling and testing.
- Enterprises willing to give a chance to handicapped people, announce the vacancy to social welfare institutions of their region which support the placement of their clients.

After the recruiting process, enterprises give working contracts to the selected persons.

- The first working weeks concentrate on the integration of the new employees: getting familiar with the enterprise and with relevant managers and colleagues, learning to know their specific field of tasks and responsibility, getting a first concrete task. They are supported by a mentor and often also by a buddy who provides peer counselling.
- Team training is offered by external trainer teams – often as outdoor training.

Practice Report “Company based career work”

Because of the manpower shortage it is important for the enterprises reaching a long-term binding of committed employees to their company. This is one of the main reasons why enterprises engage in company-based career work. They want to improve their employer branding.

The relevant measures start from the very beginning of an employment:

- Enterprises support the learning processes of their employees by giving them challenging tasks and supporting them by internal peer counselling but also by specific external training offers (thus bringing knowledge into the company).

- They stimulate the development of self-evaluation competences of their employees. Team leaders are trained by external experts in coaching methods. (There exist manifold programs offering leadership coaching diploma.)
- To compare their performance with peers, enterprises encourage young trainees/apprentices to participate in national and international vocational competitions.
- To enable (new) employees to have an overview on (for them) relevant working fields in the company, enterprises offer job rotation. Each working station finishes with self-evaluation and an evaluation talk between the department leader and the employee finding out special interests for further development of the employee. If helpful options of external further training are offered.
- Periodically career development is discussed between the leader and the employee. Each career way (e. g. (professional specialization, leadership, academic qualification) affords different education programmes, which are offered by external partners.
- To ensure, that employees are talented for a specific further development, some enterprises arrange contact to career counselling institutes (in adult education, chambers, universities etc.).