

## **General outcome of the 3rd meeting of the Working Group on Corporate Management** Leipzig, Germany April 2008

During the third meeting of the Corporate Management Working Group, 9 experts from seven EU member countries and 3 representatives of the cluster partners made a thorough study on the subject of “Development of skills and competences”. Participants also studied and discussed conclusions drawn from the results of the questionnaire on this same topic, which was filled out beforehand by the experts.

The working group members found that PT organisations in Europe are finding themselves sometimes ill-equipped to compete in the market. The reason is that too many employees lack the right skills to help the organisation grow and succeed in continuously offering high quality public transport. In this case you can talk of a widening gap between the skills the PT organisation needs for success and the current competencies of the employees.

### **What are some of the biggest gaps?**

Research shows that there are deficiencies in both “hard” and “soft” skills among current and prospective employees. Shortages are reported in some key areas like:

1. Basic skills – customer service, communications etc.
2. Technical skills – computer/technology skills, mechanical/repair skills
3. Management and leadership – such as supervision, goal-setting, planning, teambuilding, motivation and ethical judgment
4. Emotional/social intelligence – such as self-awareness, self-discipline, and empathy.

### **What are some major weaknesses in the present methods of recruitment of new personnel”?**

There were a variety of answers which depended on the geographical location of the company (Western Europe, Eastern Europe), whether or not a company was public, municipal or private and on the type of job (drivers, blue collar, middle management, etc). In general the following answers were provided.

- Image of the company as an employer (not enough employer branding)
- Image problem of the job
- Not competitive salaries
- Not flexible working time
- Recruitment process is too administrative (takes too long)
- Absence of fringe benefits
- Only advertising in local newspapers
- Shortage of skilled personnel in local market
- Low level of career growth
- Not only focus recruitment on the city you work in, but also the surrounding area
- It is difficult to find and hire qualified middle managers

### What can your organization do better in attracting new employees who have the required competencies”?

- Ø Improve the image of the company (also as an employer)
- Ø More strategic focus on these HR issues
- Ø Better job in marketing (promoting) the company
- Ø Improve image of the jobs offered
- Ø Offer more flexibility on the working shifts
- Ø Need to recognize importance in investing time and money in HR
- Ø Analyze the market and spend more effort in attracting proper employees
- Ø Improve the work environment, health care, offer fitness program, new clothes for drivers etc.
- Ø Offer more flexibility on job related aspects (part time..)

### Presentations by experts and some conclusions:

The following presentations were made:

1. Ene Mall Villemi, on “Competency Framework – Improving and adjusting training & development methods”
2. Ian Jenkinson “EU Training Directive- Driver Certificate of Professional Competence (CPC)”,
3. Dorota Popinska on “Warsaw Metro – Skills and Competency Development”
4. Matyas Jangel on “Education in PT sector in Hungary”
5. Jan Barchanek on “Age structure of Bus Operation Unit Prague”

During and after these presentations discussions and exercises were held on the *weaknesses* in the present training & development (T&D) strategies of PT organizations and also some suggestions and conclusions on *how to improve* these situations:

Summary on the weaknesses:

- Ø Financial resources on training are low (multiple times)
- Ø HR specialists are not skilled enough (too administrative)
- Ø Training is too often theoretical and updating of material takes too long
- Ø Evaluation of training/development is too simple (just “happiness” ratings)
- Ø No alignment between management and the pace of organizational development
- Ø In many cases authorities and management do not recognize the importance of investing in development, coaching and the effect on service improvement and customer satisfaction
- Ø Staff is not really encouraged to develop themselves, also there a lack of time to be trained
- Ø Due to cost reduction, less money is invested in T&D
- Ø Average age of employees is high and therefore they resist new training methods (skills training, e-learning)
- Ø There seems to be no long term vision on “learning and T&D”, or a defined T&D strategy
- Ø There should be more focus on the “soft” competencies of managers
- Ø No relationship between T&D and career paths

Summary of reactions/suggestions/conclusions on improvement of T&D:

- Ø Develop more innovative training programs for 1st. and 2nd.level managers
- Ø Build in some more incentives for those willing to develop themselves
- Ø Change the overall T&D vision and strategy and make a budget for the coming years
- Ø Develop and publish a company wide training schedule (from top to bottom), even linked to career paths
- Ø Start using new training methods/technologies that are more efficient and time saving
- Ø Build up partnerships with vocational education institutions at local, regional and national levels
- Ø Create more on the job training for all levels of employees
- Ø Outsource spezialized T&D
- Ø Make better use of (subsidized) EU-programs on education, like ESF, Leonardo etc.
- Ø Invest in assessment methods to define management competency deficits and start working with PDP's (Personal Development Plan)

**Good Practice Case-studies (GPC)**

It is very important that a minimum of 6 GPC's will be delivered in the very near future. These GPC's will be published on the Sputnik website as well as the ELTIS website

Up till now we have been working on the following GPC"s:

1. Restructuring at BRNO Public Transport Company, Czech Republic
2. Transformation project at Praque Public Transport Co., Czech Replubic
3. Use of KPI's in the Public Transport Company of Buzau, Romania
4. Restructuring and transformation process at Salzburg AG, Austria
5. The use of performance indicators at Trams SA, in Athens Greece
6. Development of GPS system at RATP, Ploiesti, Romania

and some of them will be finalized in the next 2 weeks.