

Competency framework

“Improving and adjusting training and development methods”

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Educational situation in Estonia

1) Academic education (TUT)

today`s subjects: transport economics and
passenger transport

new curriculum “transport planning” in autumn 2008.

2) Applied higher education (at some colleges):

transport economics and passenger transport

Practical situation in Estonia

1) PT companies:

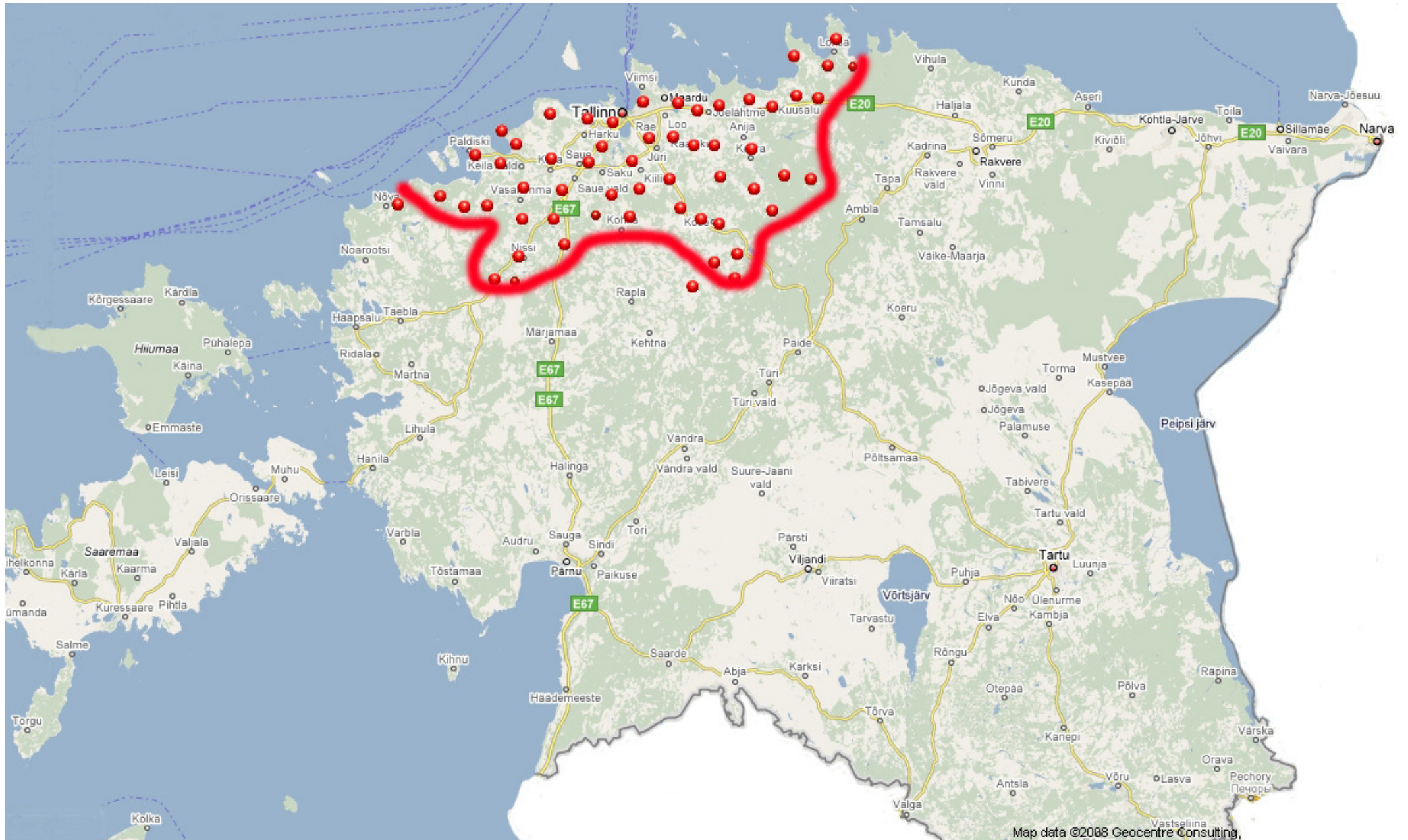
New employees learn by mistakes in the work process

2) Local Authorities:

New employees learn by mistakes in the work process

Harju Public Transport Centre as example of best practice

- Public transport authority of the capital region
- Started operation on 1st of January 2005
- 9 employees
- 60 county routes (main + feeder lines)
- 3,5 passengers/year (150,0 thousand)
- subsidy – 65%



Results

Network is being reorganised

For example: in one part of county (Viimsi) number of carried passenger increased during 2 years about 30%.

A new state procurement, new 3 + 1 old operates, new contracts (gross cost contracts).

Procurement of new electronic ticketing system was launged at the end of 2007. Will enter into force in the autumn this year.

Knowledge, skills, motivation

Employees at Harju PTC have learned through:

- joint projects
- continual education
- regular seminars and trainings on different topics concerning transport planning and transport economics.

Employees are highly motivated.

HPTC carries on consultations and instructions for new bus operators.

Results

- First time planners are ready to optimise network and service level by themselves.
- Good results (PT usage has raised) were noticed by the Ministry. Subsidy was added.
- As a result, collective members have become highly motivated.
- Other counties in Estonia are following the succeed of HPTC with great interest.

Competency model

Too early to use the CM.

Step 1: all employees at all levels should have basic education on PT management, planning and economics.

Step 2: creating the competency model by identifying the competences that truly have an impact on results.