

GREEK RESEARCH RESULTS

The questionnaires were circulated in a sample of SMEs from the sectors: Shoe, Plastics

The persons interviewed were in general managers of the firms, production managers and staff from the Public Relations Area. (A subject that draws the attention is they preferred the telephone interview than a meeting. Unfortunately in Greece the firms are not so positive to questionnaires).

The majority of the firms have less than 100 employees. The staff in the most firms remained the same for the last two years. Only a very few number was increased and especially in the areas of production and commerce. The new employees came from same sector firms or school training and they were already qualified. This fact delays that the employers prefer to engage already experienced or trained people.

Most of the firms join category associations and a little number join data collecting associations.

As for the professionals the main idea is that there will be a demand for consultants in Strategic Direction & Design and in the involvement of Innovation. They generally think that an experienced consultant, external or internal, have the ability to reinforce also the rest of the functional areas. The difference from previous questionnaires is that in the past there were a great reference to Quality which doesn't come from this result.

Regarding the subject of the necessary specific key competences we think that there is a little confusion because the asked persons proposed a mix of all fields. The conclusion is that there is a strong need for determination of specific training fields and guidance for the possible selection of each one.

The main variables determining possible innovation needs as for the human resources and training in the asked firms are the need to increase the firm's efficiency and prospects of economical and dimensional growth.

There is not so easy to find qualified staff as to find other kind of professionals or technicians.

From the answers in the question G8 (*in your opinion, how long does it take a motivated and inclined to learn human resource to learn to carry the following activities*) comes the conclusion that there is an estimation of a long period for a person to be ready to carry out the proposed activities.

Unfortunately the firms in Greece are not familiar to the intervention of identification training needs. Some of them have participated in EC programs through their associations which programs related to training needs of the sectors. They generally believe in the improvement of firm s position by training and agree that training interventions is a useful investment but till now they participated in training activities mostly through collaboration with sectoral organizations as ELKEDE etc.

The insertions of professional resources are planned through specifically planned instruments and they are found by means of job centres, training stages and advertisement.

In order to find training packages the firms used different instruments as sharing opinions with agents, other firms, Associations, participation in fairs or Internet.

They find useful to plan training actions in their firm because in this way they achieve more effective and efficient training actions as well as more suitable for their firms.

They find the creation of a school-firm net useful for the exchange of competences, fostering of meeting between training demand and offer and engagement of teachers from school institutions for the supply of training packages.

A3 Competences

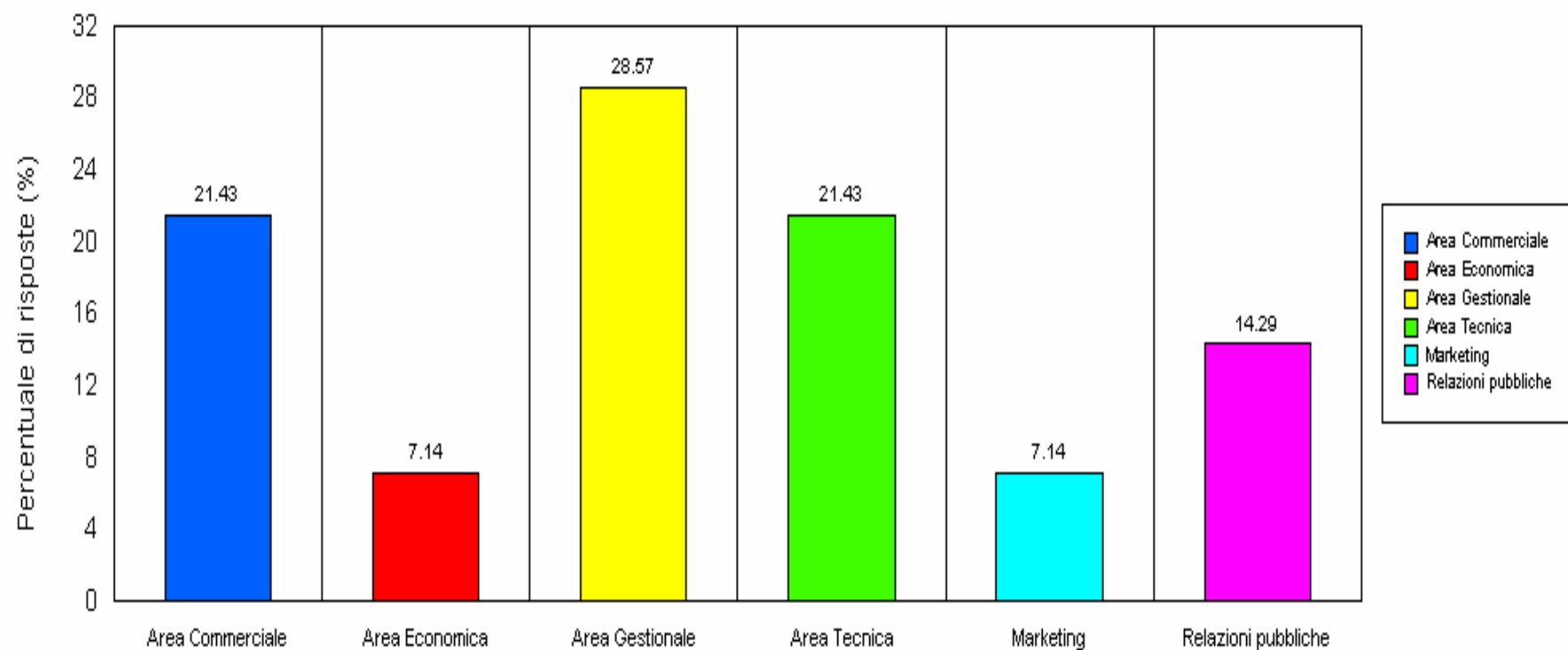
*Commercial Area
Public Relations*

Economical Area

Managing Area

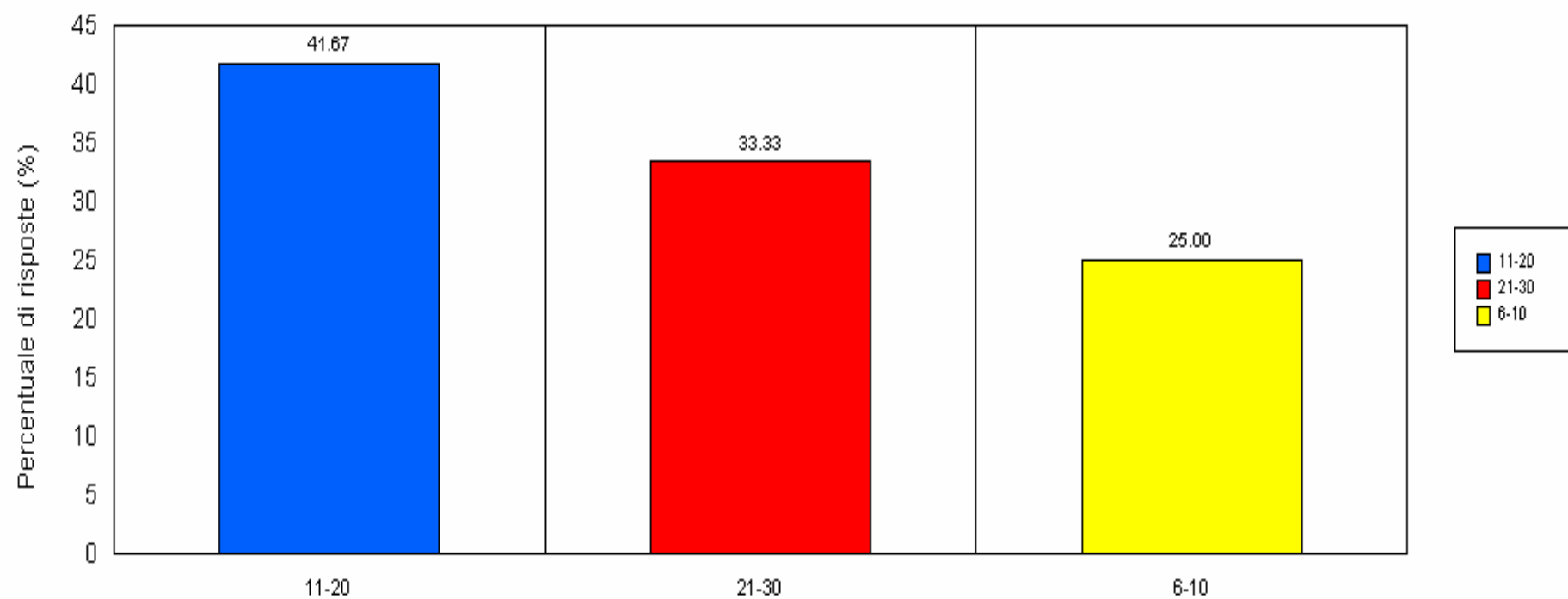
Technical Area

Marketing



B2 Staff of the firm

Y: *percentage of answers*



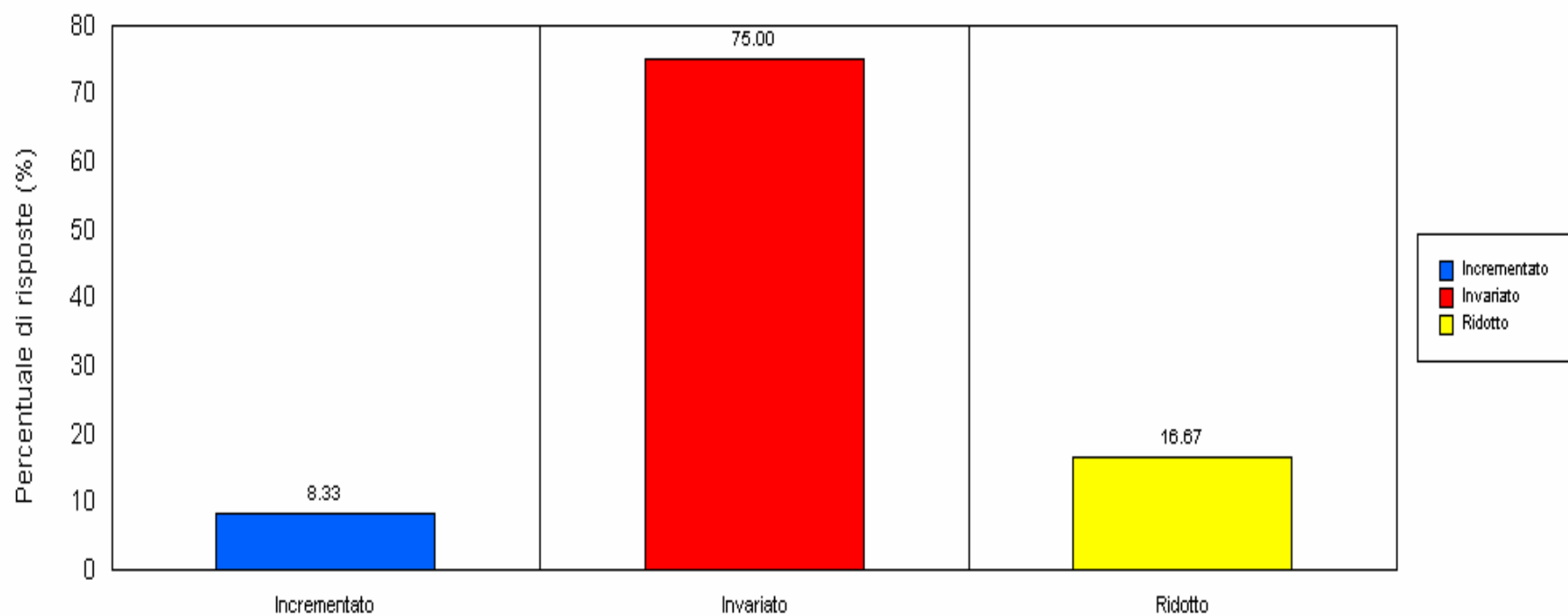
B 4: Over the last few years the staff of the firm:

X: *Has increased*

Hasn't changed

Has decreased

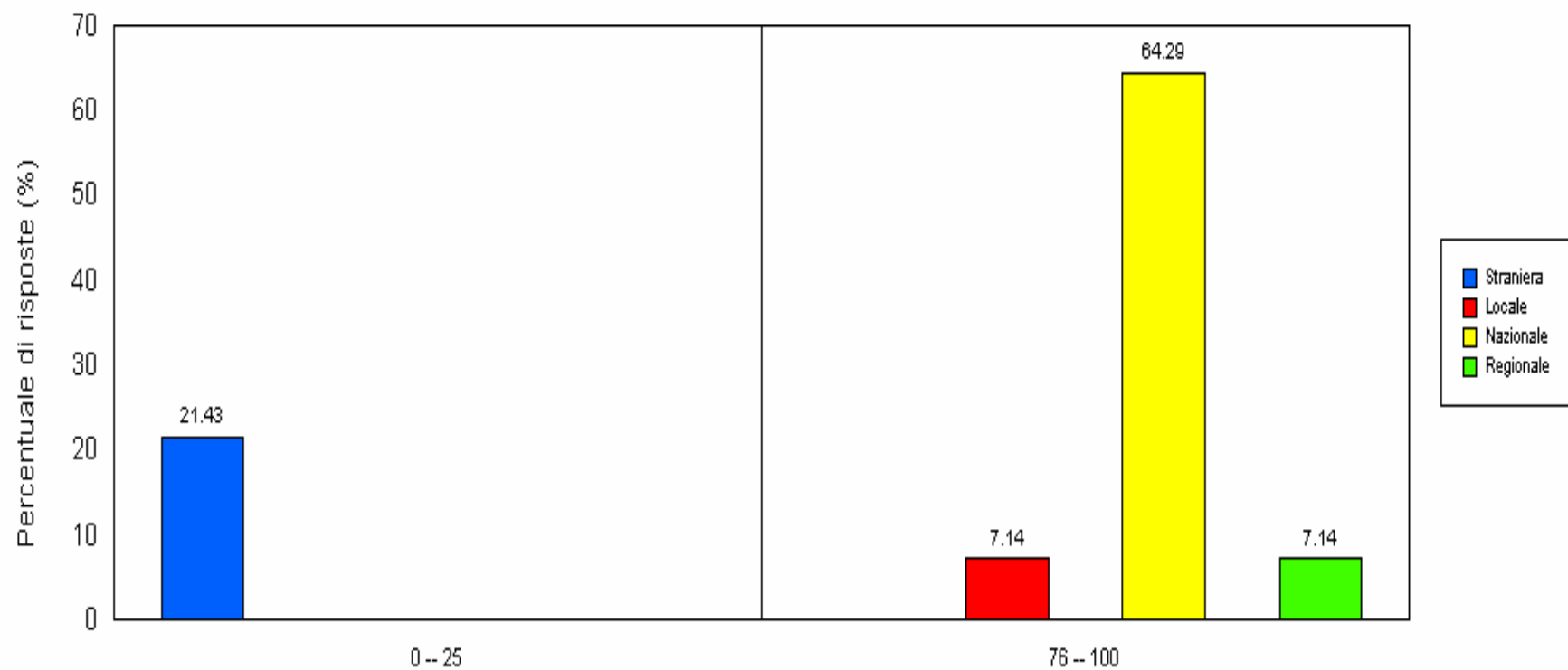
Y: *percentage of answers*



C2 Approximate distribution of the customers (%):

Y: percentage of answers

LEGENDA: *Local* *National* *Regional* *Foreign*



E1 Which of the following association do you join?

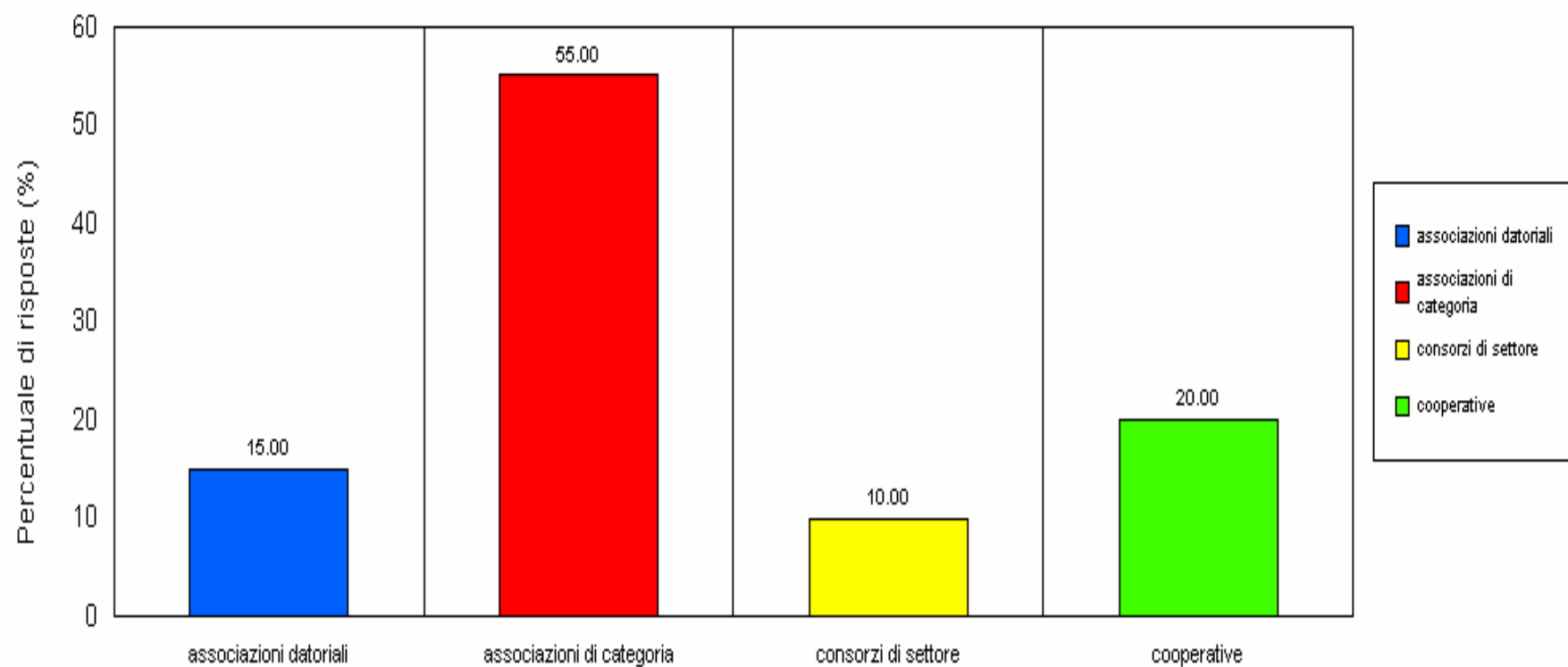
Data collecting associations

Sector syndicate

Category association

Cooperatives

None

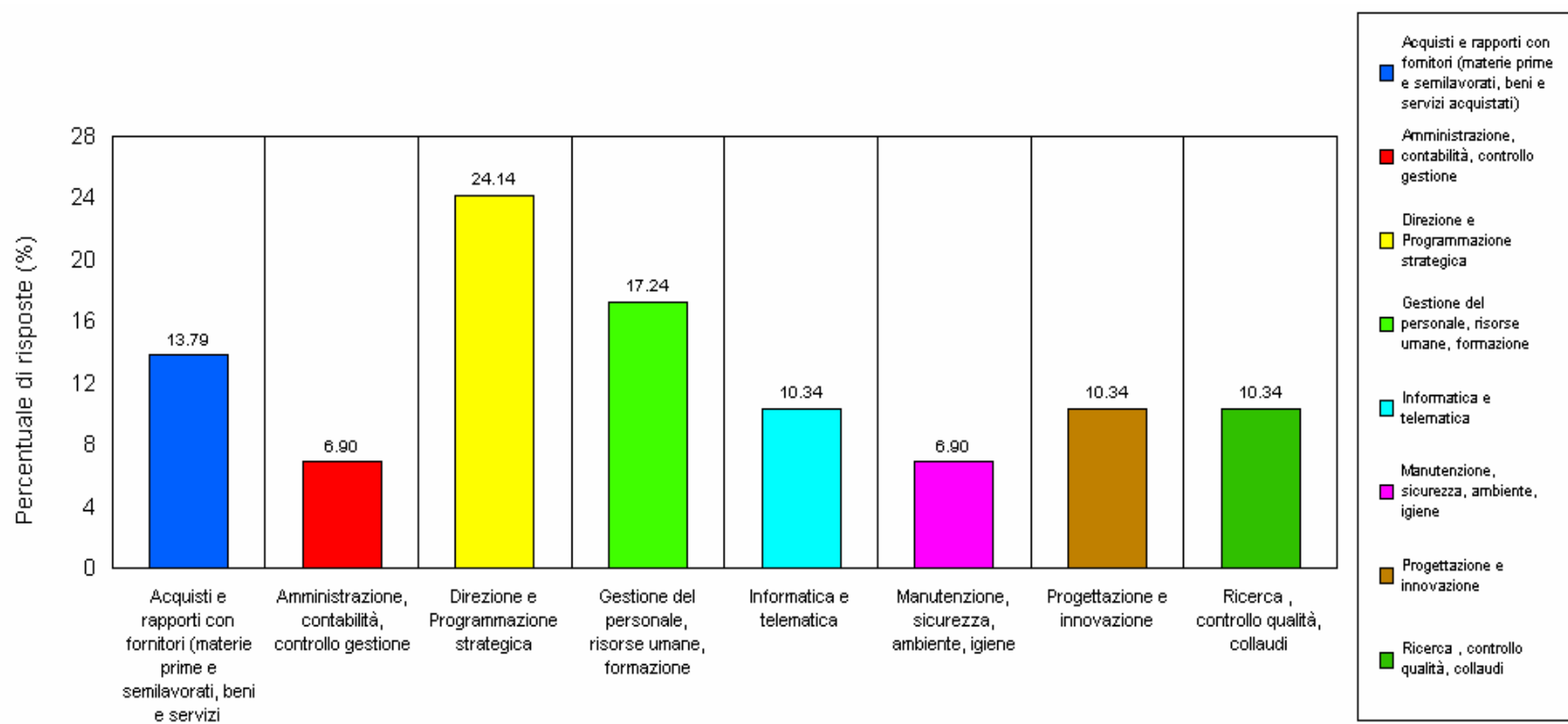


G2 As for the professional figures, in which areas – specify if internal or external (consultants, collaborators) – do you expect an increase in occupational levels next year? (maximum 3 answers):

Y: percentage of answers

X: Purchases and relations with suppliers Administration, accountancy, management control
 Direction and strategic planning Personnel management, human resources, training
 Information and telematics Maintenance, safety, premises, health Design and innovation
 Research, quality control, tests

LEGENDA: X Production Technical office

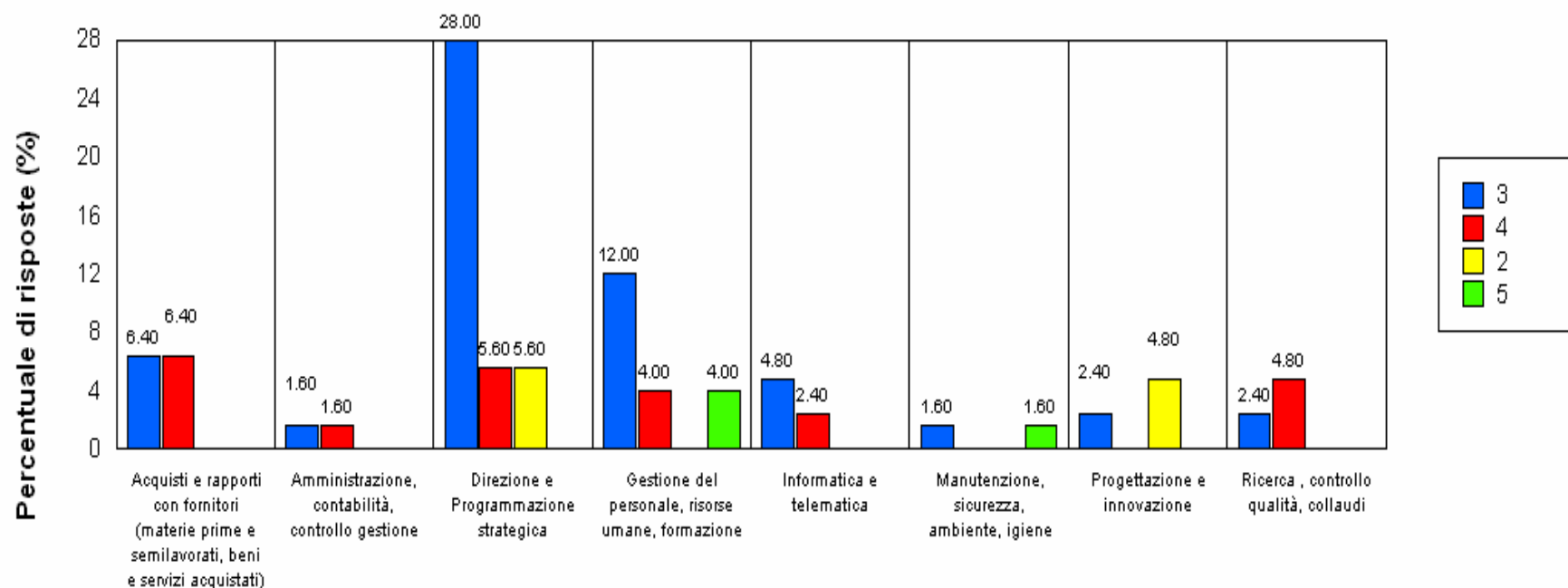


G3 As for each of the above mentioned functional areas, which are the specific necessary training fields?

X: Purchases and relations with suppliers; Administration, accountancy and management control; Direction and strategic planning; Personnel management, human resources, training; Information and telematics; Logistics, store, delivery, transports; Maintenance, safety, premises, health; Design and innovation; Research, quality control, tests; Sales, relations with customers, business; Other

Y: percentage of answers

Base competences

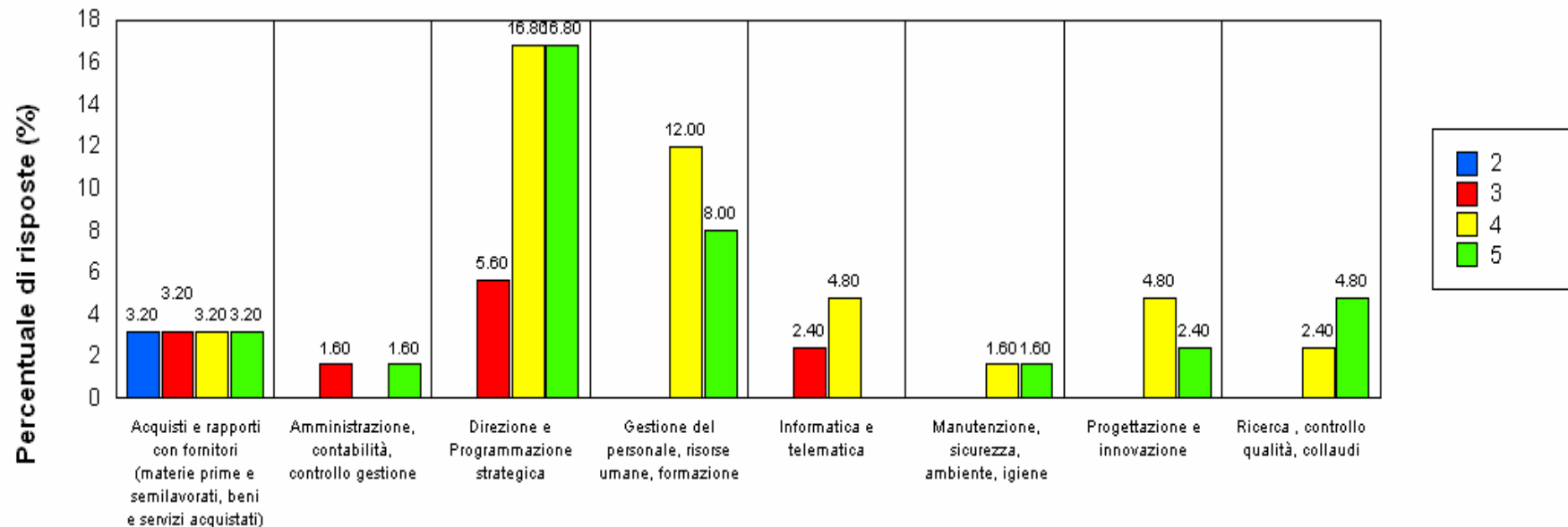


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Y: percentage of answers

Technical – professional competences

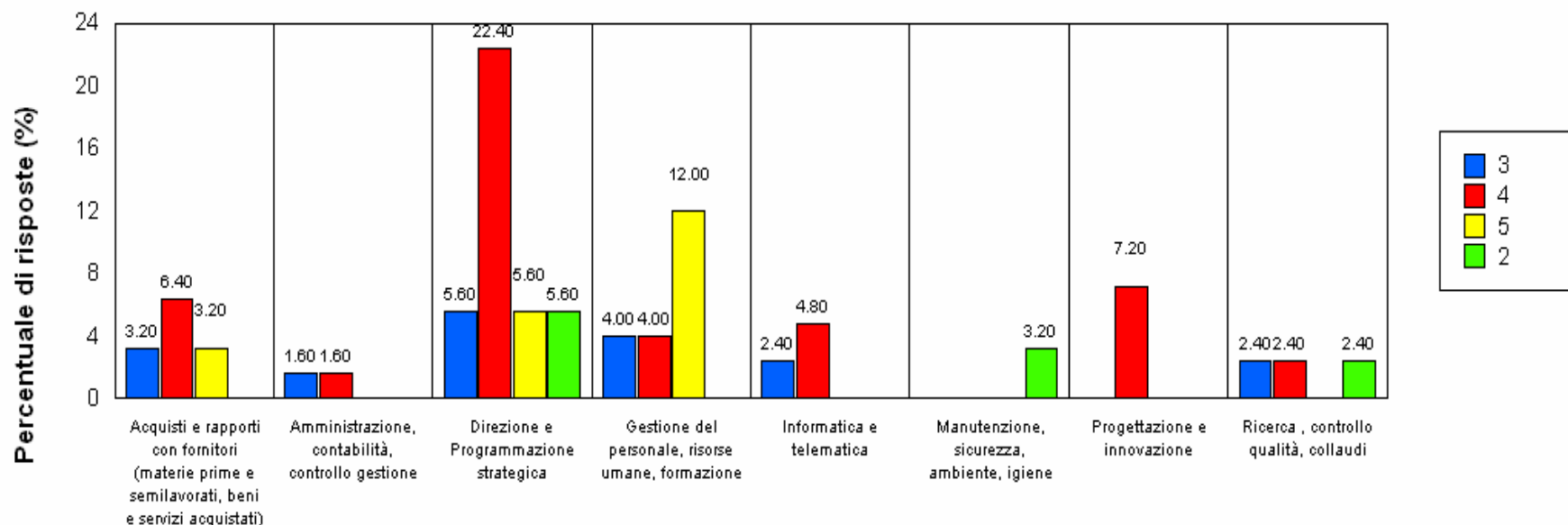


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Y: percentage of answers

Cross competences



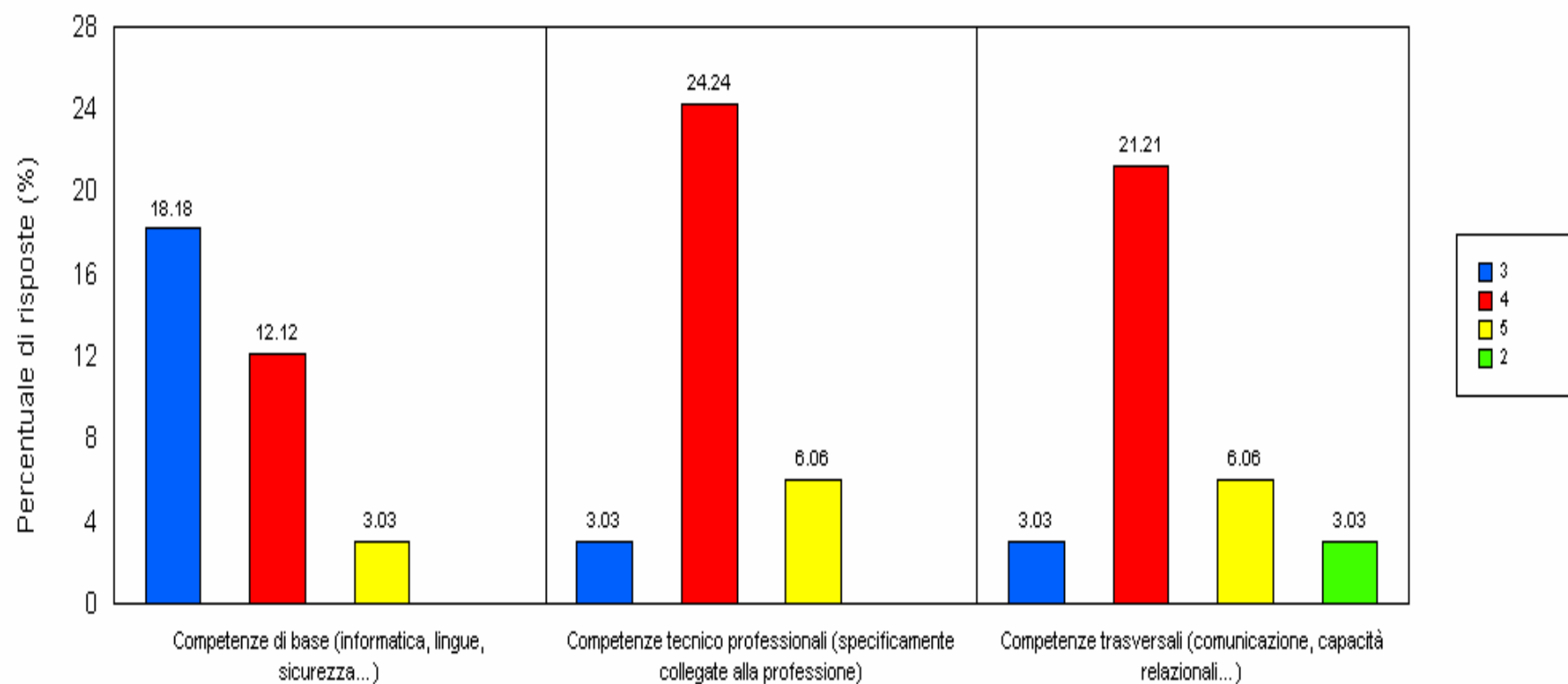
G4 In your opinion, which competences may be more relevant in future?

X: Base competences

Technical – professional competences

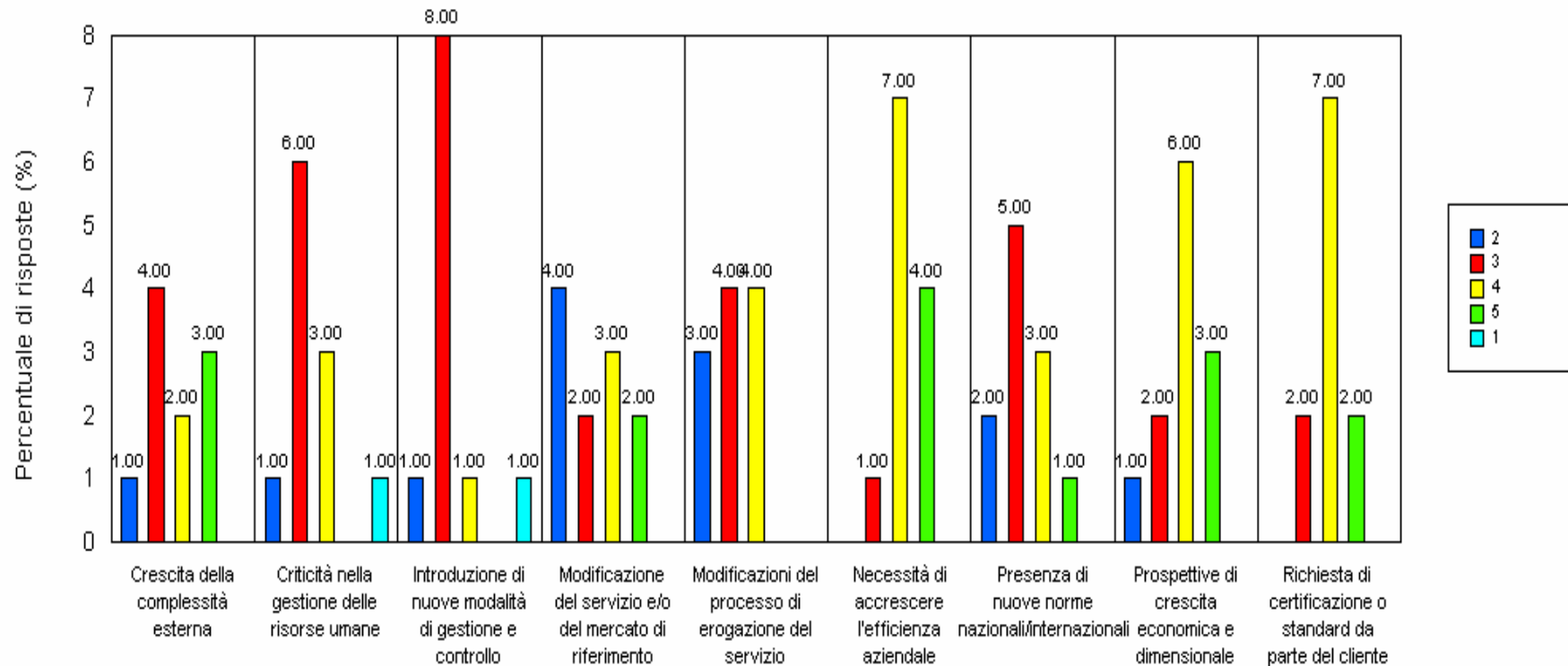
Cross competences

Y: percentage of answers



G5 Which are the main variables that determine possible needs of innovation as far as human resources and training is concerned?

X: Increase in the external complexity; Critical point of view in the management of human resources; Introduction of new management and control actions; Changes in the service and / or in the market; Changes in the process of service supply; Need of increasing the efficiency of the company; Presence of new national / international rules; Prospects of economical and dimensional growth; Customers' demand for certification or standard; Y: percentage of answers



G6 In your opinion how easy is to find the following professional resources on the spot?

Administrative professionals

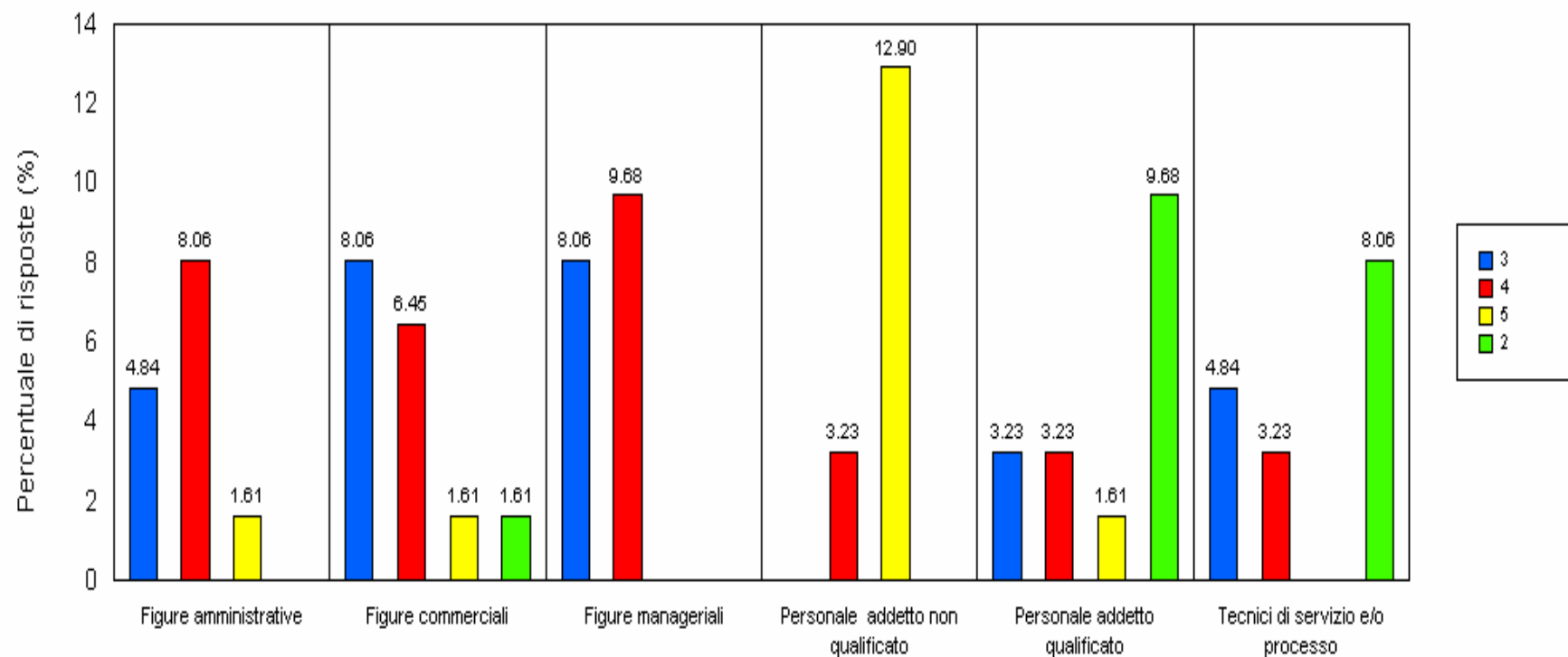
Commercial professionals

Managing professionals

Non qualified staff

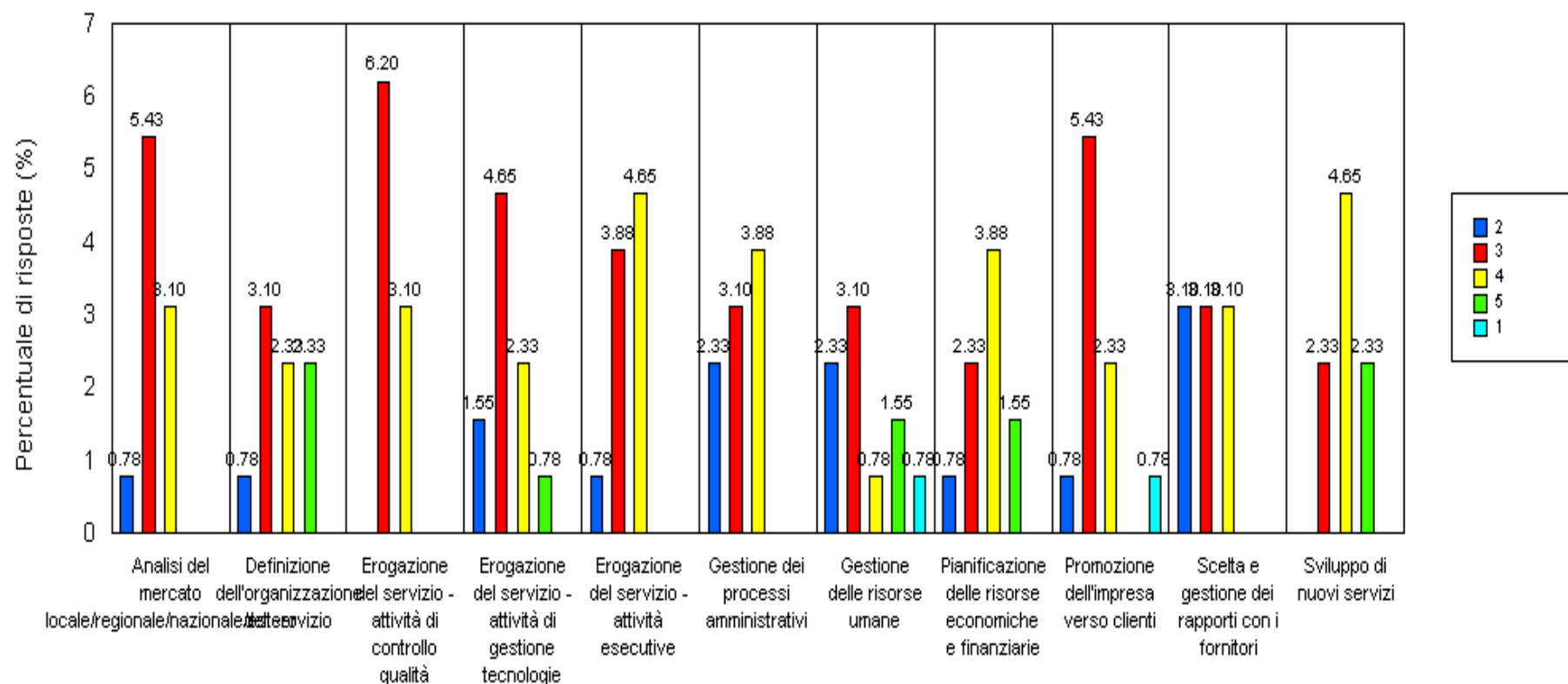
Qualified staff

Service and/or process technicians



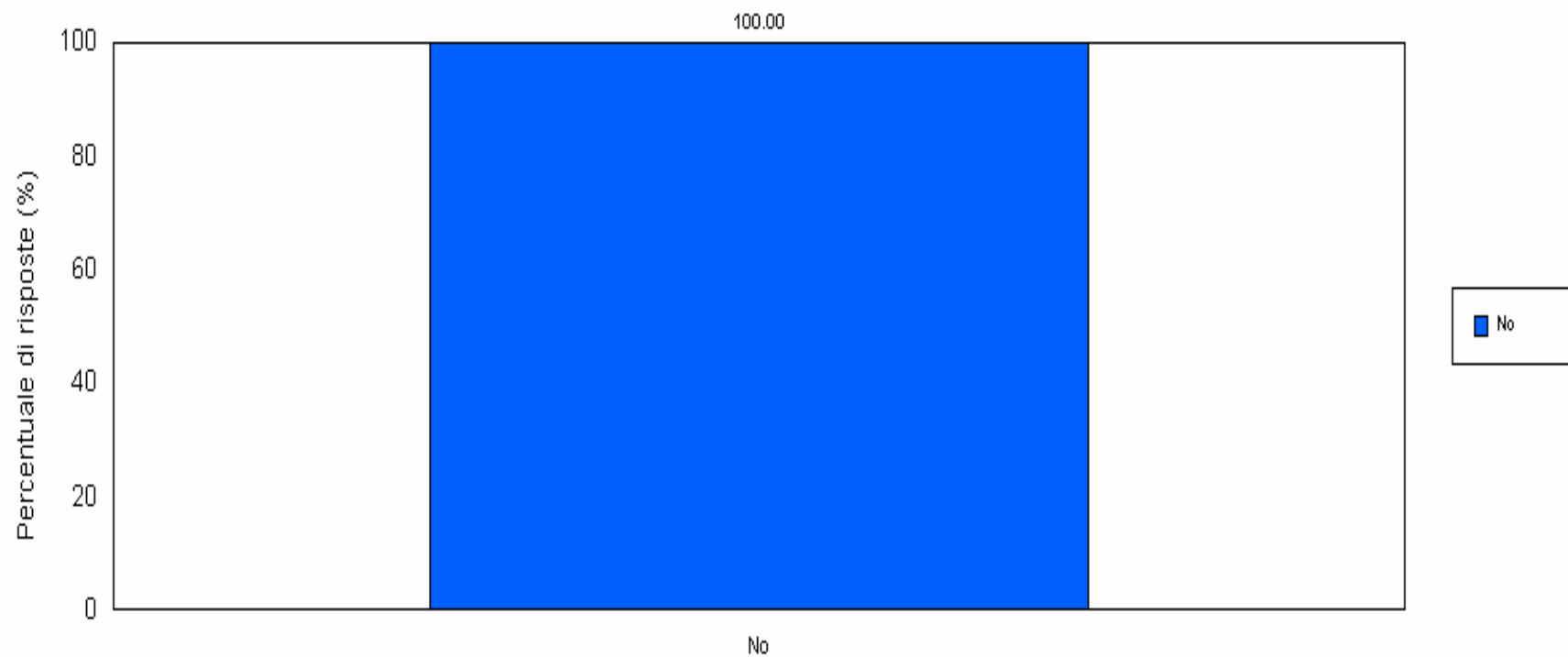
G8 In your opinion, how long does it take a motivated and inclined to learn human resource to learn to carry out the following activities at a medium level? (Low = 3 months; High = 3 years and more).

Local/regional/national/foreign market analysis Definition of the service organisation
 Service supply: – quality control activities – technology management activities – executive activities
 Administration processes management Human resources management
 Planning of economical and financial resources Firm promotion to costumers
 Choice and management of the relationships with suppliers New services development



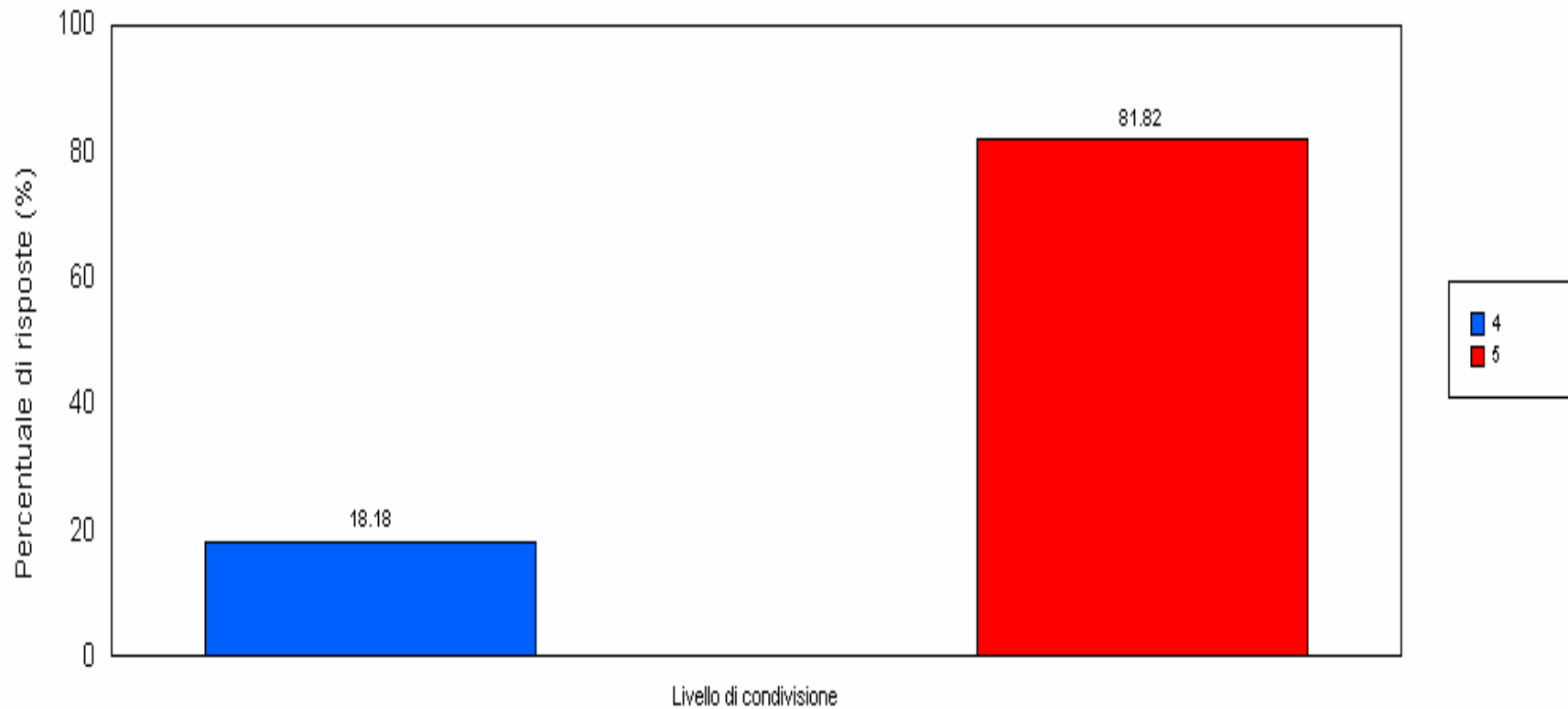
G9 Has the firm carried out interventions in order to identify formative needs, over the last few years?

X: Yes; No Y: percentage of answers



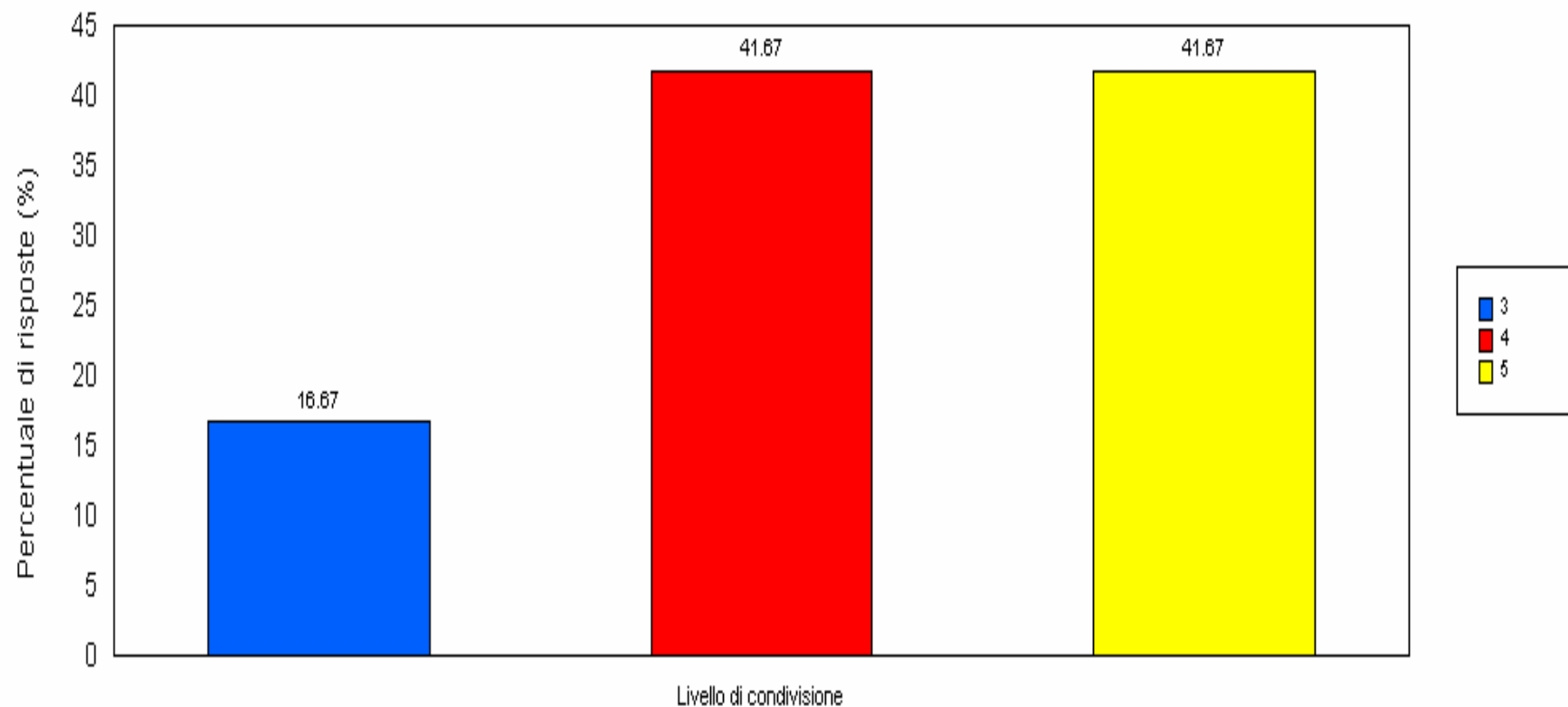
G24 Does the firm agree that training plays a very important role in improving the firm's position and achieving established objectives?

X:Level of agreement Y: percentage of answers

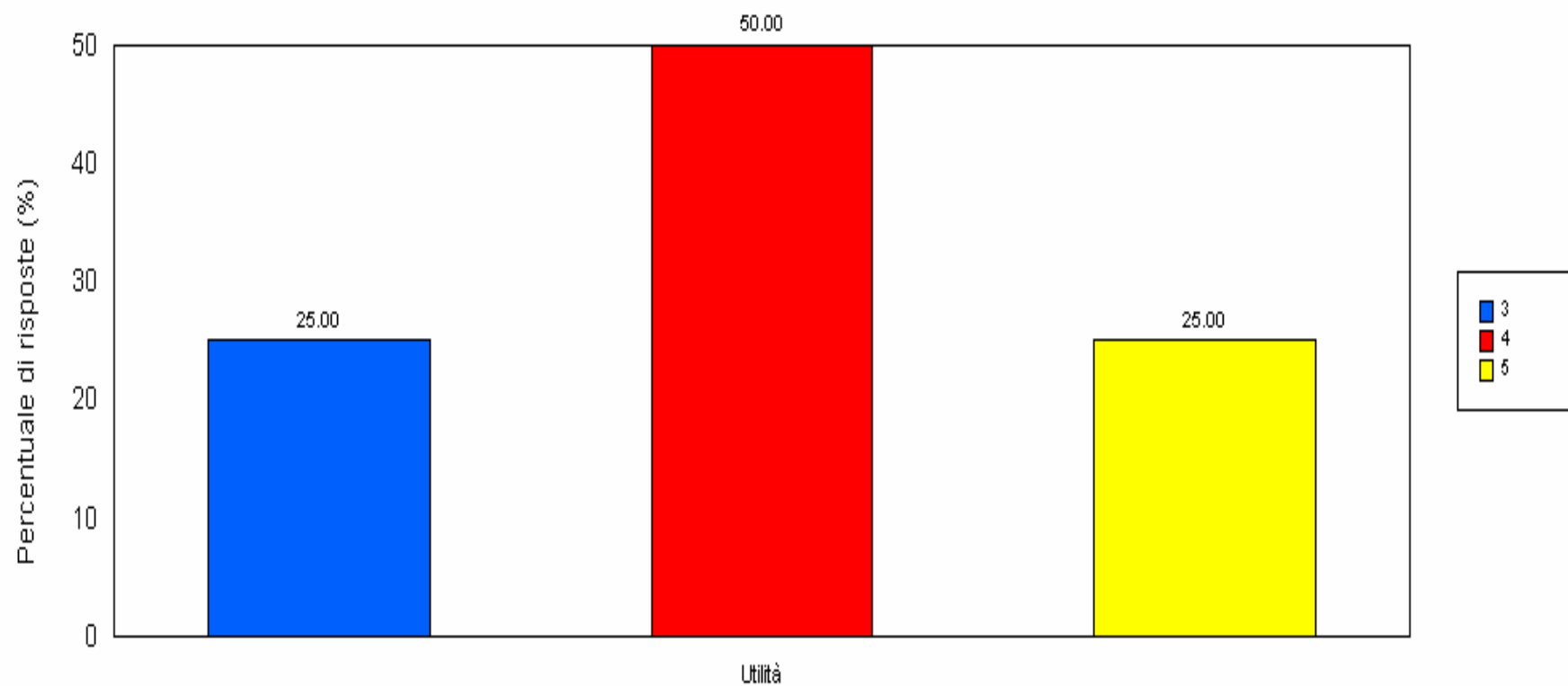


G25 Does the firm agree that the costs it must bear to carry out formative intervention are a useful investment?

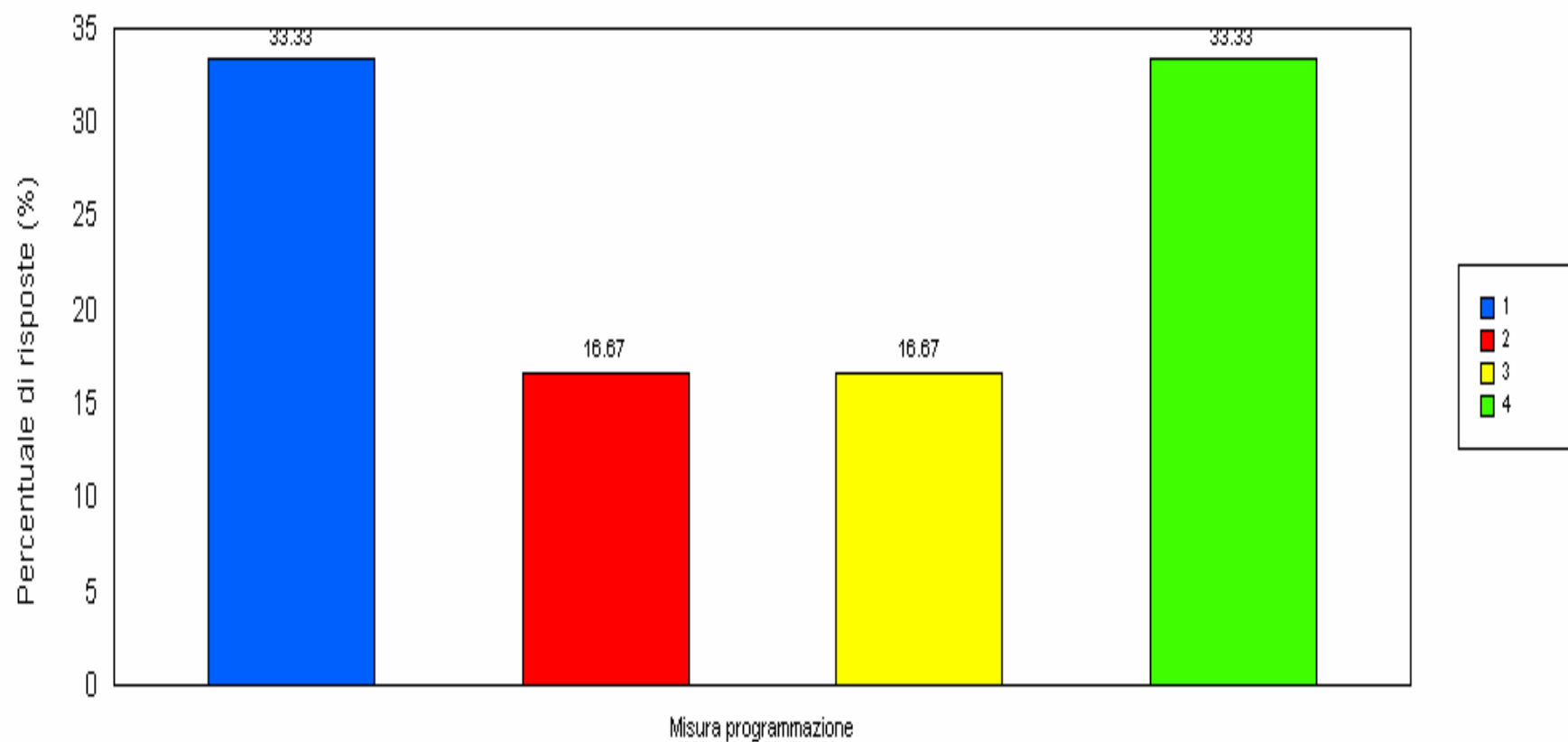
X: Level of agreement Y: percentage of answers



G27 ***Do you find it useful to plan possible insertions of professional resources?***



G28 To what extent are possible insertions of professional resources planned?

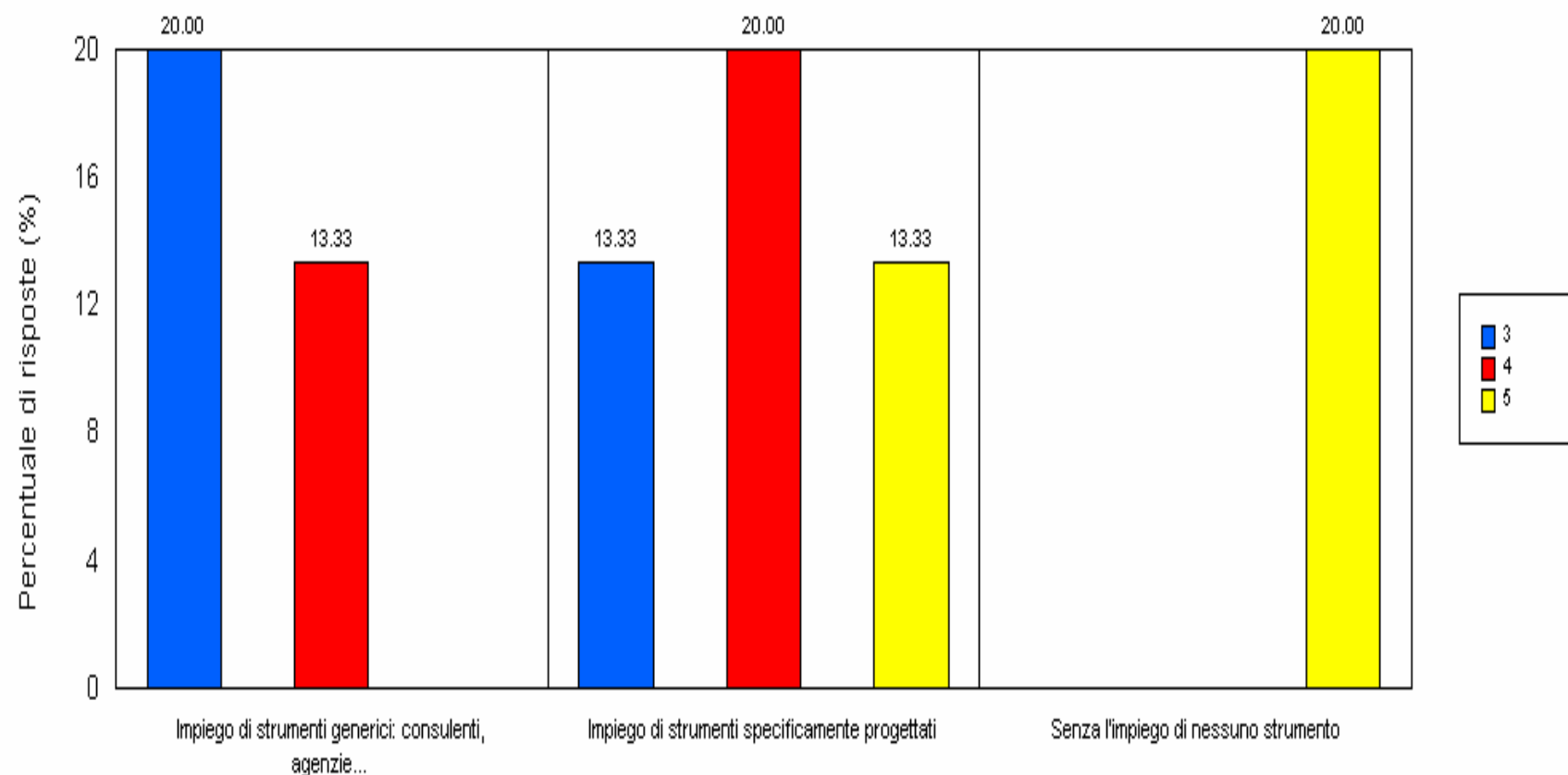


G29 By means of which modalities are insertions of professional resources planned?

Use of generic instruments: consultants, agencies...

Use of specifically planned instruments

No instruments



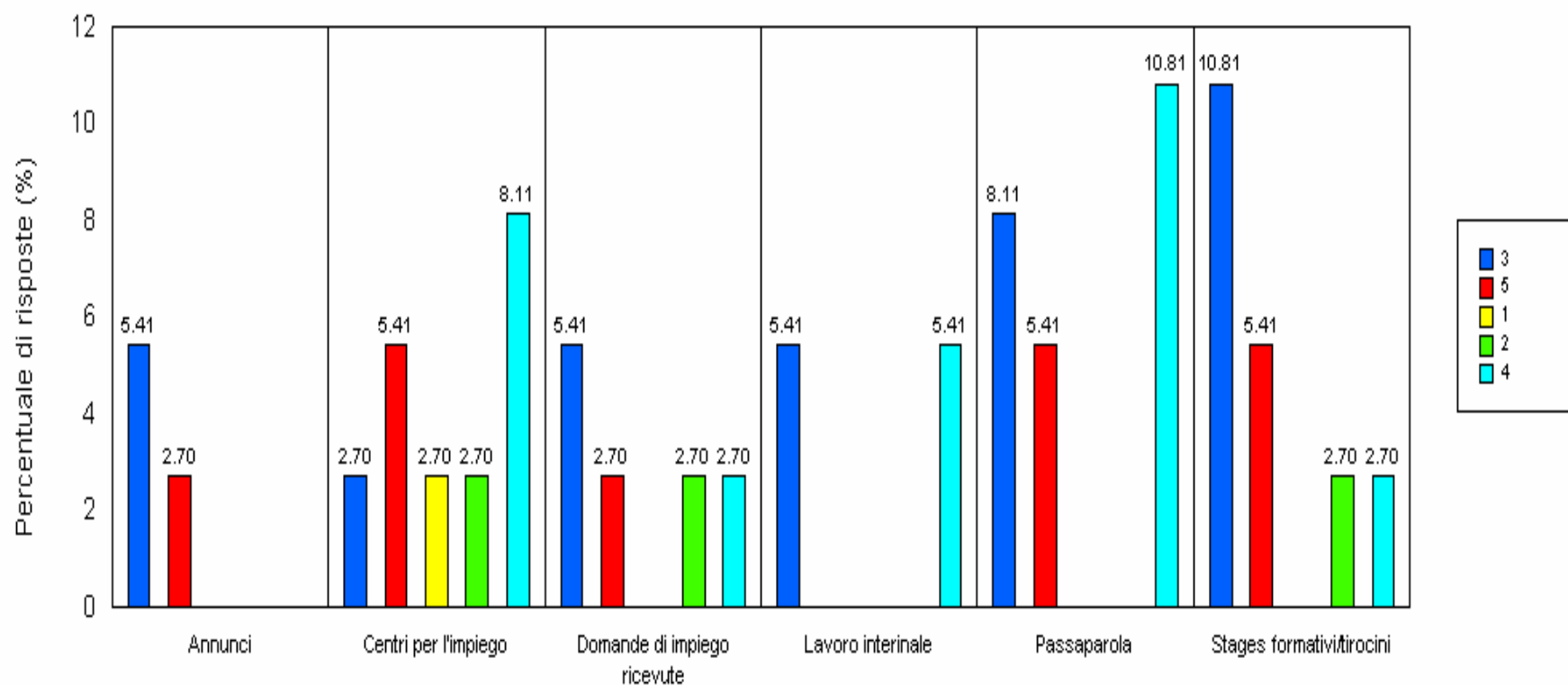
G30 By means of which modalities are insertions of professional resources found?

Advertisement
Recommendation

Job centres
Training stages

Received application for the job

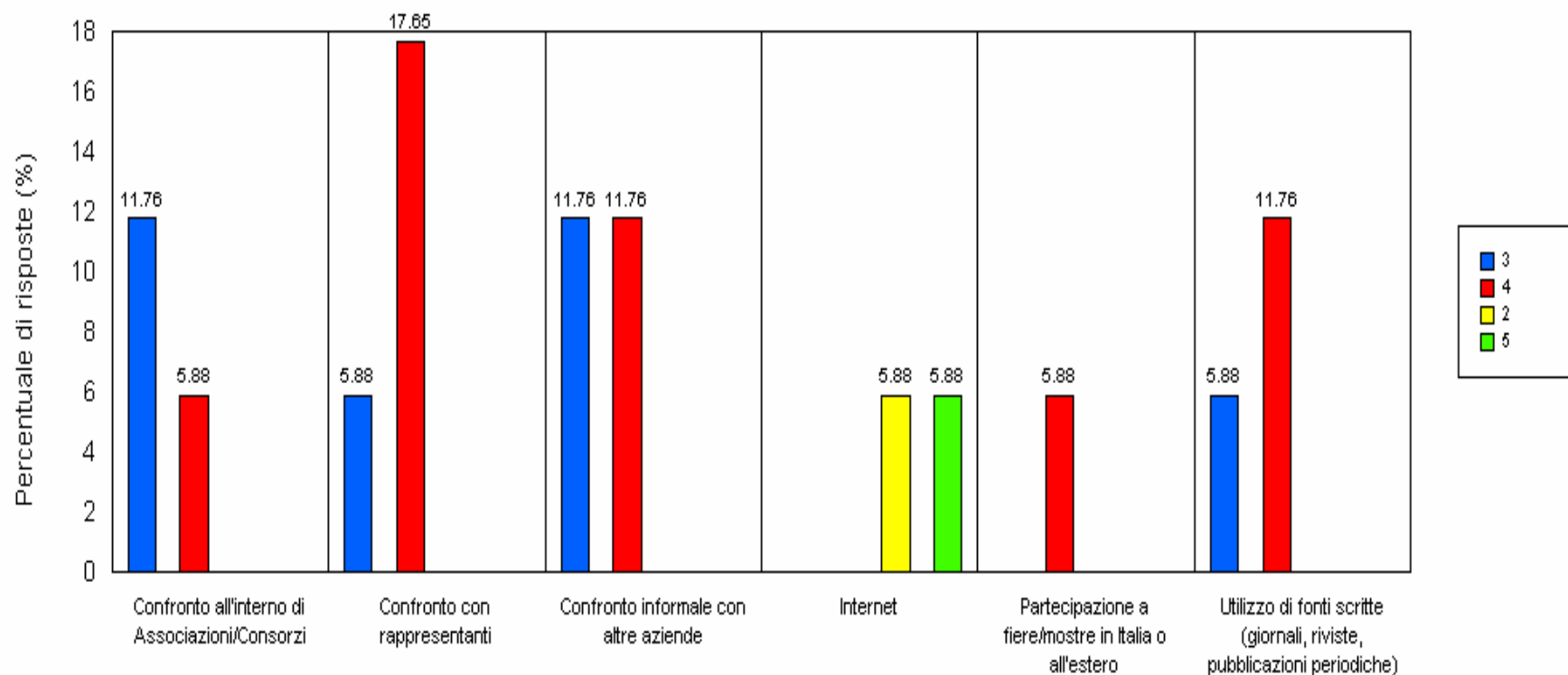
Temporary employment



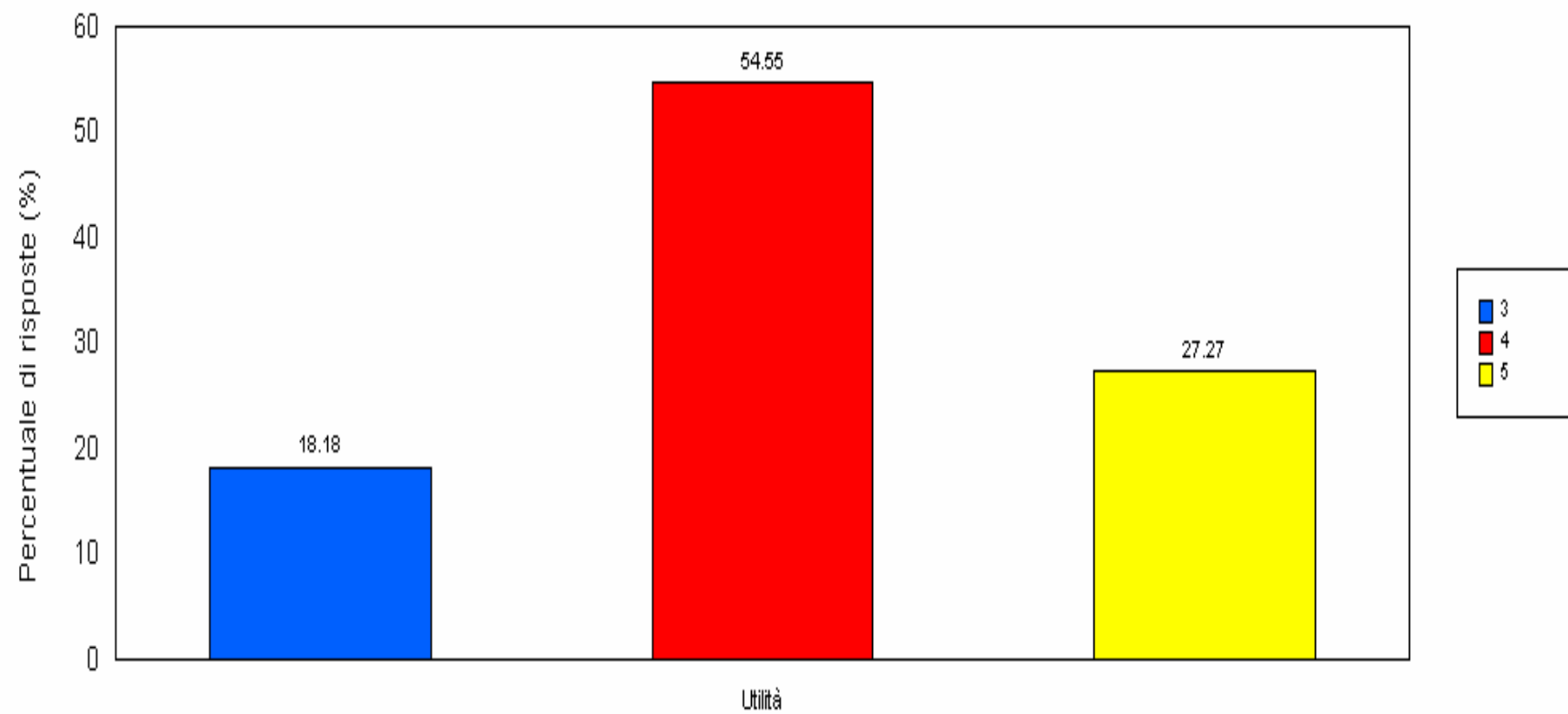
G34 Which instruments did you use to find training packages?

Sharing opinions within Associations/syndicates Sharing opinions with agents
other firms Internet Participation in fairs/shows in your country or abroad
(newspapers, magazines, periodicals)

Sharing opinions with
Use of written sources



G36 Do you find it useful to plan training actions in your firm?



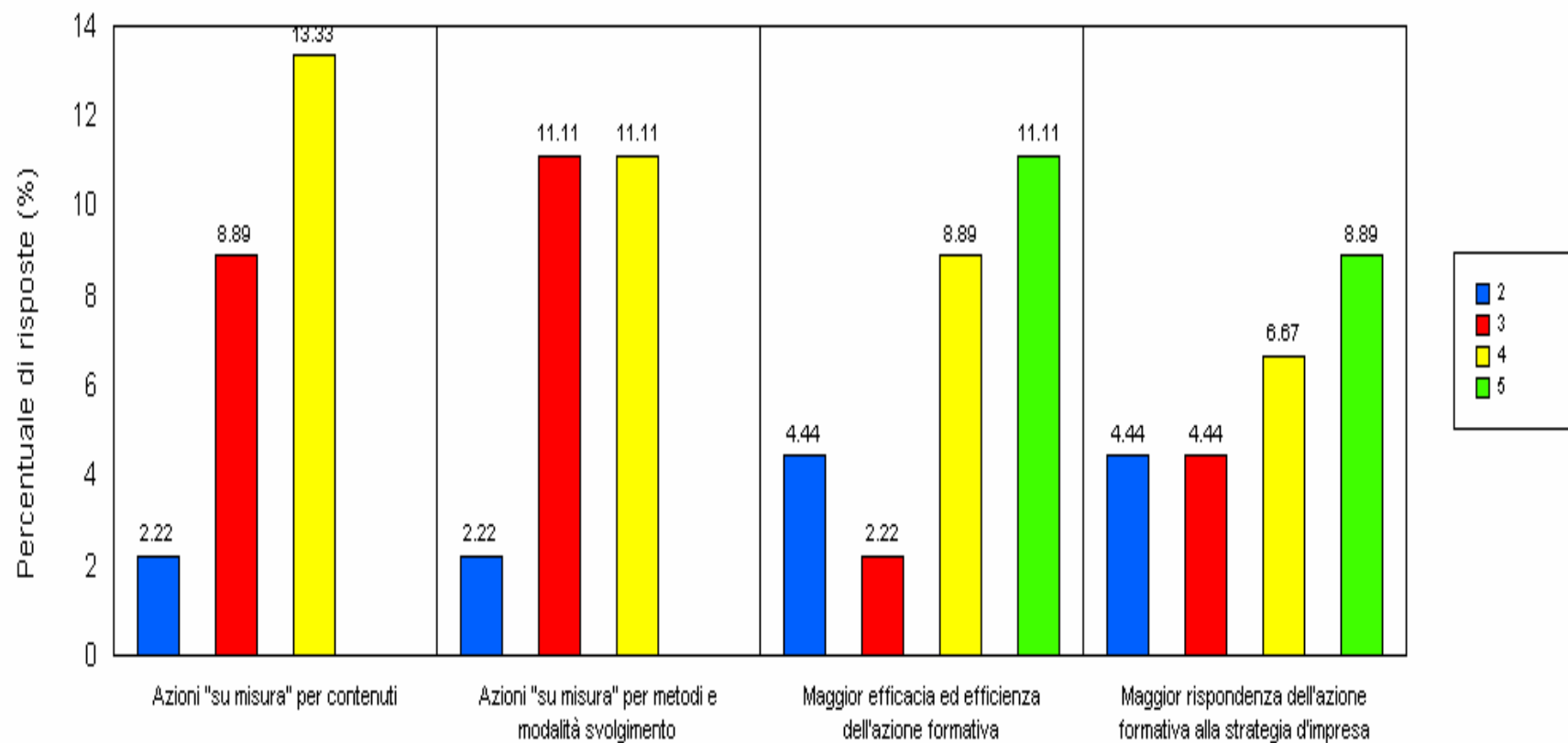
G37 Why?

"Ad hoc" actions as for contents

More effective and efficient training action

"Ad hoc" actions as for methods and execution modalities

Training action more suitable to the firm's strategy

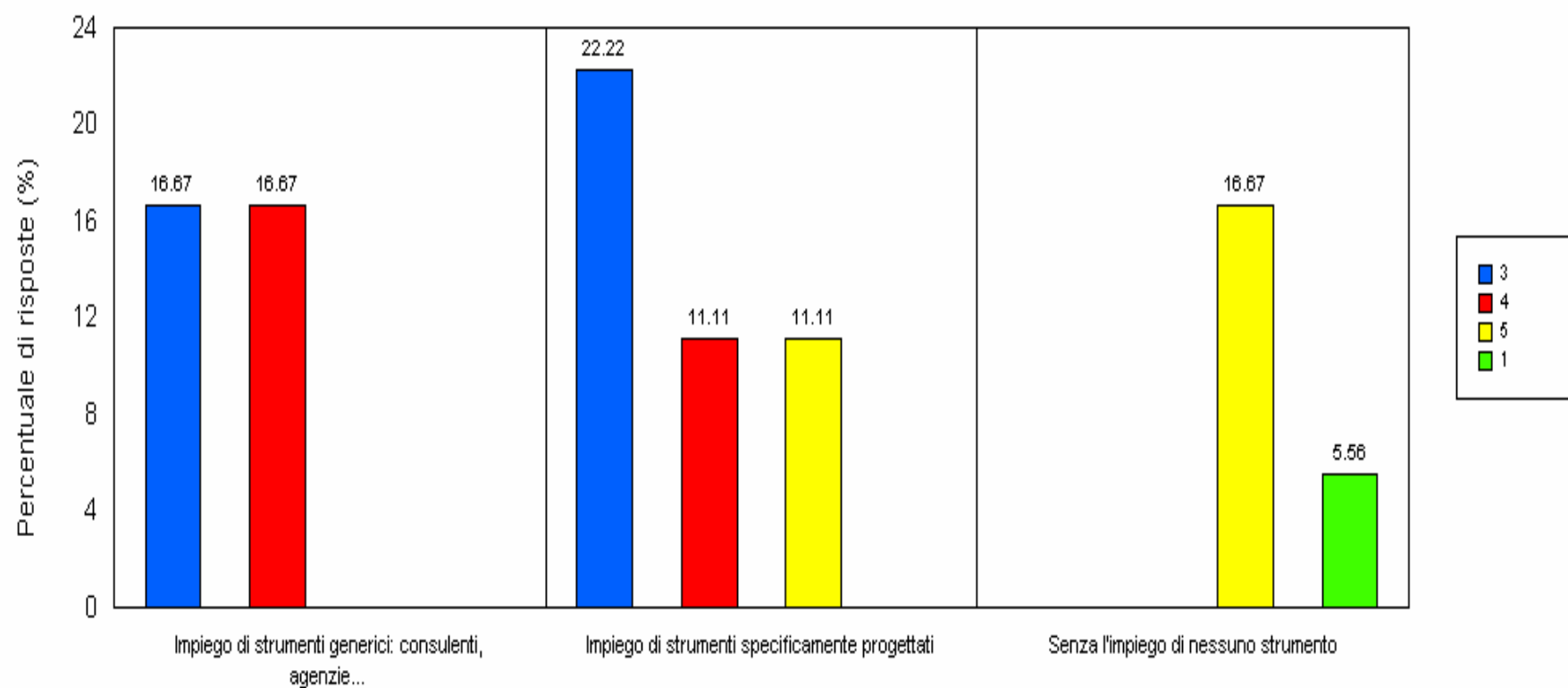


G38 By means of which modalities are training actions usually planned in your firm?

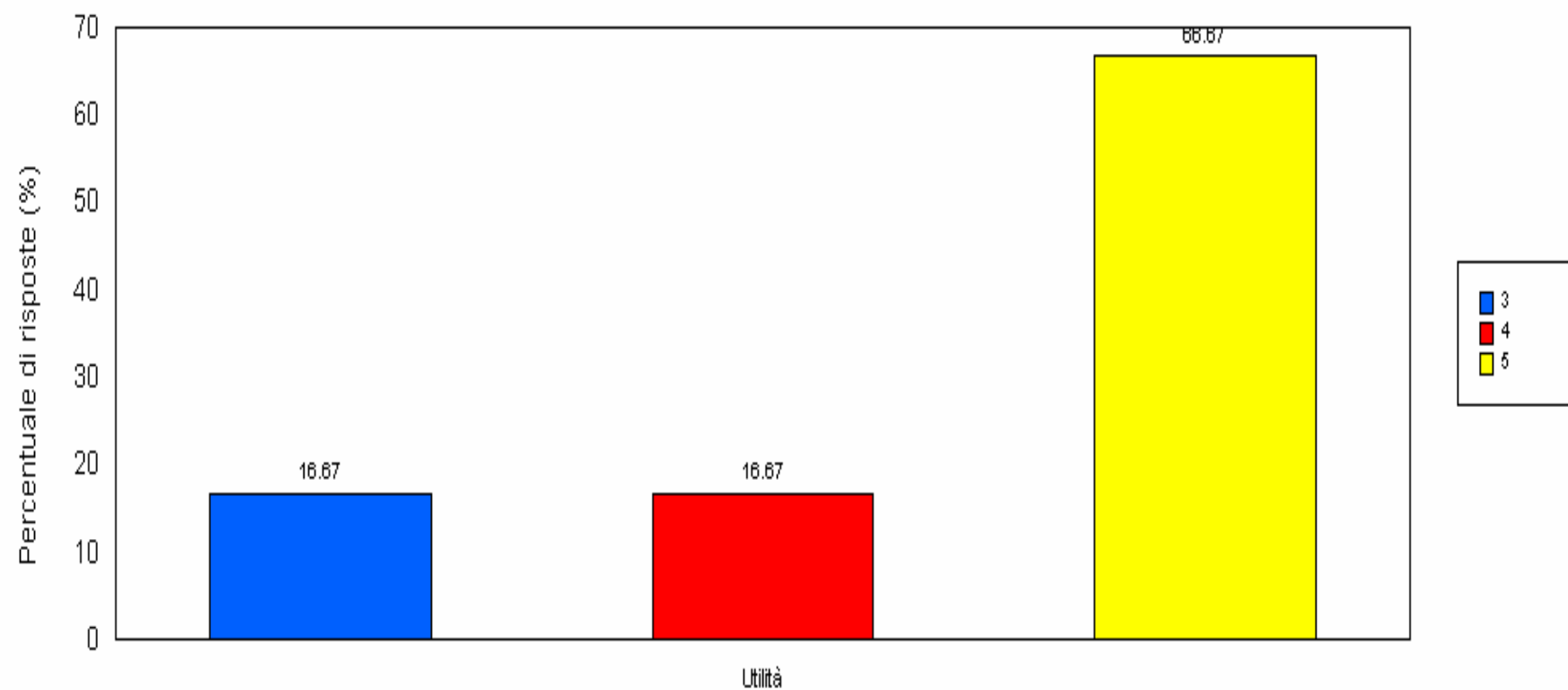
Use of generic instruments: consultants, agencies...

Use of specifically planned instruments

No instruments



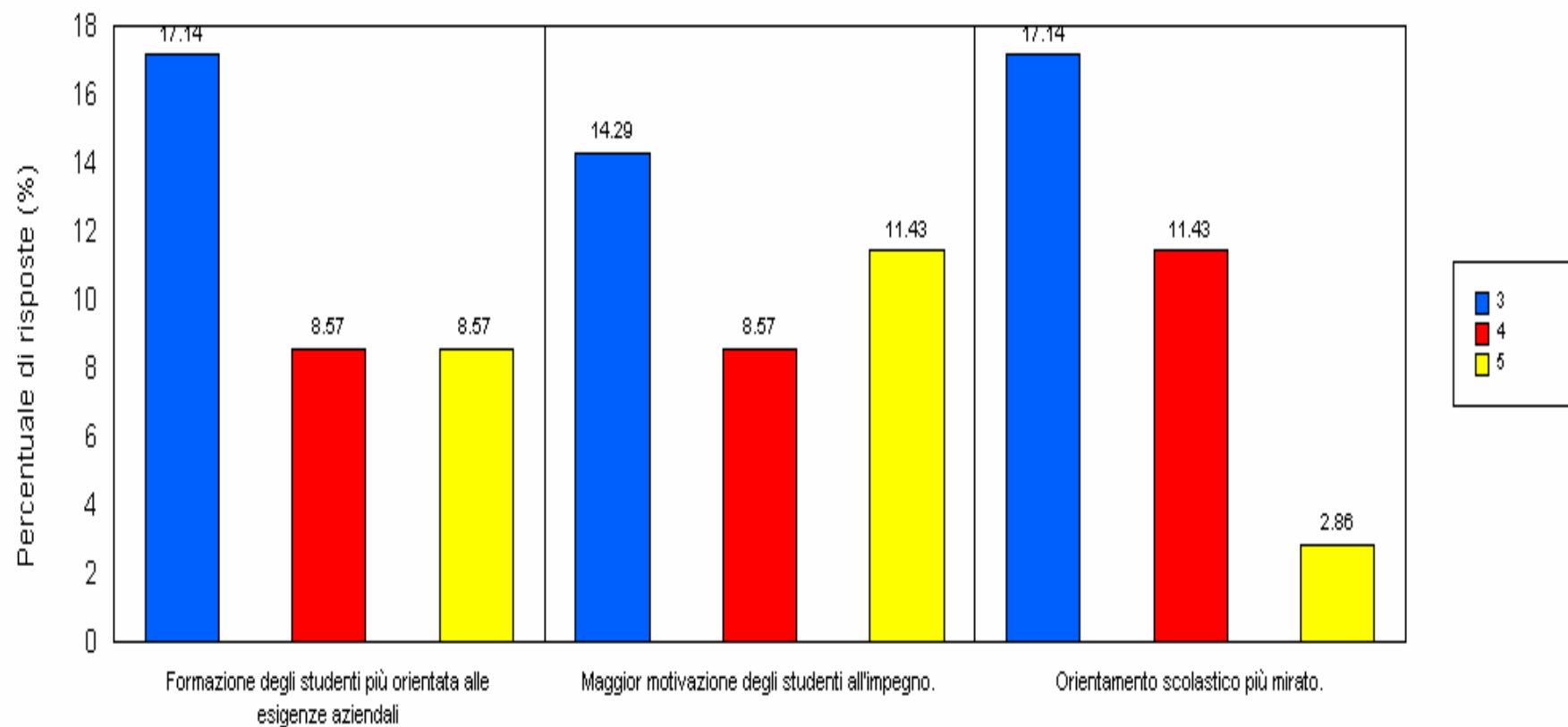
G39 Do you find it useful for the firm's training needs to be known by the local school system?



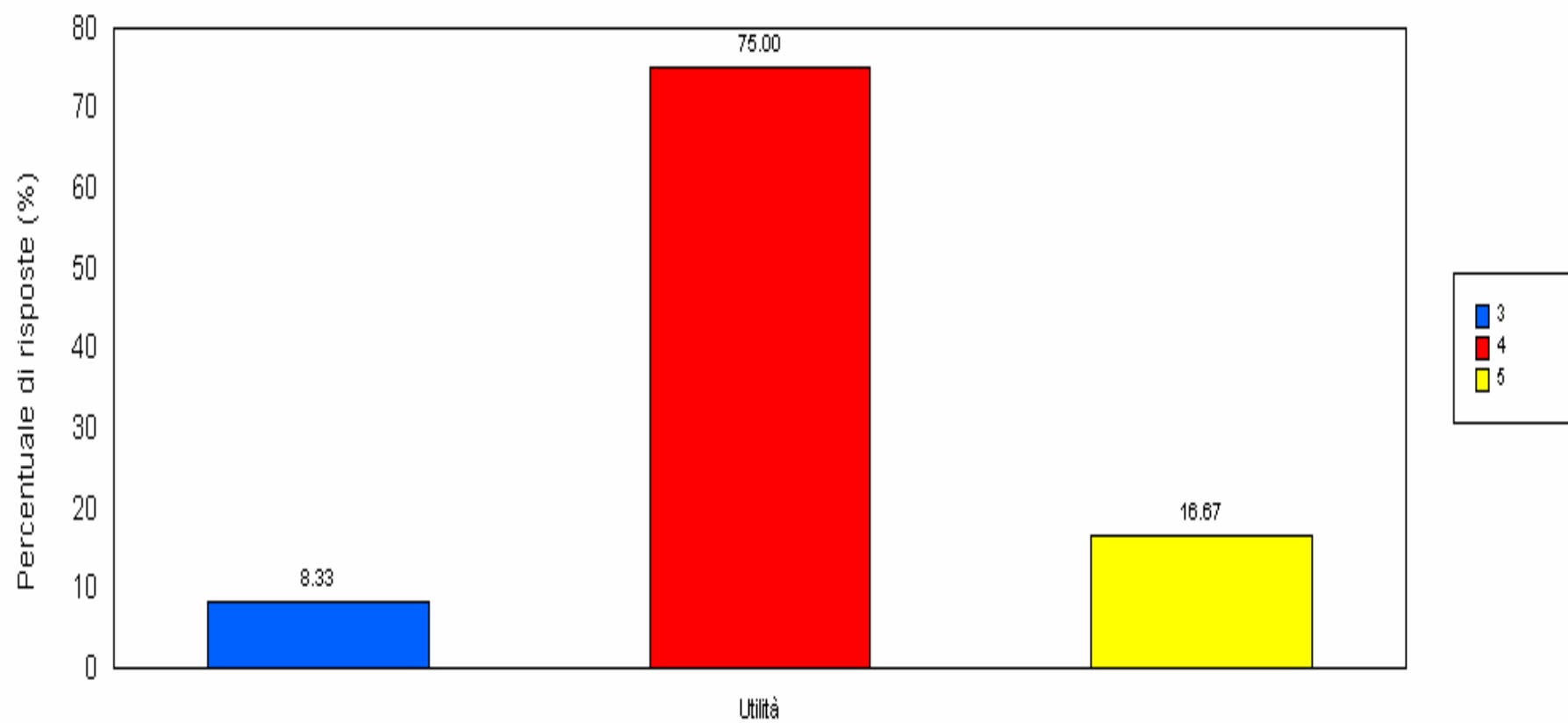
G40 Why?

*Students' training more aimed at the firms' needs
School guidance more aimed*

Students more motivated to work.



G41 Do you find the creation of a school-firm net useful?



G42 Why?

Chance of fostering a meeting between training demand and offer.

Chance of engaging teachers from school institutions for the supply of training packages.

Chance of exchanging competences

