



Education and Culture

Leonardo da Vinci

DATA ANALYSIS

The survey we carried out locally

Geographical Area in which the survey was carried out:

The survey was carried out in the province of Pistoia, during the spring of the year 2003.

Sectors in which the survey was carried out:

SECTORS	Total number of firms involved	Total number of employees
Leather and footwear	11	482
Wood and furnishings	13	384
Engineering	25	2023

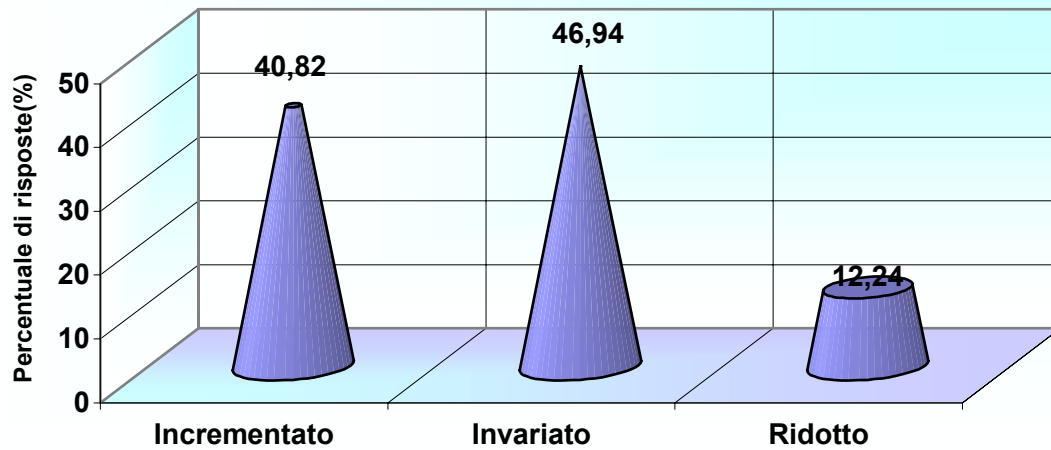
Standards of firm sampling:

- Willingness
- Management's motivation
- Broadmindedness towards innovation
- Representativeness

Elaboration of data in the context:

By analysing section B of the questionnaire submitted to the firms and some questions in particular, you can notice that in 40% of the firms the staff has increased during the last few years. A very high percentage, 54%, has been employed in the productive area.

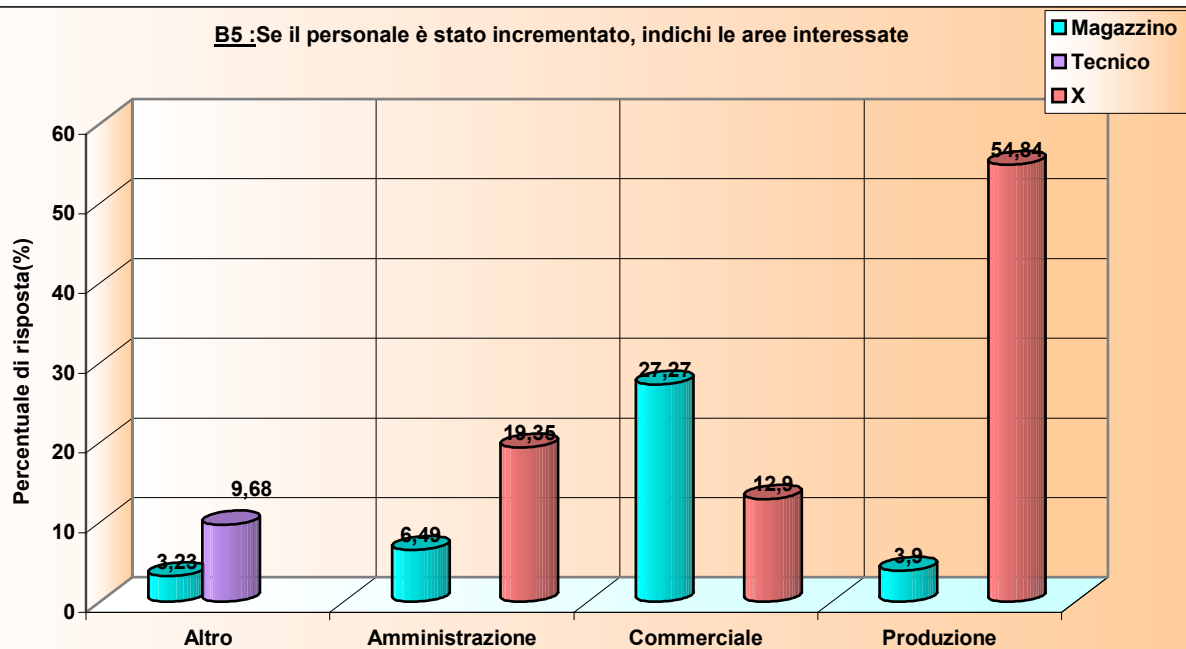
B4: Il personale dell'azienda negli ultimi anni è:



B4 Over the last few years the staff of the firm:

X: Has increased Hasn't changed Has decreased
Y: percentage of answers

B5: Se il personale è stato incrementato, indichi le aree interessate

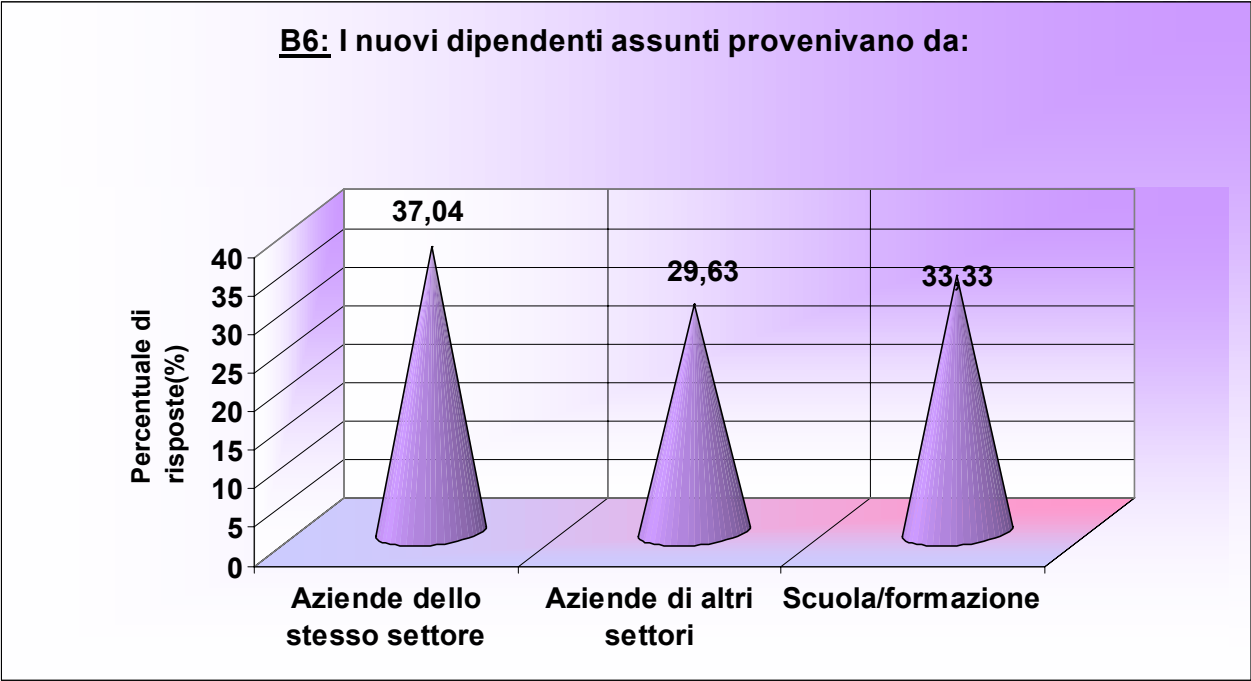


B5 If the staff has increased, show the areas involved:

X: Other Administration Business Production
Y: percentage of answers LEGENDA: Store Technical X

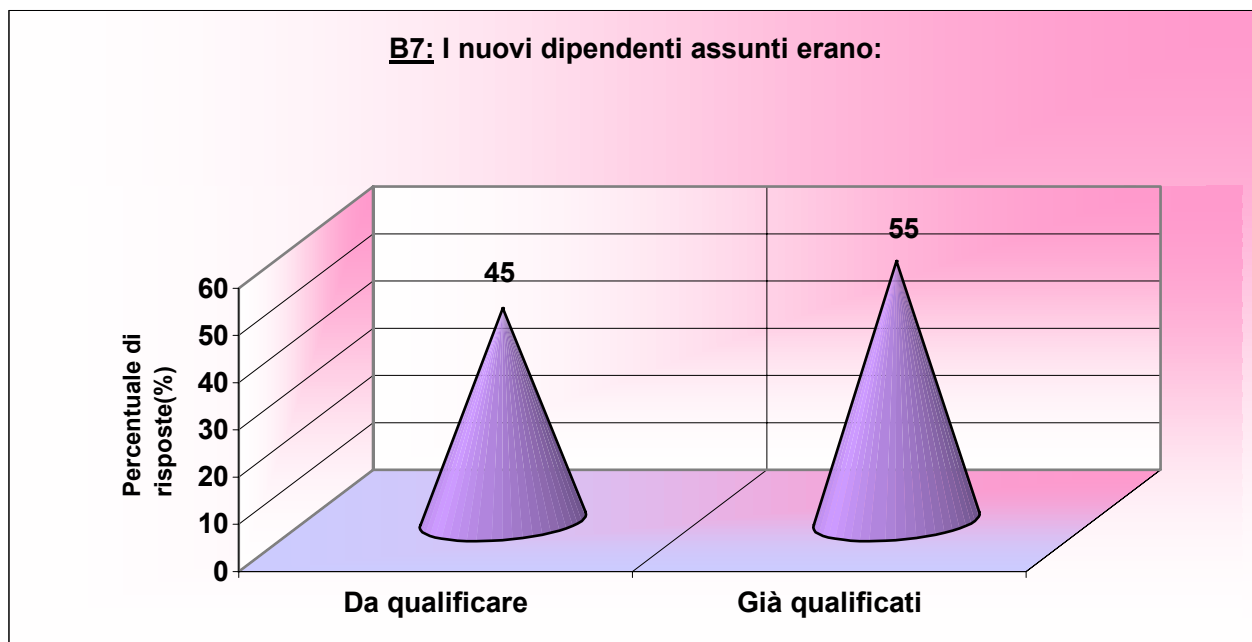
Notwithstanding a high percentage of new recruits, 37%, comes from firms of the same sector, and is, consequently, supposed to have a due experience in the sector, 33,33% of them come from the world of school and training.

It is meaningful that 55% of the new recruits are already qualified: they have already got necessary competences to fill the position which they have been engaged for.



B6 The new recruits came from:

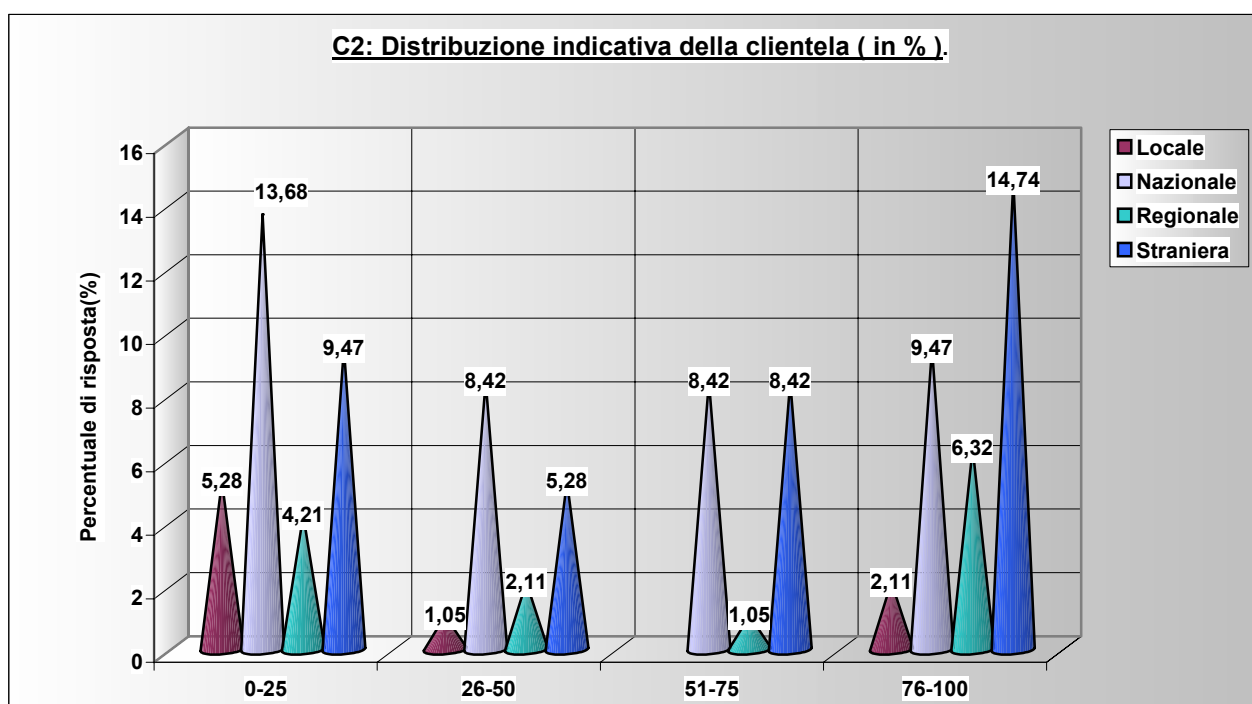
X: Concerns of the same sector Concerns of other sectors School / training
Y: percentage of answers



B7 The new recruits were:

X: To be qualified Qualified

Y: percentage of answers



C2 Approximate distribution of the customers (%):

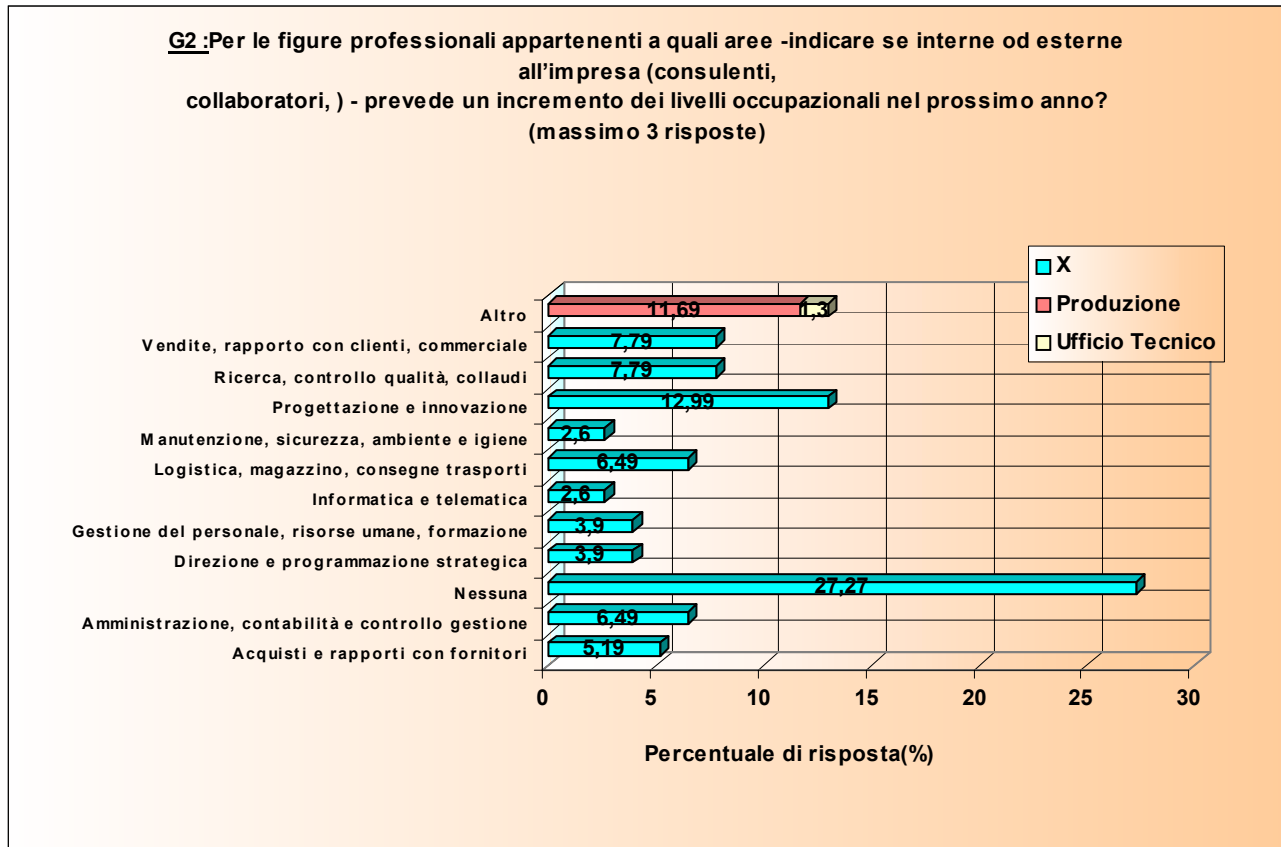
X: 0-25 26-50 51-75 76-100

Y: percentage of answers

LEGENDA: Local, National, Regional, Foreign

Let's now analyse section G:

The interviewee is asked to highlight the three areas which are more susceptible of occupational growth or in which a considerable generation turn over is expected.



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):

X: percentage of answers

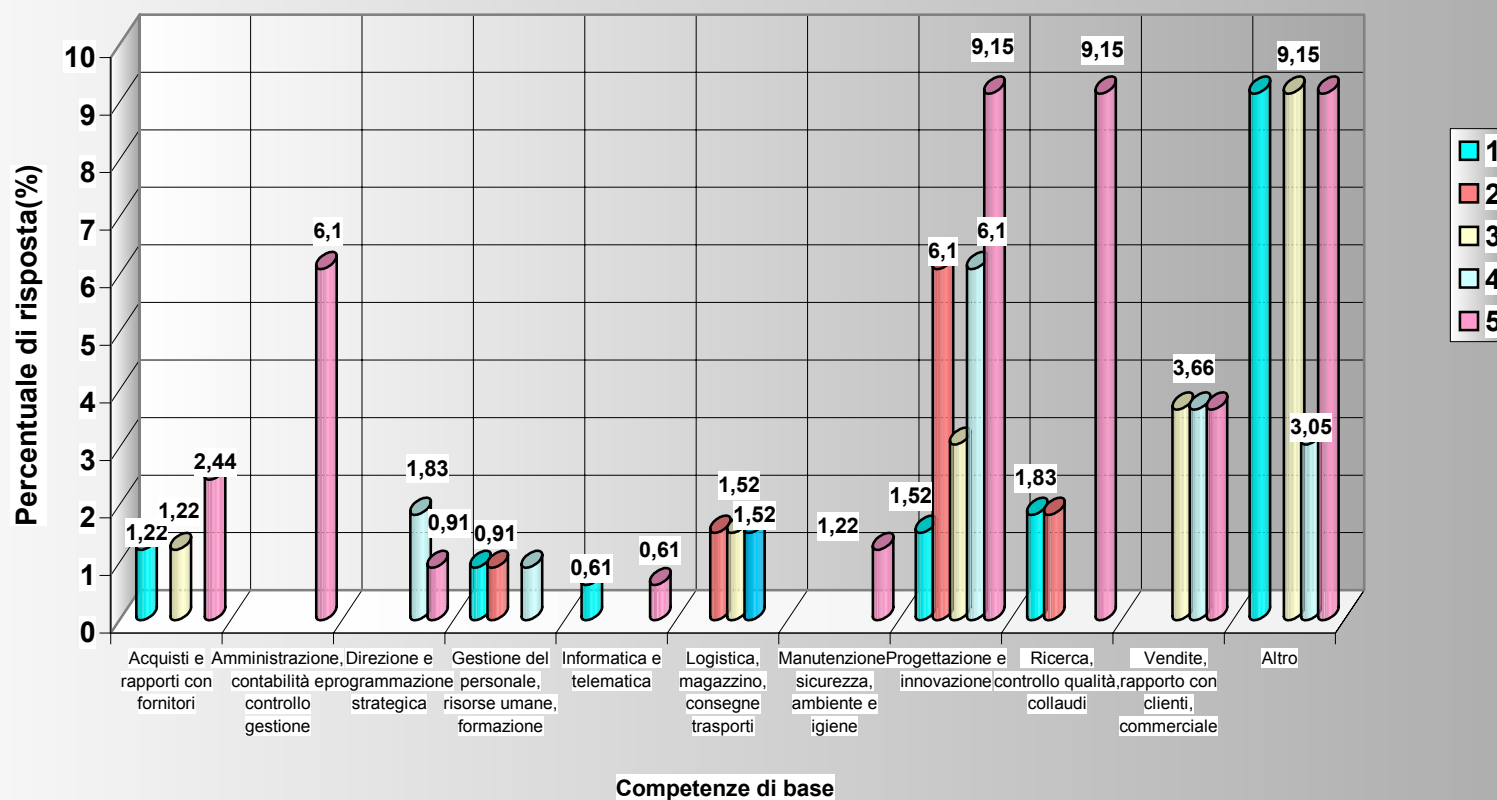
Y: Other
Sales, relations with customers, business
Research, quality control, tests
Design and innovation
Maintenance, safety, premises, health
Logistics, store, delivery, transports
Information and telematics
Personnel management, human resources, training
Direction and strategic planning
None
Administration, accountancy, management control
Purchases and relations with suppliers

LEGENDA: X Production Technical office

27,27% answered none, but among others the areas "Design and innovation", "Research, quality control, test" and "Sales, business" are the ones with the highest score. This means that the firms of our territory are more and more sensitive to the possibility of change and try to innovate in accordance with it. Moreover they carry out research in order to obtain such quality standards that make them maintain a good position on the market.

As for the areas specified above we asked to highlight possible specific fields of training, adding the weight (and so the importance/urgency/strategic character of that particular training intervention) from 1 to 5. The fields have been subdivided on the basis of three areas of competences: BASE (information, languages, safety...), TECHNICAL PROFESSIONAL (competences specifically linked to the profession), CROSS COMPETENCES (communication, relational competences).

G3: Per ognuna delle aree funzionali di cui sopra, quali sono gli ambiti specifici di formazione necessari?



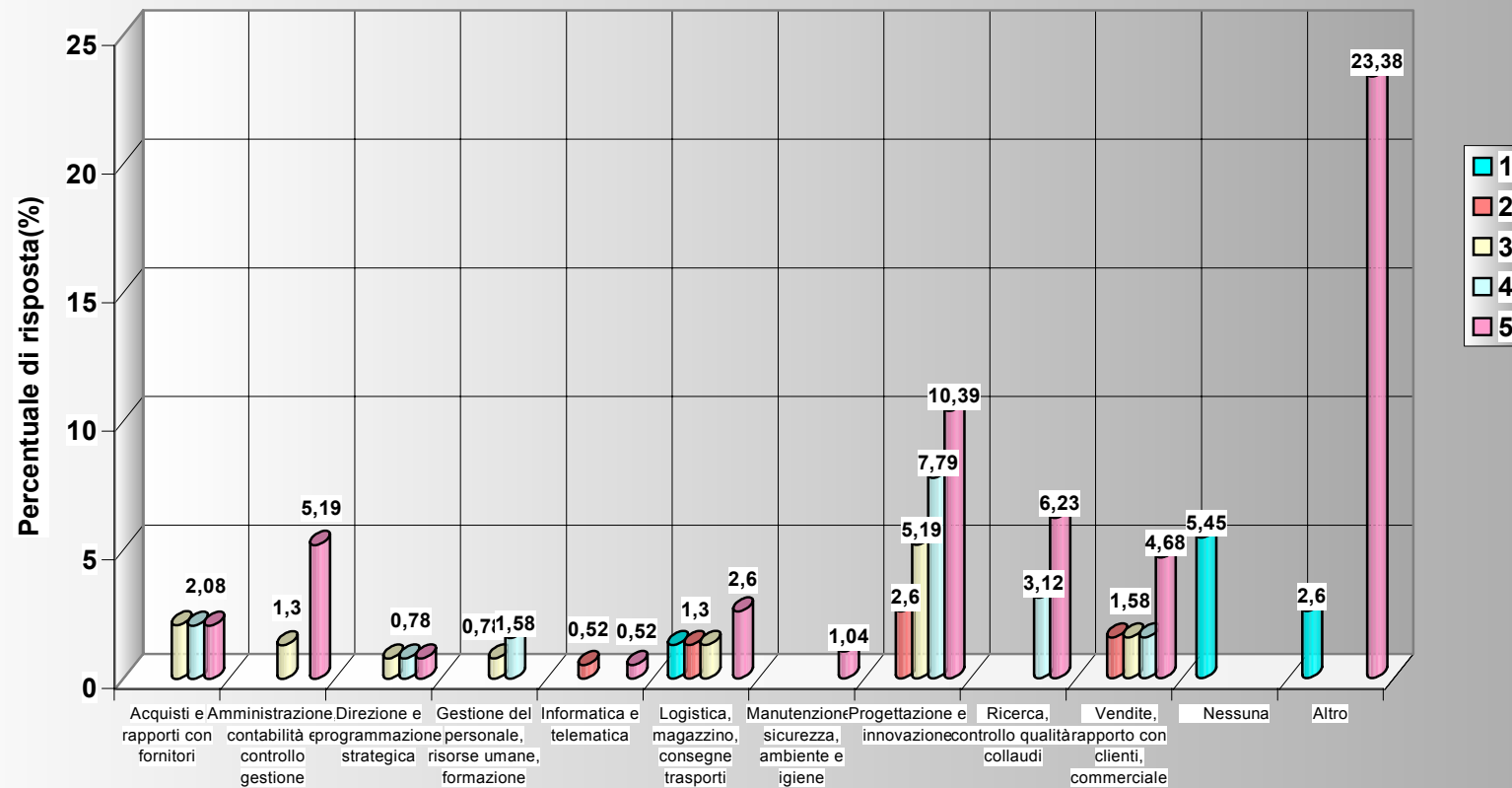
G3 As for each of the above mentioned functional areas, which are the specific necessary training fields?

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

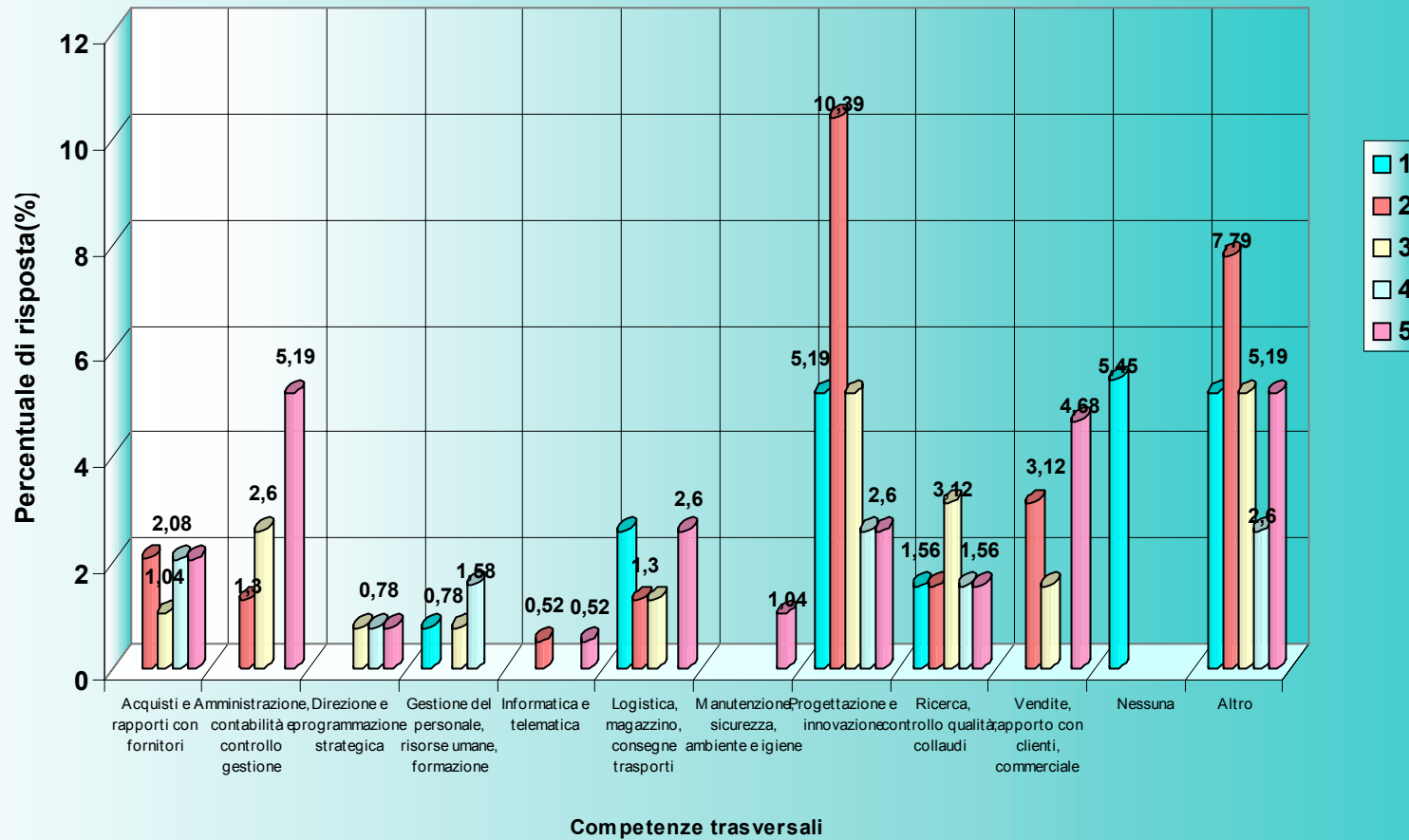
G3: Per ognuna delle aree funzionali di cui sopra, quali sono gli ambiti specifici di formazione necessari?



Competenze tecnico professionali

Technical – professional competences

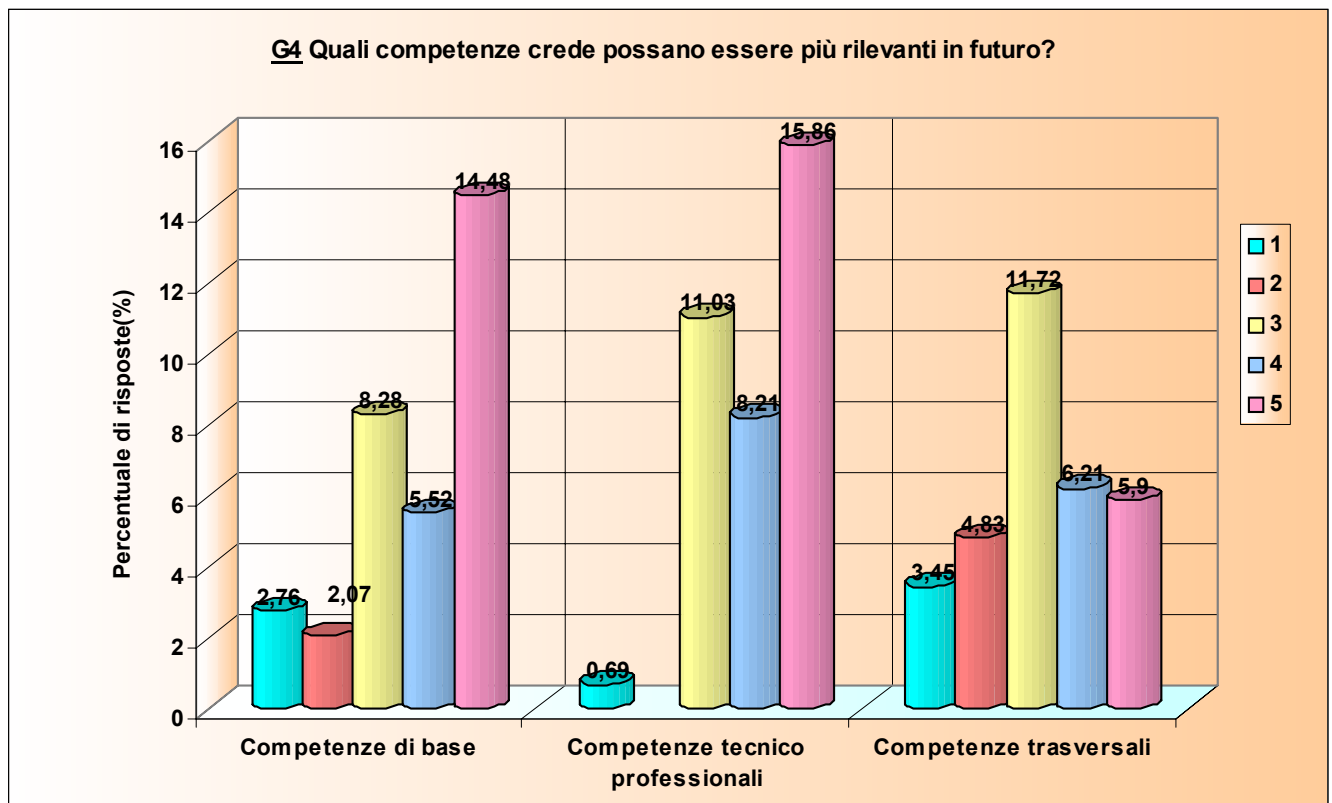
G3: Per ognuna delle aree funzionali di cui sopra, quali sono gli ambiti specifici di formazione necessari?



Cross competences

Even in this case we learn that the area “Design and innovation” is the one with the highest percentage and the highest weights.

The following question asks for an opinion on which of the three areas analysed before will be the most relevant in future:



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

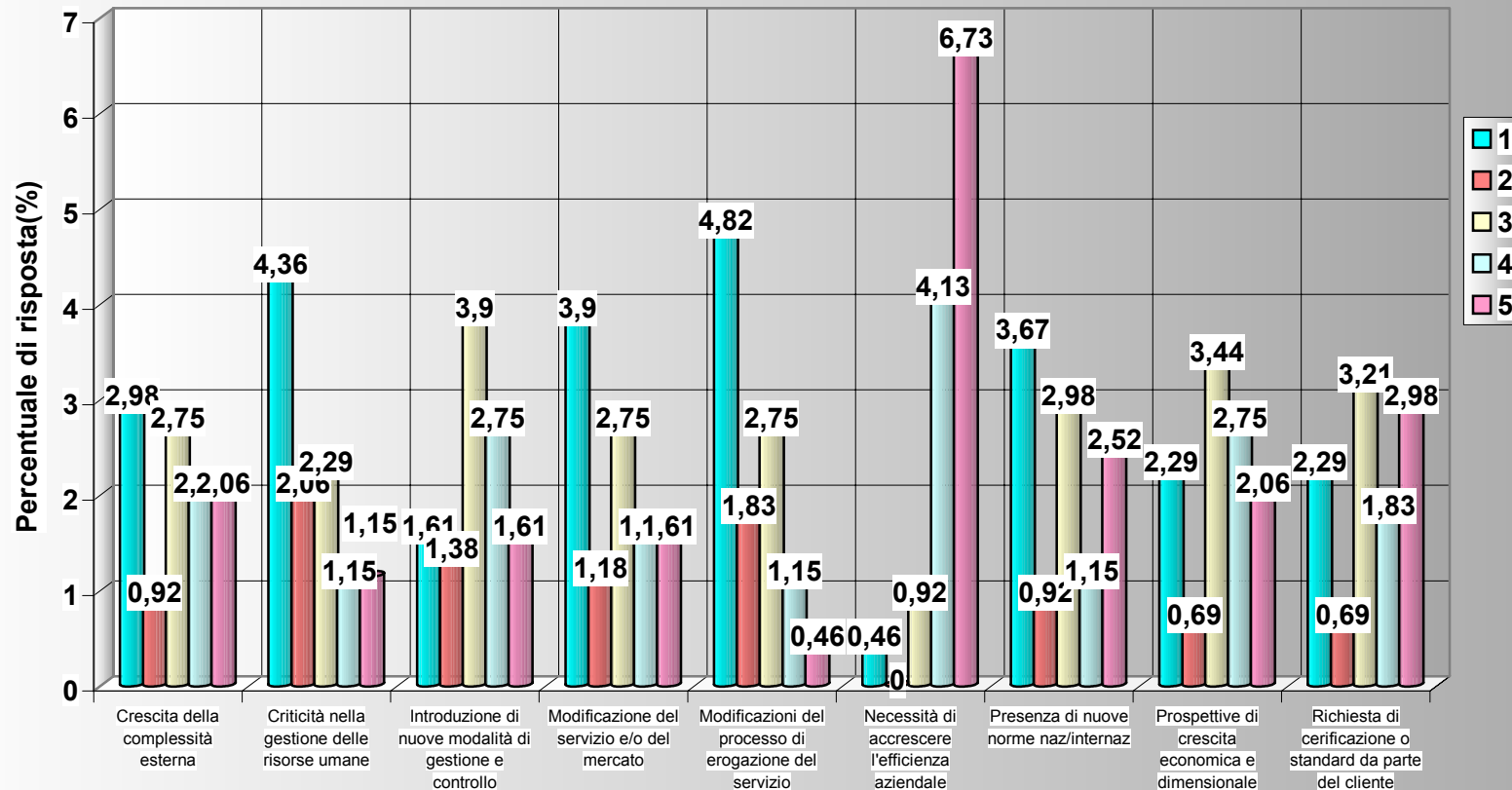
X: Base competences Technical – professional competences Cross competences

Y: percentage of answers

Base and technical – professional competences have a high percentage of answers, but the score of 11,72% of cross competences shows that relational and communicative competences are equally important in the world of labour.

The following questions provides other meaningful data: it tries to give a picture of the firms variables which determine possible needs of human resources or of training. Besides the possibility of changing the process of supply of the services the firm can offer, the other variables with a high percentage of answers are that of the need of improving the firm’s efficiency and that of a certain critical point of view in the management of human resources.

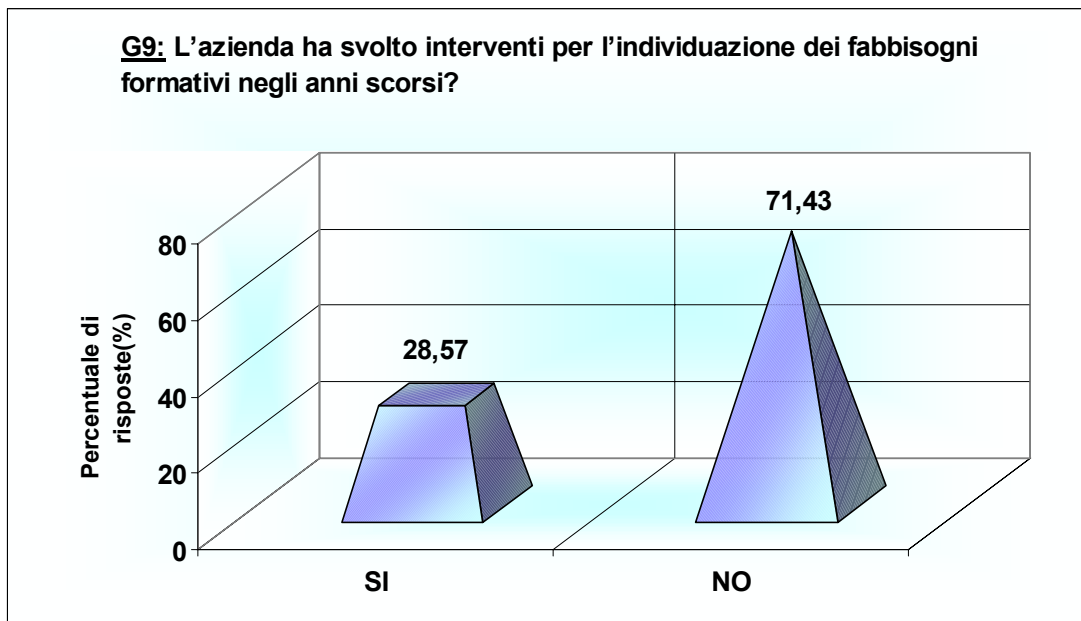
G5: Quali sono le principali variabili che determinano eventuali esigenze di innovazione in termini di risorse umane/formazione in azienda??



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

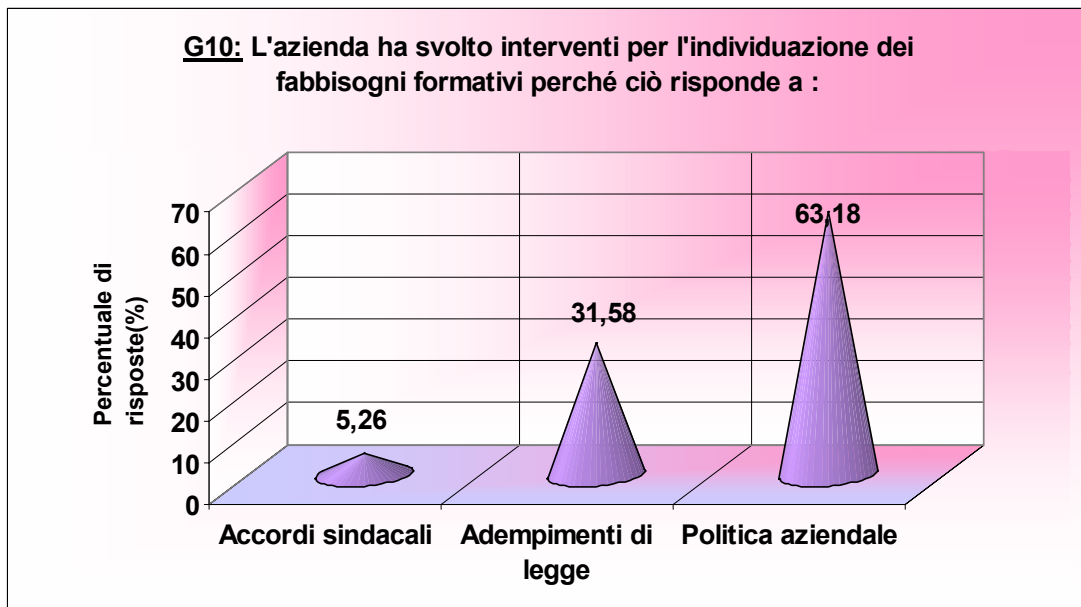
Notwithstanding these answers, only 28,57% of the interviewed firms answered that interventions aiming at identifying formative needs are carried out in their plants.



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

Among them only in 63,18% of the firms this action answers a precise company policy.

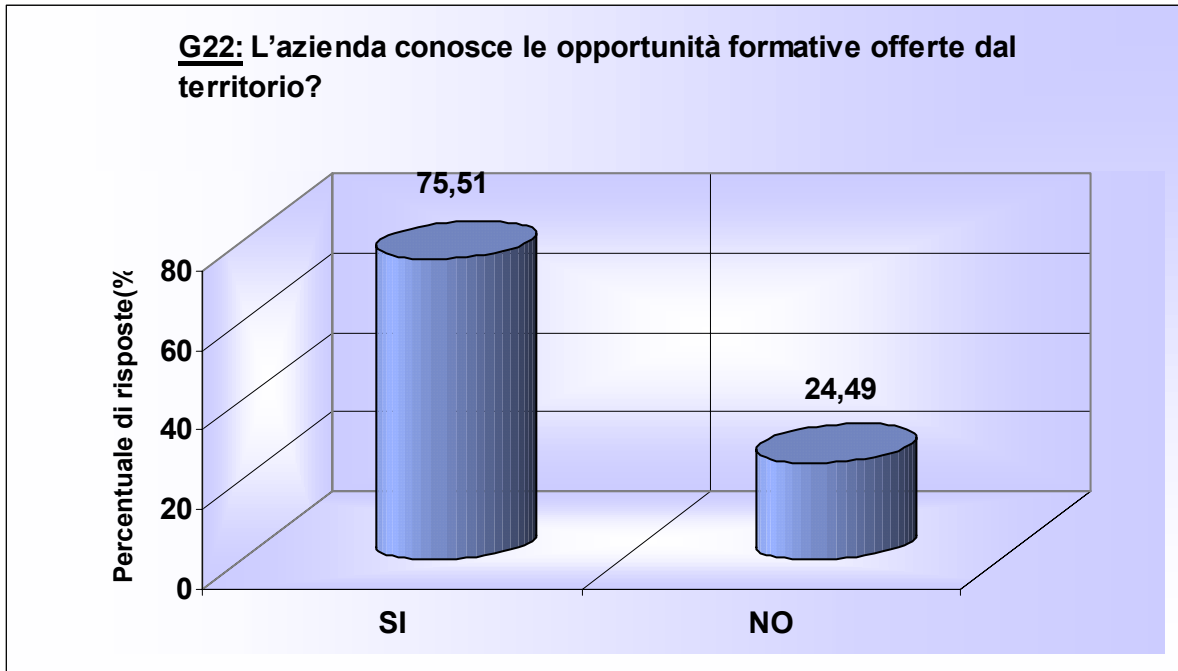


G10 The firm has carried out interventions in order to identify formative needs because this answered to:

X: Union agreement; Law fulfilment; Corporate policy

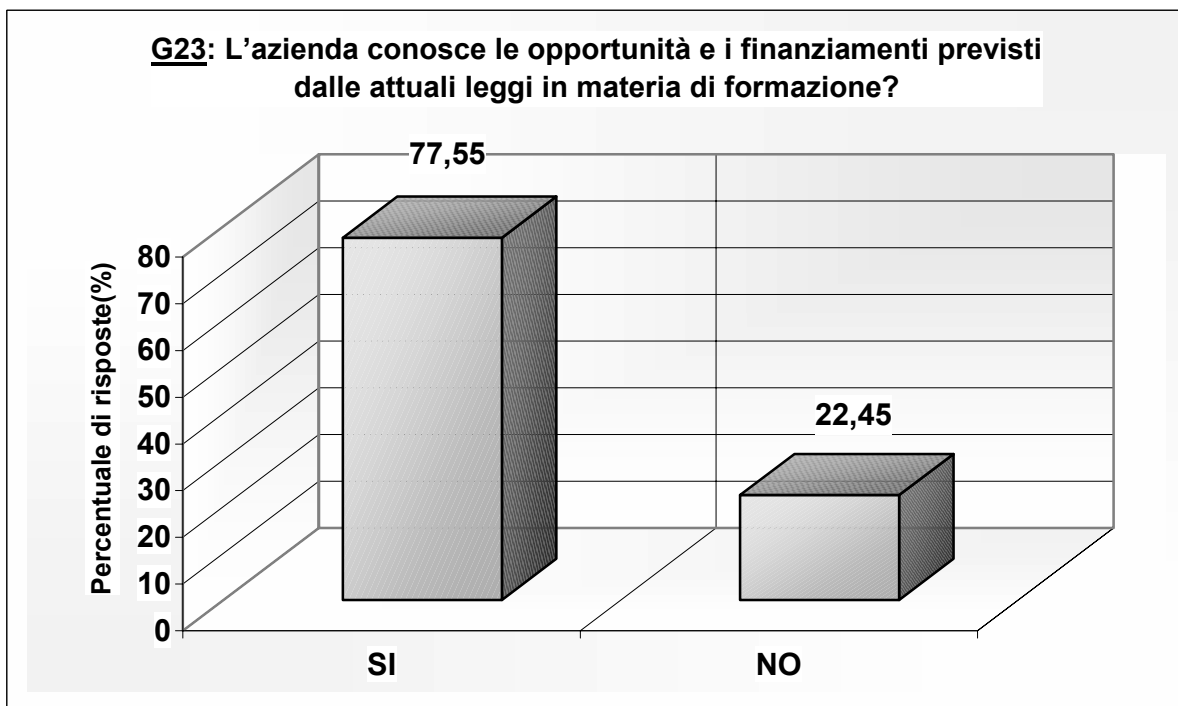
Y: percentage of answers

Other interesting questions to analyse at this point are those concerning the firms' knowledge as far as training is concerned: opportunities, fundings provided by law and their way of approaching possible formative paths:



G22 Does the firm know the formative opportunities offered by the territory?

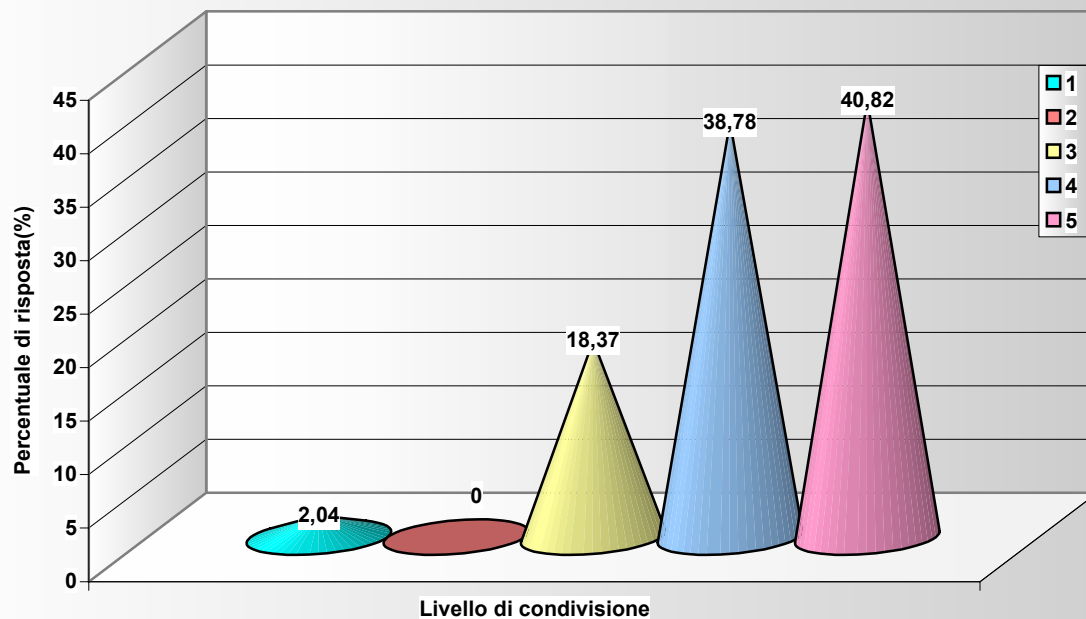
X: Yes; No Y: percentage of answers



G23 Does the firm know the opportunities and funding provided by current laws as far as training is concerned?

X: Yes; No Y: percentage of answers

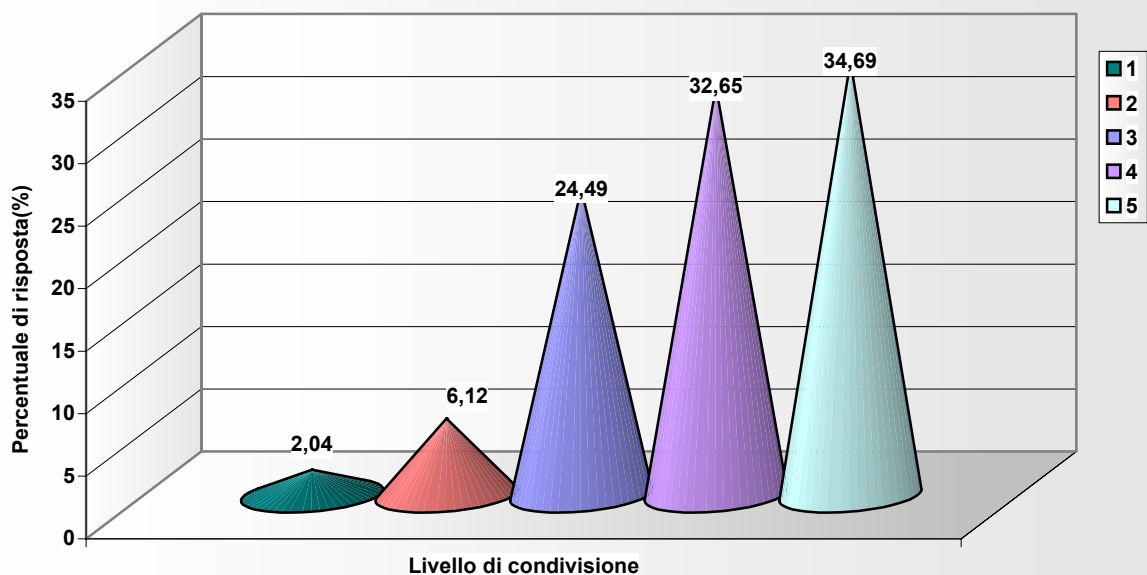
G24 :Condivide l'opinione che per migliorare la posizione dell'azienda e raggiungere gli obiettivi stabiliti la formazione riveste un ruolo molto importante?



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

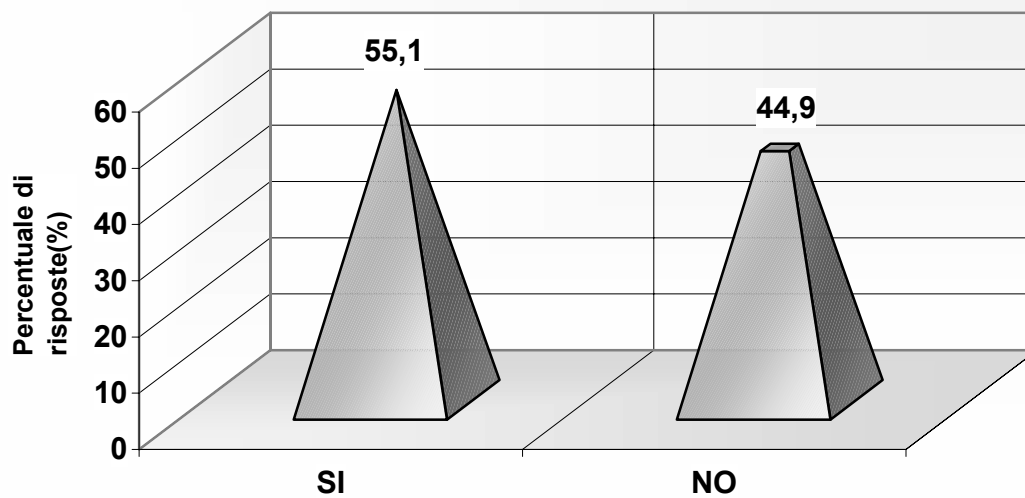
G25: Condivide l'opinione che i costi che l'azienda deve sostenere per effettuare interventi formativi sono un utile investimento?



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

G26: L'azienda ha rilevato nell'ultimo periodo situazioni nelle quali la mancanza di formazione ha causato problemi nella gestione corrente?



G26 Has the firm recently noticed such situations in which the lack of training caused problems in the current management?

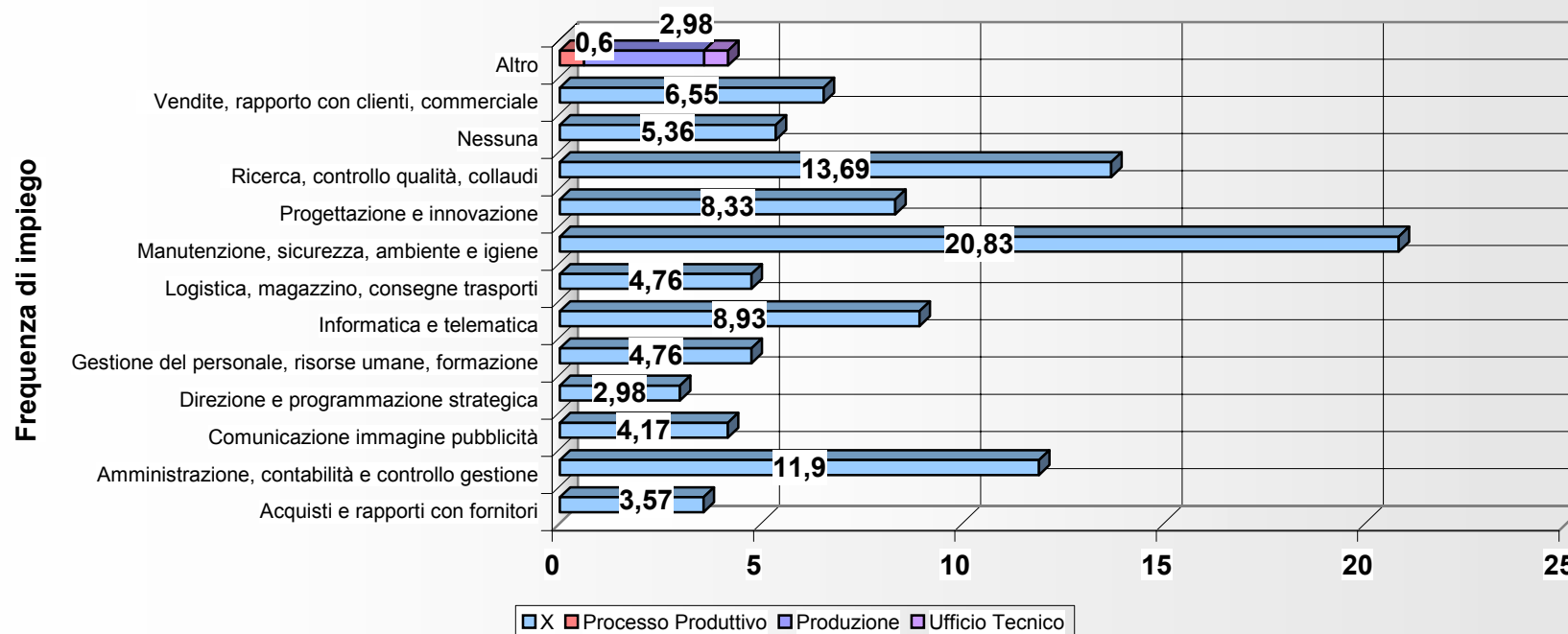
X: Yes; No Y: percentage of answers

The most interesting data emerge at question G19: it asks in which areas, over the last three years, the main formative interventions have been carried out.

As you can notice in the chart, the most concerned area is that of maintenance, safety, premises, health: all fields in which training is compulsory according to law.

This is clearly in contrast both with the data emerged in the previous charts – in which it emerges that the areas needing updating are different from this one – and with the data emerged in question G12 in which interviewees have been asked if they have favoured some functional areas after identifying formative needs. The answer involves the innovation and design area once again.

G19 :Nel corso degli ultimi tre anni, in quali aree sono stati svolti i principali interventi formativi?



G 19: In which areas have the main formative interventions been carried out over the last three years?

X: LEGENDA X; Productive process; Production; Technical office Y: Frequency of use

Other

Sales, relations with customers, business

None
Research, quality control, tests
Design and innovation
Maintenance, safety, premises, health
Logistics, store, delivery, transports
Information and telematics
Personnel management, human resources, training
Direction and strategic planning
Communication, image, advertising
Administration, accountancy, management control
Purchases and relations with suppliers

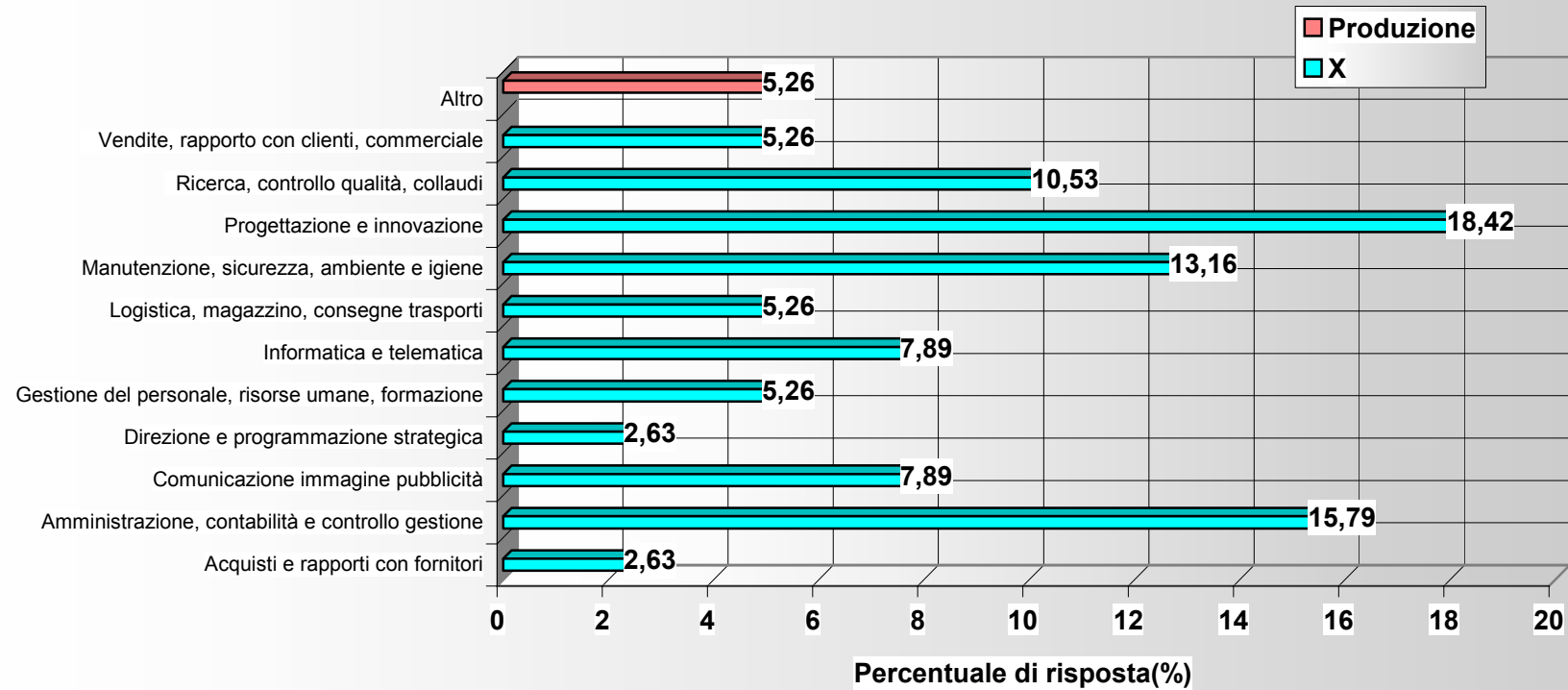
G12 If so, which functional areas?

X: Percentage of answers

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

LEGENDA: Production; X

G12: Se sì, quali aree funzionali ?



Conclusions on the Italian research

Analysing what has emerged from the conversations conducted with the owners of the firms, in almost half of the interviewed companies, the personnel has increased in the past year, and – a very high percentage- has been hired for the production area. A relevant detail can be found in the fact that a high percentage of the newly-hired, although coming from similar industries, is drawn from the school or training fields. This means that a significant number of companies (circa 33%) resort to the training system as an instrument to choose personnel. Another fact worth mentioning is that half of the new employees have, at the engagement moment, the requested qualifications to hold the role they have been hired for. This case clearly confirms the preceding fact analysis. Among the areas most capable of employment growth, or for whom we foresee a relevant generational change caused by the turn over, are those of “Production and innovation”, “Research, quality control, testing” and “ Sales, commercial”. Such information helps us give a positive valuation to our local companies that seem to have more change sensibility and that, according to this, try to renew themselves by researching new procedures and new products, with the aim of obtaining qualitative standards which allow them to maintain and/or improve their own market position.

Compared to the BASIC competence area (informatics, languages, security...), TECHNICAL PROFESSIONAL area (specifically linked to the profession) and TRANSVERSAL area (communication, relational capacities) we evince that the “Plan and innovation” area is the one that requires the most checking and to which is given a high value of importance. Basic and technical professional competences anyway hold a significant role in the company’s field of vision, but important attention has emerged regarding the transversal competences. This last analysis points out the fact that relational and communicative capacities are considered equally fundamental within the job world.

Another interesting fact refers to the possibility of modifying the service distribution process that a company can offer. Another percentage of answers suggests the necessity to increase the company's efficiency, in particular human resources management.

The interventions to identify the formative demands that have characterized the interviewed companies' recent past are contrary to what has just been said. A very small percentage, however relevant (circa 27%), of the people interviewed affirmed that they have started formalized procedures to analyse the demands, mainly in the case of large-sized companies. It is comforting to discover that more than half of these companies carry out the demands analysis according to the company's policy.

As far as concerns the companies' knowledge of the training field - opportunities, public funds- and the way in which they approach the possible formative paths, the most significant fact, even if less comforting than the preceding one, reveals that in the past three years the most interested areas of the formative activities done in the period of time, are those of maintenance, security, environment, health: fields where training is compulsory by law. This fact clearly contrasted with the preceding data analysis, where we evince that other areas need an adjournment; the position remains unchanged however of the importance of improving competences within the innovation and plan area.

