



Continuing education program for SME executives and HR experts



Wielkopolska Izba Rzemieśnicza
w Poznaniu



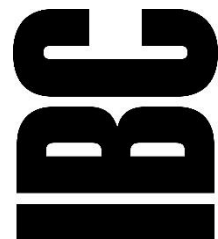
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ESTONIAN
CHAMBER OF COMMERCE
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Izba Rzemieśnicza w Opolu



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Introduction

To generate marketable services, businesses and organizations rely on people with the right competencies (skills, talents, and knowledge). From a business standpoint, it is critical to develop, expand, and preserve the best possible labour assets (competence and possession). The word "human resource" refers to the connection between knowledge and skill production, allocation, and distribution in an organization. In small companies usually the owner or general manager takes over the task of managing human resources and the larger the companies get the more frequent HR departments are.

The HR related tasks have increased significantly in type and scope over the last years and the latest generation entering the job market (Gen Z) has again increasing expectations resp. different expectations than older generations to the HR department. Especially small and medium sized enterprises are not always able to keep track with these developments and are threatened to lose the race for the best workers against large corporations. This is a serious problem for many European countries, as SMEs are the backbone of the European economies and rely on a sufficient influx of workforce.

The tasks of the HR department have changed. It is not only about transferring the salary at the right time but putting the individual employee in the focus of human resource development and leadership to take care of appropriate framework conditions and to ensure proper working conditions to maintain the workforce. The HR related tasks can be supported nowadays by digital tools. Numerous companies are in the sector of selling software solutions to companies to improve and upscale their HR management. These software solutions can help to multiply the owners/HR-managers work productivity and save time and money if used correctly.

The aim of this course is to provide SME managers and/or HR experts with the right knowledge to modernize their HR processes to ensure a sustainable and prosperous future of the company.

Course

This course has been designed to fulfil the needs described above. The training, which contains both theoretical lectures, group works and training in the practice will be set to the EQF- level 5.



Target groups

There are a total of two target groups for this training:

1. SME owners and managers, as well as HR-experts/manager are the most important target group of this training. They are to be reached by the teaching and consulting activities and thus enabled to apply the innovative contents developed in the project framework in practice and to realize a modern personnel management.
2. Target groups and beneficiaries are also counsellors and teachers who use this continuing education program in their teaching, vocational training and SME counselling activities.

Teaching and learning objectives

The success of a company depends in particular on the qualifications of its employees. This training program is designed to provide company specialists and managers with important competencies in HR management. To this end, the content, scope and significance of an HR management strategy are first taught.

In light of the changing needs and requirements of the new Gen Z entering the job market, an important teaching and learning objective for participants is the recruitment, onboarding and workplace setup of potential new employees. Modern human resource management is equally concerned with employee performance and job satisfaction. Participants are taught how to better inquire about and respond to the needs of their employees of all generations to ensure that the individual goals of employees and the business goals of the employer are in alignment.

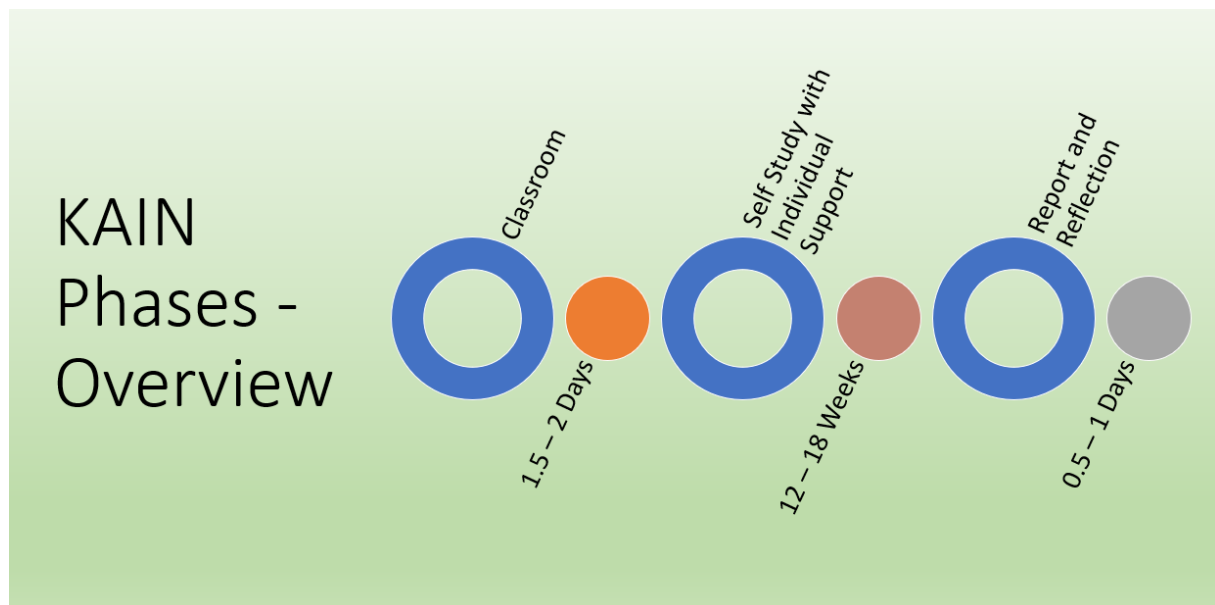
Digitalization is influencing the modern working world and thus also HR management. In this training, participants will learn what scaling effects digital tools contain and how to use them. They will also learn how the organization and management of digital work works and why an active learning culture is important for innovation.

In this training, HR managers are given the necessary tools to achieve accelerated innovation cycles in their respective companies.



Schedule

This course is divided into three parts according to the KAIN method (**K**nowledge **A**cquisition according to **I**ndividual **N**eeds). The training begins with a 2-day theoretical part, during which the basic issues of each topic will be clarified by both lessons, group works and case studies. At the end of the theoretical part the lecturers' task is to lead the process of developing project ideas to be implemented in the company. If possible, the projects to be carried out should already be bindingly agreed for each participant. If this is not yet possible, (e.g. because the company must first give its consent) the determination of the projects must be bindingly agreed between participant and lecturer in the first 14 days of the 2nd KAIN phase. The lecturer should explicitly agree to the project. This part will be followed by 12 – 18 weeks practice in the participants' companies. Here the participants implement one or more projects and apply the content and methods they studied in the 2-day theoretical part. The lecturer is supporting the participants during this learning phase with implementation support and is expected to schedule at least 2 meetings with the participants. During the practice the participant will also prepare a presentation concerning the findings found and ideas got during the period in the company. After the practice is completed, a seminary of 1 -1,5 days (exact duration depends on number of participants) will be held. In this seminar the participants present their projects, discuss their experiences and ideas, and evaluate the training.





Completion

Participants will be issued a qualified participant confirmation by the organizing institution upon successful completion of the training. This participant confirmation shall contain:

- Name of the participant and the sending company
- Name, topic, scope and duration of the training
- Logo of the hosting organization, Co-funded by Erasmus+ logo, signature

Evaluation

The training is to be evaluated on the basis of the enclosed evaluation concept and with the help of the evaluation forms. Details on the preparation, implementation and evaluation of the evaluation procedure can be found in the enclosed documents. An evaluation of this training is mandatory, as it is essential for a functioning quality control and continuous improvement of the training and the materials.



Content of the course

KAIN PHASE I

First day training

Time	Min	Topic	Comments	Tool
8.00		Welcome, project introduction, practical things and tour/introduction into the educational institution		
8.25		Presentation of participants - Name - Company - Job function – Education Who solves HR in the company - Number of employees - Age and gender distribution		Slides 2
9.15		Program - Purpose and background of the course - How it is structured		Slides 3-4
9.25		Generations - Focus on Generation Z		Slides 5-13
10.00	15	Coffee break		
10.15		Personnel management - Strategy	Article on strategy is handed out	Slides 15-19
10.30		Case: What considerations do you have regarding your company's state of mind regarding the employees? Are there any overarching areas you need to get hold of?		Slides 20
11.00		Plenary session	Participants talk about their reflections	
11.15		Recruitment - Job Profile - Personal Profile		Slides 21-26
12.00	45	Lunch break		
12.45		Intro program / Onboarding		Slides 27



		Why onboarding?	Ask in plenary for dialogue	Slides 28-29
		How long should onboarding take?		Slides 30-33
		Hackman & Oldham model - Make visible, how the model should be used	Talk about the model in plenary	Slides 34
		Meeting with the "Director" - The importance of meeting the director of the company at the beginning		Slides 35
14.00	15	Coffee break		
14.15		Case: We must hire the perfect joiner!		Slides 36
		You will now describe the job profile and personal profile of a new joiner you will hire	Description of company as voucher	Annex
15.00		Presentation of the groups' solutions and	Plenary: Groups presentations	FlipOver
15:30		Presentation of the REGROW toolbox as possible supporting measure		Slide 37
16.00		End of the first day		

Second day training

Time	Min	Topic	Comments	Tool
		Program for the 2nd day		Slides 38
8.00		Performance management - Electronic manuals and manuals		Slides 39-41
		Benefits management		Slides 42-43
		Staff development		Slides 44-52
		Future jobs	Video	Slides 47



10.00	15	Coffee break		
10.15		Corporate culture - social culture and relationship building		Slides 53-55
		Job design		Slides 56-60
11.00		Case: Participants solve the case in small groups of 2-3	Groups of 2-3 participants	Slides 61
11.30		Participants tell the plenary about their talk in the groups	Plenary	
12.00	45	Lunch break		
12.45		Mental illness prevention (stress)		Slides 62 – 68
	0	Health and safety at work – Risk assessment		Slides 69-70
		Labour laws - Collective agreements		Slides 71
		Diversity management – Age, Gender, International Employees, ...		Slides 72-73
13.10		Case: Stress handling and working environment	Groups of 2-3 participants	Slides 74
13.40		Participants tell the plenary about their talk in the groups	Plenary	
14.00	15	Coffee break		
14.15		Second KAIN Phase - Get agreed with 1 buddy how to solve the task	Participants find their buddy	Slides 75
14:30		Brainstorming with all participants about project ideas	Plenary	Slide 76
15:15		Binding agreement of the projects to be carried out. If not possible, determination of the projects in the first 14 days of the 2nd KAIN phase. Consultation and approval by the teacher.		



15.45		Help and seek help along the way in the project	Tell about visits and help	Slides 77
16.00		End of the second day		Slides 78



KAIN PHASE II

Learning and project implementation phase at the workplace	
Duration	12 – 18 weeks
Content	<p>Participants implement a project in the thematic area of this training course in their company. They are required to apply the skills and knowledge acquired in the first part of the training.</p> <p>For a sustainable learning effect, it is crucial that trainees plan, implement, evaluate, document and critically reflect on their own project or their own activities with regard to improving their individual situation. The lecturers support in this phase is crucial for the trainings' success.</p>
Coaching	<p>This course phase is accompanied and assisted by this courses' lecturers and their technical advice and support. Lecturers can give a simple general consultation in the sense of passing on relevant information to an intensive accompaniment in the sense of coaching. The extend depends on the</p> <p>They are required to have at least two, better three, consultations with each participant of the course. It is recommended to conduct these visits on company sight, at least one. Nevertheless, it is also possible to have online consultations.</p>



KAIN PHASE III

Third day training - After 12 – 18 weeks

Time	Min	Topic	Comments	Tool
8.15		Welcome - Program for the day		
8.25		Participants present their work in the company 10-15 min. The other participants ask questions along the way. Part I	Plenary	
10.00	15	Coffee break		
10.15		Participants present their work in the company 10-15 min. The other participants ask questions along the way. Part II	Plenary	
12.00	45	Lunch		
12:45		Reflection Encountered difficulties, additional effects, problems and further development	Groups of 3	
14:00		Group discussion of each topic, each group Part I	Plenary	
14:30	15	Coffee break		
14:45		Group discussion of each topic, each group Part II	Plenary	
15:30		Evaluation		
16:00		Thanks for this time - Goodbye		

After the third training day it is possible to add another subsequent longer self-study phase, combined with on-the-job implementation, followed again by classroom-teaching in form of a third workshop.



Materials

Developed in the course of the REGROW Project:

- HR Concept by REGROW (IO1)
- REGROW Slides for 2-day meeting
- Implementation of the KAIN method
- Company description SBE

External Materials:

Topic	Material
Generation Z	<ul style="list-style-type: none"> • Schroth, H. (2019). Are you ready for Gen Z in the workplace?. <i>California Management Review</i>, 61(3), 5-18. • Pichler, S., Kohli, C., & Granitz, N. (2021). DITTO for Gen Z: A framework for leveraging the uniqueness of the new generation. <i>Business Horizons</i>. • https://www2.deloitte.com/us/en/pages/consumer-business/articles/understanding-generation-z-in-the-workplace.html • https://www.raconteur.net/the-hive/gen-z-workforce-motivation-communication-purpose/
Recruitment and Onboarding	<ul style="list-style-type: none"> • Pinzaru, F., Mihalcea, A., & Zbucea, A. (2017, November). Recruiting and motivating millennials: empirical insights for managers. In <i>Proceeding of the 11th International Management Conference „The role of management in the economic paradigm of the XXIst century</i> (pp. 729-737). • McCrindle, M., & Fell, A. (2019). Understanding Generation Z: Recruiting, Training and Leading the Next Generation. <i>Australia: McCrindle Research Pty Ltd</i>. • Gaidhani, S., Arora, L., & Sharma, B. K. (2019). Understanding the attitude of generation Z towards workplace. <i>International Journal of Management, Technology and Engineering</i>, 9(1), 2804-2812.



	<ul style="list-style-type: none"> • Chillakuri, B. (2020). Understanding Generation Z expectations for effective onboarding. <i>Journal of Organizational Change Management</i>.
Performance Management	<ul style="list-style-type: none"> • Performance Management and Generation Z Suneeet Walia, Uroos Fatima Rizvi, in <i>Journal of Advances and Scholarly Researches in Allied Education Multidisciplinary Academic Research</i> http://ignited.in/I/a/150604 • https://www.inc.com/ryan-jenkins/this-is-how-generation-z-employees-want-feedback.html • https://www.forbes.com/sites/ashleystahl/2019/09/26/how-to-manage-generation-z-employees/
Benefits Management	<ul style="list-style-type: none"> • https://www.raconteur.net/the-hive/gen-z-workforce-motivation-communication-purpose/ • https://nivati.com/blog/top-4-most-important-benefits-for-millennials-and-gen-z/ • https://www.forbes.com/sites/forbesbusinesscouncil/2019/11/19/how-to-offer-benefits-to-gen-z-employees/
Corporate Culture and Workplace design	<ul style="list-style-type: none"> • https://www.guidantglobal.com/news/how-gen-z-will-transform-corporate-workplace-culture • https://www.cultureamp.com/blog/how-to-prepare-your-workplace-for-generation-z • https://www.nytimes.com/2021/10/28/business/gen-z-workplace-culture.html • https://insights.alula.clg.com/blog/preparing-your-organizations-culture-for-gen-z
Mental illness prevention and health and safety at work	<ul style="list-style-type: none"> • https://wheniwork.com/blog/work-life-integration • https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennials-gen-z-and-mental-health.html • https://www.aecf.org/blog/generation-z-and-mental-health