



Train the Trainer Program

HR-Management and Competence

Assessment



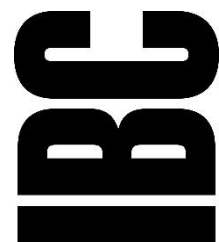
Hanse-Parlament



ESTONIAN
CHAMBER OF COMMERCE
AND INDUSTRY



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Introduction

To ensure that business support organizations like chambers and vocational training centres have the competencies to help businesses to transform their HR-Management system, especially the recruiting system, their staff needs to be trained well.

This training program for teachers, career counsellors, and SME advisors from business support organizations ensures that their staff can acquire the necessary competencies, so teachers and consultants are comprehensively qualified to qualify SMEs and their personnel in further education programs and consultations and support them in implementations to properly apply the developed methods and digital technologies (see Project Result 1 REGROW HR-Management and best practice concept). A special focus lies on the toolbox (see Project Result 2 REGROW Competence assessment). The trainers and consultants are in direct contact with the users, to transfer the best practices, methods the competence assessment, and trainings to SMEs in the context of further training and consulting, and to promote implementations. In order to perform these important tasks in a high-quality manner, the teachers and consultants themselves must be extensively trained. This training program is developed on the basis of the latest pedagogical concepts in order to achieve these targets.

The aim of this course is to provide SME advisors and VET providers with the right skills to promote an innovative recruiting tool and HR-Management concept for SMEs.

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

The target group of this course are teachers, vocational counselors and SME advisors from chambers, other SME promoters and other institutions of vocational education. This course trains them in the use of the best practices, digital methods and the toolbox through the training concept, empowered and given guidance to qualify SMEs, advise them and strongly promote implementations.





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 designed as a three-day intensive course, supplemented by extensive learning materials for individual studies, consisting mainly of the REGROW project results. The training can be conducted either in-person or online.

A comprehensive PowerPoint presentation guides the trainer and the participants through the training, but various learning methods are implemented in the course and presentations are only a part of it. Special focus lies on the discussion of the materials, group exercises to work with the materials and role play. The trainer should study the schedule carefully and plan enough time for the conduction of the mentioned interactive parts.





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

An example of the certificates can be found in the enclosed documents.

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

First day training

Time scheduled	Content	Method	Tool
60 minutes	<p>Overview of the seminar contents; formalities (short breaks, catering, ...)</p> <p>Individual introduction: explanation of experiences in the field of personnel recruitment, personnel development and in advising companies</p>	Get-to-know-you exercise (constellation in the room)	Slides 2 - 11
30 minutes	Some results of the evaluation of the project survey on the characteristics of Gen Z, companies HR-Management and latest research.	Presentation	Slides 12 - 45
Coffee Break			
30 minutes	<p>Continuation:</p> <p>Some results of the evaluation of the project survey on the characteristics of Gen Z, companies HR-Management and latest research.</p>	Discussion	Slides 12 - 45
60 minutes	<p>Best Practices and (digitisation) concept to support personnel management.</p> <p>(1) State of the Art; Results of current research</p> <p>(2) Best Practice</p>	<p>Lecture / Presentations</p> <p>Questions and first comments</p> <p>Discussion</p>	Slides 46 - 66

	(3) Overview Competence Assessment Toolbox		
Lunch Break			
60 minutes	Best Practices and (digitisation) concept to support personnel management. (1) State of the Art; Results of current research (2) Best Practice (3) Overview Competence Assessment Toolbox	Lecture / Presentations Questions and first comments Discussion	Slides 46 - 66
45 minutes	The most important phases in the (individual) career path	Short introduction / 1 st and 2 nd exercise; prepared questions for the participants. (1) My own career and life course (2) Work in small groups: Developing a “Timeline of general phases in a career path” Presentation in the plenary	Slides 67 - 75
Coffee Break			
60 minutes	The most important tasks of personnel development to support employees in all phases of their career paths	Introduction/leading questions Group work (plenary)	Slides 76 - 77

Second day training

Time	Topic	Comments	Tool
30 minutes	Revision of the first day contents	Ask for questions among the participants, reflection of content learned. Use slides from the first day if necessary.	Slides 1 - 77
60 minutes	Testing the assessment tools Development of a fictional job advertisement for a craft business	Presentation of a fictitious company that has a need for a new employee (m/f) Based on the given company structure and rough job/task description, the participants develop a job advertisement	Slides 78 - 81
Coffee Break			
120 minutes	Competence Assessment Tool (CAT)– Module 1: Applicants & Competence Assessment Tool (CAT)– Module 2: Hiring company	Lecture / Presentation: Introduction to CAT-Modules 1 and 2 Work in 2 small groups: Group 1: Filling out the questionnaire CAT 1 as an applicant Group 2: Filling out the questionnaire CAT 2 as the company offering a job Presentation of the results in the plenary Group discussion along guiding questions	Slides 82 – 117
Lunch Break			

90 minutes	Competence Assessment Tool (CAT)– Module 3: Analysis of the questionnaires	<p>Lecture / Presentation: Introduction to CAT-Module 3</p> <p>Work in small groups: Try out the comparison of modules 1 and 2, work on the five sub-areas:</p> <table border="1" data-bbox="839 622 1246 1238"> <thead> <tr> <th></th> <th>First stage (applicant)</th> <th>Second stage (company)</th> </tr> </thead> <tbody> <tr> <td>First part</td> <td>Personal background</td> <td>Company facts</td> </tr> <tr> <td>Second part</td> <td>Professional background</td> <td>Required professional characteristics</td> </tr> <tr> <td>Third part</td> <td>Skills</td> <td>Required competencies</td> </tr> <tr> <td>Fourth part</td> <td>Looking into the future</td> <td>Corporate culture</td> </tr> <tr> <td>Fifth part</td> <td>The ideal workplace</td> <td>Workplace conditions</td> </tr> </tbody> </table> <p>Group discussion along guiding questions</p>		First stage (applicant)	Second stage (company)	First part	Personal background	Company facts	Second part	Professional background	Required professional characteristics	Third part	Skills	Required competencies	Fourth part	Looking into the future	Corporate culture	Fifth part	The ideal workplace	Workplace conditions	Slides 118 – 123
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Fifth part	The ideal workplace	Workplace conditions																			
Coffee Break																					
60 minutes	Competence Assessment Tool (CAT)– Module 4: Preparing the job interview	<p>Lecture / Presentation: Introduction to CAT-Module 4</p> <p>Develop some (selecting) particularly import assessment criteria</p> <p>Develop questions for the job interview based on (large) similarities and (large) differences between the information in the application (CAT 1) and the concrete</p>	Slides 124-132																		



		requirements of the company (CAT 2) Presentation of the results in the plenary and agreement on the five most important criteria	
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Third day training

Time	Topic	Comments	Tool
30 minutes	Revision of the first day contents	Ask for questions among the participants, reflection of content learned. Use slides from the first day if necessary.	Slides 78 - 132
60 minutes	Summary 1: Content	What advice/recommendations do you give for the final formulation of the toolbox elements (structure, content)?	Slide 133
Coffee Break			
120 minutes	Tasks ... (1) Your tasks as a consultant (2) Your tasks as a trainer of consultants <ul style="list-style-type: none"> • Role and Function Attitudes and Behaviour	Short introduction / Leading questions Group work: [may be two groups] Agree in the group on the four or five most important aspects in each case. Presentation in plenary and group discussion	Slides 134 – 145
Lunch Break			
60 minutes	Arguments for benefits Marketing of your counselling service	Plenary Discussion: What are your arguments for using the toolbox? (1) What is the benefit for companies? (2) What is the benefit for applicants? How can the offer for an advisory service "Assessment Toolbox" be advertised /	Slides 39 – 146

		<p>marketed? Who is your target group?</p> <p>Is there a charge for the counselling service</p> <p>a) for training activities?</p> <p>b) for the end clients?</p> <p>Work in small groups: Convince a manager/HR-representative of structuring their recruitment processes according to the Toolbox in one minute (!).</p> <p>Presentation (volunteers) in the plenary</p>	
Coffee Break			
30 minutes	Summary 2: process	What advice/recommendations do you give for an optimal training and advising process?	Slide 147 - 148
30 minutes	Dissolution of the topic/question memory		Slides 149
30 minutes	Evaluation of the training Farewell	Group discussion	Slides 150 - 151



Materials

Developed in the course of the REGROW Project:

- HR Concept by REGROW (IO1)
- HR Management Training by REGROW Curriculum
- REGROW Train-the-Trainer Slides for a 3-day meeting
- REGROW Competence Assessment First Stage
- REGROW Competence Assessment Second Stage
- REGROW Competence Assessment Third Stage
- Implementation of the KAIN method
- Fictional 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/
Consulting and Coaching	<ul style="list-style-type: none"> • Coaching, Mentoring and Organizational Consultancy: Supervision, Skills and Development, Peter Hawkins, Nick Smith (2013), ISBN: 9780335247158, 0335247156 • A Consultancy Approach for Trainers and Developers Keri Phillips, Patricia Shaw (1998), ISBN: 9780566079375, 0566079372

