

NIACE Research and Development



Key Findings



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Using Employee Development Schemes as Innovative Work Based Social Partnerships in Learning

Abstract

To develop, through a process of dialogue between social partners in Employee Development Schemes, transnational pre-vocational training materials which will motivate workers with few qualifications to undertake further vocational training. To strengthen opportunities for continuing vocational training among unqualified people by developing their readiness to learn by the use of voluntary employee development schemes, which will allow them to better realise their potential in the labour market and to promote lifelong learning in the workplace.

In partnership with:

ACEREP (France); Auchan (France), NCIR (Ireland), SIPTU (Ireland), ESB, (Ireland), Western Greece and Epirus UETP, Total Consultancy Services (Greece), Empirognomon (Greece), Ford EDAP (UK), Rolls Royce (UK).

Research methodology:

- ❖ Transnational visits by partners to identify common training needs of workers with no qualifications.
- ❖ Produce, pilot and disseminate a) a self-study workbook which forms the basis of a personal development plan b) a trainers' manual for use in employee development schemes.
- ❖ Interview employees in large and small enterprises with no or little qualifications and trainers, personnel officers and trade unionists.

Key Findings

The main conclusions of the project are:

- ❖ It is possible to develop useful trans-national materials to promote attitudinal change among workers in lower skilled jobs who are most vulnerable to redundancy and social exclusion.
- ❖ The provision of training and development opportunities for such workers (beyond basic instructions in such issues as health and safety and the introduction of new equipment processes) remains relatively rare, so that in this respect the project was, to the best of our knowledge, innovative.
- ❖ Materials need to be structured to provide a “gentle” slope” rather than a “steep ladder” back into learning focussing on broad topics of personal development rather than role-related training.
- ❖ The promotion of the UK model of employee development schemes proved to have less potential for replication in Europe. This was because of differing labour market arrangements, traditions and philosophies of human resource development.

Recommendations

- ❖ For the individual: opportunities for self-development are essential, if potential is to be recognised and nurtured.
- ❖ Industry: now needs teams, and greater importance is placed on decision making by employees than previously.

Output

- ❖ Thomson, A. (1998) *Your Life, Your Work, Your Future*. NIACE: Leicester.
- ❖ Website www.niace.org.uk

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Project Manager: Alastair Thomson

Email: alastair.thomson@niace.org.uk

Requests for ‘Key Findings’ in other formats, such as large print, are welcome. We would be pleased to consider your request.

niace
promoting adult learning

21 De Montfort Street
Leicester LE1 7GE

Tel: +44 (0)116 204 4200/1
Fax: +44 (0)116 2854514
Website: www.niace.org.uk

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