

## **TNA Report Structure and Content**

Please provide a short report on the TNA implemented in your HELP area using the sections below:

### **TNA Sampling**

- **methods used**

Companies that were included into the survey were selected from the database of CESS and based on personal contacts in order to receive the required number of responses. There were several **methods** used for conducting the survey:

- Experts from CESS adapted the questionnaire so it could be sent out and completed in an on-line electronic form using the LimeSurvey software. This allowed for the questionnaire to be distributed to a large number of companies and it made the filling out easier for them.
- A number of questionnaires were sent out by e-mail to representatives of companies that CESS has cooperation with.
- Furthermore, questionnaires were also sent to business associates that work with companies on a daily basis.

- **business sectors surveyed**

During the survey the focus was on companies from the production **sector** but a number of questionnaires were also distributed to companies in the service sector. In that sense, the most main sectors that appeared in the survey are related to agriculture, metal processing industry, wholesale and services. Companies of all sizes, ranging from micro to large, were included in the sample in order to get a broader look into their needs and constraints. The number of valid questionnaires that we based our analysis on is **48**. The received answers were processed through the SPSS statistical analysis software.

- **problems encountered**

The main problem that occurred during the survey was the anticipated non-responsiveness of companies to take part in the TNA. This problem was even amplified by the fact that the survey had to be conducted during the summer holiday season.

Since the questionnaire has been previously tested there were no major problems concerning its clarity but in a number of cases multiple answers were received to single answer questions.

- **other comments**

### **Business Response**

- **general impression of local interest in HELP project**

Local interest concerning the HELP project itself has proven to be satisfactory and nearly everybody has a positive attitude towards the results that the project aims to achieve.

- **willingness of business to participate in TNA and to cooperate with HELP**

On the other hand, as it was already mentioned the willingness of businesses to participate in the survey was poor. Even the response from companies that were contacted on a personal basis showed to be unsatisfactory. The general impression is that business and other stakeholders have a positive response to the idea of the project but show little interest to engage themselves in concrete actions.

- **other comments**

Further steps should be made with the aim to persuade the businesses and other stakeholders to use the final results of the HELP project, which are the training programs.

## **TNA Results**

- **quality of information obtained**

The results of the TNA show a somewhat expected situation in certain areas. The information obtained is indicative enough in order to draw certain conclusion and to design training programmes in the second year of the project. The aims of the HELP project proved to be justified since most companies provide training programs for their employees.

- **main areas of common response**

The TNA provided information about the type of training businesses usually organize for their employees and about the most common skills and experience shortages. In that sense, the survey showed that companies mostly organize training programs for their employees that focus on improving **workplace technology** and **strategic planning and organizational skills**. It is also visible from the TNA that businesses experience **shortages in most of the offered skills and experience types** (organizational skills, soft skills, business skills, analytical skills...). This information is crucial for defining future training programs in the project framework. We also found out that the majority of companies look at the **objectives of training programs** when deciding whether to register for a certain training program.

The majority of companies stated that both qualifications and experience is important when employing people in managerial, accounting/financial, technical and marketing work categories while experience is most important in semi-skilled and unskilled work categories. Furthermore, only one company from the sample indicated that it does not employ university graduates. None of companies rated "5" organizational skills of their university graduates

- **main areas of divergent response**

The answers of companies are almost evenly divided regarding the problems of finding suitably qualified people for their business but the majority of businesses have problems in finding relevantly experienced people. The companies that have problems in finding suitably qualified or skilled employees come from a variety of sectors. Therefore, no correlation can be found between either the size of the company or the sectors that they operate in on one hand, and the problems in finding suitably qualified and experienced personnel on the other hand. The general level of skills of their employees most companies rated with 4 (on the scale from 1 to 5). Businesses most often recruit people based on recommendations.

Most companies also provide training programs for their employees, mostly to middle and top level employees. The majority of companies stated that they do not have problems in finding training to meet their business needs. The results also showed that most companies think that a one-stop-shop would be helpful in identifying and meeting their training requirements.

- **any unusual or unexpected results**

Based on experience from the pilot TNA that has been previously conducted, no unusual or unexpected results have been registered. However, one of the presumptions of the HELP project was that there is a need for increased capacity for dialogue between social parties. This has been confirmed by the TNA and also the fact that location-specific approaches should be encouraged to match more accurately local skills development to the specific requirements of enterprises.

- **other comments**

None

## **Conclusions**

- possible areas for HELP training development
- possible partners for the training exercise
- which results important/relevant for the stakeholder meeting
- other comments

The TNA showed that there is potential for the HELP project to deliver training programs that will benefit businesses in the future. This is visible because companies are not fully satisfied with the level of certain skills of university graduates. Training should be aimed at equipping individuals with organizational skills, soft and analytical skills, since those are the ones that businesses marked as the ones where the most shortages occur. On the other hand, we learned that businesses most often organize training in workplace technology and strategic planning and organizational skills.

The majority of businesses are ready to invest in training if it would improve their efficiency and profitability which is a clear indication that the HELP project needs to be advertised aggressively among the stakeholders in order to ensure their interest for the training programs.