



Vytauto Didžiojo universitetas

Diffuse Best Practices Successfully – Promises and challenges in cross- country adaptation of initiatives to foster company training

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Relevance of problem

- The question of the possibilities to share the experiences of the public funding and co-funding of CVT in the enterprises between the countries and to transfer the experience of one country or sector to another becomes very actual not only on the national level, but especially on the European level seeking to enhance the competitiveness of the industries and human resources in the European Union.



Questions of comparative analysis (1)

- How wide-spread is the measure analyzed? Is it based on the well-known models and internationally shared experiences? How does it influence the concurrence of the existing and new measures?
- How the analyzed measures fit to the legal and economical conditions, as well as to the structure of the labor market and training market frameworks in the countries? What is flexibility and adaptability of the different measures?



Questions of comparative analysis (2)

- How the external environment factors of the country where the measure is implemented and the internal factors related to the characteristics of the measure itself support the successful implementation of the measure? Which factors – external environment or the internal characteristics of the measure are stronger in the implementation of the measure in other countries?
- How the above indicated factors hinder a successful implementation?

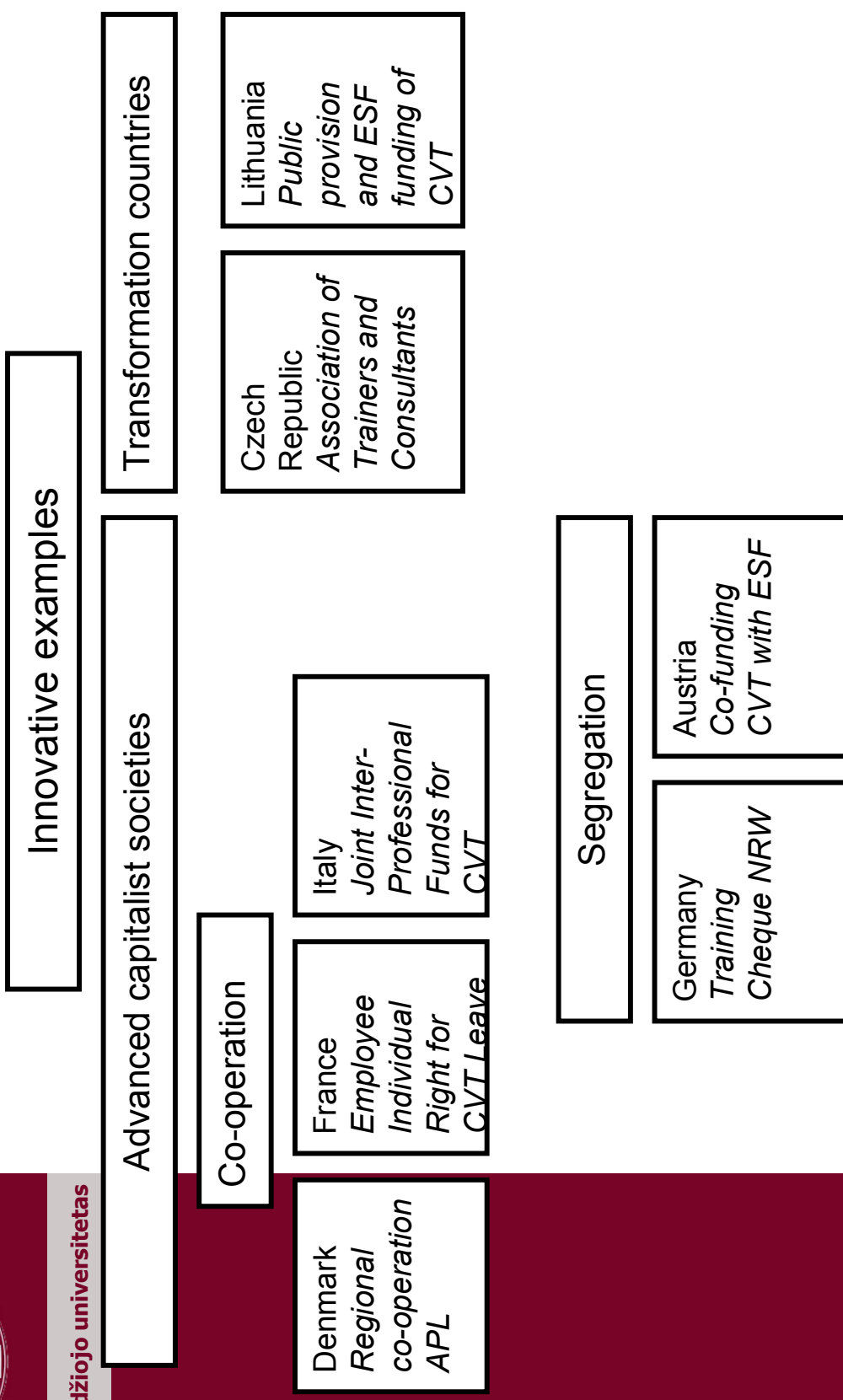
Questions of comparative analysis (3)

- What is the power of analysed measures to change the current situation in the provision and funding of CVT in the countries?
- What corrections and adaptation required by the implementation of measures in the different countries?
What are the main factors which demand such corrections and adaptations?





Classification of the initiatives and countries / BIBB approach





Classification of the initiatives and countries / 3S approach (1)

- The measures aiming at specific rather narrow influence often in one branch or sector of activities or training: *Czech Republic Association of Trainers and Consultants for NGO's, co-funding of training partnerships between the enterprises and VET schools in Denmark*



Classification of the initiatives and countries / 3S approach (2)

- The measures aiming at an influence of medium scope encompassing regional or national levels of the systems of activities and training: *direct co-funding of CVT in enterprises through the ESF in Austria, training cheques in the North Rhine Westfalia in Germany and the ESF co-funding of the human resources development projects in the enterprises together with the development of the national qualifications system in Lithuania.*



Classification of the initiatives and countries / 3S approach (3)

- The measures aiming at broad influence encompassing general legal and other regulations and wide agreements of the social partners in the field of funding and co-funding of the CVT in the country with the cases of the *individual training leave (CIF)* in France and the *inter-professional training funds* in Italy



Findings of analysis (1)

- The measures aiming at a broad influence (individual training leave CIF scheme in France, the joint inter-professional funds of CVT in Italy) demand well developed legal framework based on the agreement of the social partners and stakeholders of the industrial relations, initiatives and active involvement of the government, as well as rather coherent relationship between the systems of the initial and continuing vocational training.



Findings of analysis (2)

- The implementation of these measures also requires rather high level of the centralization in the decision making and control.
- For these reasons the transfer of these measures is rather complicated and demands major and even fundamental changes and reforms in the transformation countries (Czech Republic and Lithuania) and rather important changes in countries with the segregated IVT and CVT systems (Germany and Austria).



Findings of analysis (3)

- The measures aiming at influence of medium scope (training cheque for CVT in the SMEs in the German Federal State of North Rhine-Westphalia, co-funding of development /improvement projects in human resources development in Lithuania) are more flexible for the transfer in the sense, that these measures do not require broad and fundamental changes and reforms in the CVT systems, institutional frameworks of the CVT providers and industrial relations.



Findings of analysis (4)

- Implementation of these measures demands a consensus and agreement of the social partners and stakeholders in the accumulation of the CVT funding and distribution of the funding to enhance the accessibility of CVT.
- Rather important factor which increases the adaptability and transferability of these measures is the co-funding from the EU funds (ESF) and rather broad scope of the measures covering wide range of target groups.



Findings of analysis (5)

- Analysed measures aiming at specific influence (co-funding of the quality initiatives in the training of the NGO's in Czech Republic and partnerships on practice-based competence development in Denmark) are more flexible for the transfer and implementation in the other countries, than the measures aiming at a broad influence.



Findings of analysis (5)

- The main factors limiting the implementation of the measures aiming at specific influence are related to the nonconformity of these measures to the settings of the systems and frameworks of the CVT and the IVT in the countries and the need of the adjustments of the institutional infrastructure of the CVT provision.



- The implementation of the measures aiming at specific influence is favorable for the realization of the different reforms of the CVT and IVT systems. Such measures are important for the development of the CVT in the transformation countries which are searching for the suitable instruments and measures of the CVT and human resources development and are open to the implementation of foreign experience (for example, work related learning and training partnerships and co-operation networks).