Skills development in high seniority employees
Eurosystem is an ITC company based in Veneto and Lombardia with a total of around 100 employees. The company created its own ERP management software in 1983 and has been working on improving it ever since. To do this and to reach technology excellence with its main product, Eurosystem pursues ongoing training for its employees.

Eurosystem also helps other companies to store, manage, protect and analyze their most valuable asset, information, in a more agile, trusted and cost-efficient way.
Employee with IT background

**Eurosystem** group employees are mainly from an IT background. Therefore there are no IT training issues as such, as they all had a technical education in their high school. This workforce has no issues in using a PC. They tend to be quite young with a good representation of the 20 and 25 years old age group and mostly below 50 years of age, hence there are no age related learning issues.
Skills projection next 10/15 years

In relation to the above mentioned work force and age group representation and taking into consideration the new pension laws and regulations we can make the following skill development assumptions to cover the next 10/15 years:

• Technological factors are never going to be an issue with this workforce who are perfectly able to adapt to whichever development programs we might select and implement

• The true challenge and value for them is to enhance consultative skills and approach on the client relationship. This set of skills and the method used to achieve them are the key challenges one has to face in order to really add value to this category

This is why Eurosystem has invested so heavily on this type of training in the last few years
The main task is to grow consultancy skills rather than purely technical skills among a workforce whose education often stopped at high school level but that gained a great deal of operative experience in the work place. They therefore are not particularly open and receptive to classical teaching methods and to a theoretical teaching approach especially if this comes from someone that does not show a good level of practical expertise in their field of work and in a similar type of environment.

For example they would not respond positively to someone with experience in a multinational organisation as they feel that their experience is too far removed from the SME that represent the reality of the Veneto geographical area. This reaction is linked to the fact that the work environment and procedures in SME may well differ significantly from a large multinational organisation.
Raising consultancy skills levels

In order to respond to today’s organisations needs we therefore have to focus the training requirements on raising consultancy skills levels among the workforce. Companies nowadays need to respond in a flexible and personalised manner in a highly changeable market environment.

This is particularly relevant within the Enterprise Resource Planning of a company. What changes is therefore not only the function or the modules conceived to achieve a certain goal. What really changes is the method used to assess the client needs which in turn would affect the methodology and consultancy approach one would adopt.
In order to deliver a proper solution in this type of environment we have developed two different training approaches carried out in an innovative way from a tuition perspective.

The first training approach delivered a project management solution suited to information technology that allowed to create support tools such as standard documentation and toolkits that feature practical examples. This training approach has been delivered on the job and has been supported by a financing system available for Italian companies provided by Fondimpresa.

The second approach that delivered a solution by the name of Business Process Management (BPM) has been put together in cooperation with Padova University and focussed on methods of analysis of companies’ workflow management.
The first training approach (Fondimpresa) aimed to achieve a better project management procedure for software that would be implemented and followed by the workforce. For this to be truly effective the solution needed to be compatible with the real needs of those that would use it. We also developed a new document format to improve the organisation and the management of projects as well as client and internal team communication. New document formats in Eurosystem needed to be practical, clear, comprehensive and flexible enough to respond to the various clients needs as well as easy to fill in.
The instructor was carefully selected to be a figure that would be respected by the trainees. The objectives were crafted to build on and enhance the company’s 30 years of best practice. Activities were complemented by participants comments and Project Management techniques.

Everything has been shared through analysis workshops carried out in small groups where people had the chance to express their doubts and/or better understand the reasons behind a procedure or document that was introduced. As a result we achieved a shared work goal that delivered a true enhancement of the management and control of software related projects. Such projects are by nature lengthy and suffer from delays and frequent specs changes.
The second training approach aimed to introduce a new and complex method of analysis that was not previously available but was highly necessary due to the constant market and client organisational changes.

This goes by the name of Business Process Management (BPM) project which was adopted through the training structure provided by Padova University. The first stage as a thorough analysis to assess which method would have best suited our company and our clients requirements. There are several methods that can be selected within the Business Process Management toolkit. We chose to merge two different methods to arrive at a bespoke solution. The training has been delivered in a classical teaching format and with a case study done in small groups.
BPM as a training subject is part of broader Management training area. Eurosysterm has created a software to model and simulate processes. BPM is a much broader concept than this. In fact it also looks after the implementation of processes which require a deeper level of analysis and an end to end organisational vision.

To enhance senior analysts’ competencies to such level we had to make the subject matter relevant to their context and to create a comprehensive and thorough path taking them through the vast amount of theory. This was meant to achieve both a comprehensive knowledge and understanding of the theory and at the same time to guarantee a practical opportunity to acquire those notions and make them part of their day to day experience in the work place.
Two training activities have been implemented in the last four years. They have achieved a concrete change of attitude within the workplace among personnel. Whilst having a great degree of experience is a necessary starting point to face this method of analysis, without these tools would have meant working in a way that no longer efficiently responds to today’s market needs.

This improvement has also led to **an increase of motivation within the workforce**. Personnel have realised that they are better equipped to face work challenges in the years to come gaining better satisfaction from their work, and, being enabled to have a more active role within the organisation.
thank you