

fremtiden starter her...



Skills development ... in a Danish perspective

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Agenda:

- The skills and workforce challenge in service industry (DK)
- Role of social partners in governing CVET
- CVET systems and funding
- Recommendations

Welcome to the Danish Chamber of Commerce

- A private business and employers' association
- Represents 17.000 businesses and more than 100 trade associations within the fields of trade/retail, consulting, transportation and services
- Representation at Bruxelles
- Appr. 200 employees



In association with HK



- International Union Official
- Organizing commercial and clerical employees
- 300,000 members
- administrative business, Retail, wholesale, Central administration, Municipal administration
- and much more



Developing motivation and culture

- Understanding the Danish work- and management culture can be



Key values...

- Self-management
- Anti-hierarchy behavior
- Straight forward communication
- Empowerment
- Room for local/ individual initiative and influence

How to develop managers in acting in this culture – soft skills...

Activities

- Management courses with focus on roles, identity, motivation, communication etc.
- Learning managers to delegate
- Learning to act as coach and not as inspector
(individual/non-formal courses)



Key points

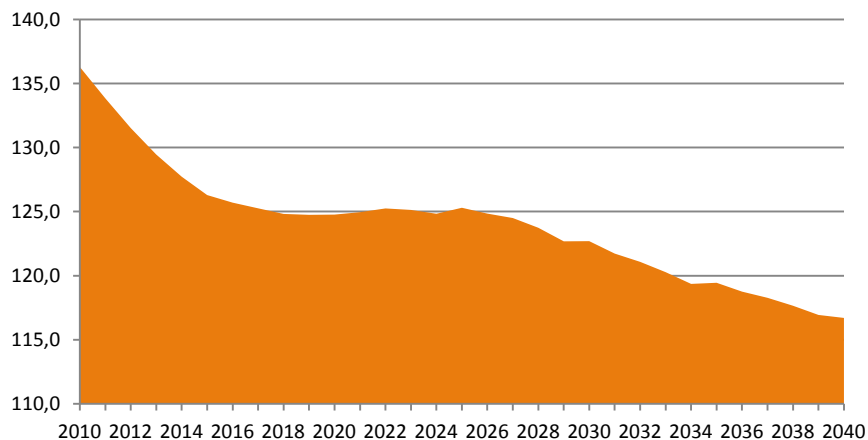
- Leadership vs. management
- Understanding own behavior as impact parameter
- Showing trust and confidence



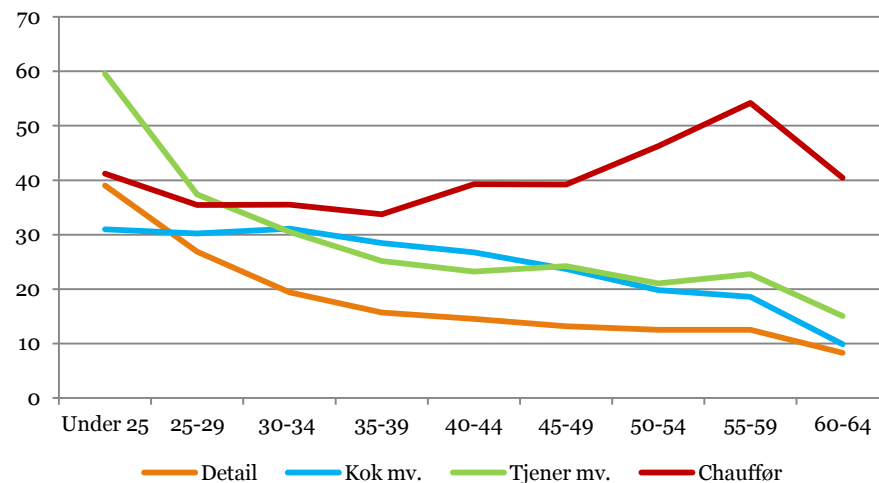
The skills and workforce challenge

- Towards 2040, commerce & service industry will lose 80,000 skilled with a commerce based training
- 40,000 fewer already in 2018
- 10,000 fewer retail skilled employees in 2018
- Many skilled workers leaving the retail industry after completing training – up to 60%
- Staff turnover of apr. 30%

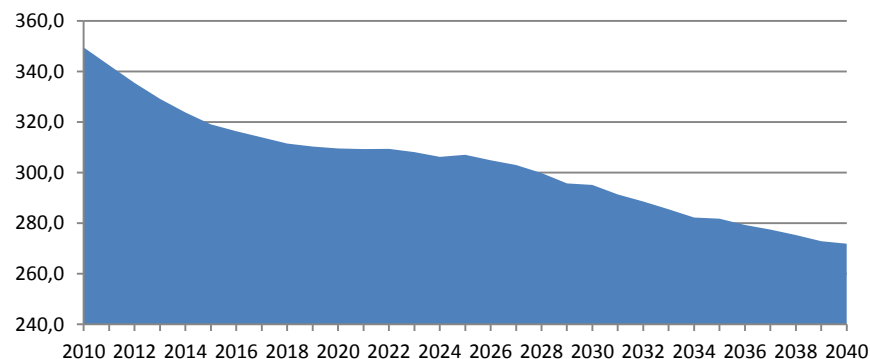
Projections of the workforce in retail trade, number of thousand employees



Share of skilled workforce who work in his profession, percent., 2008



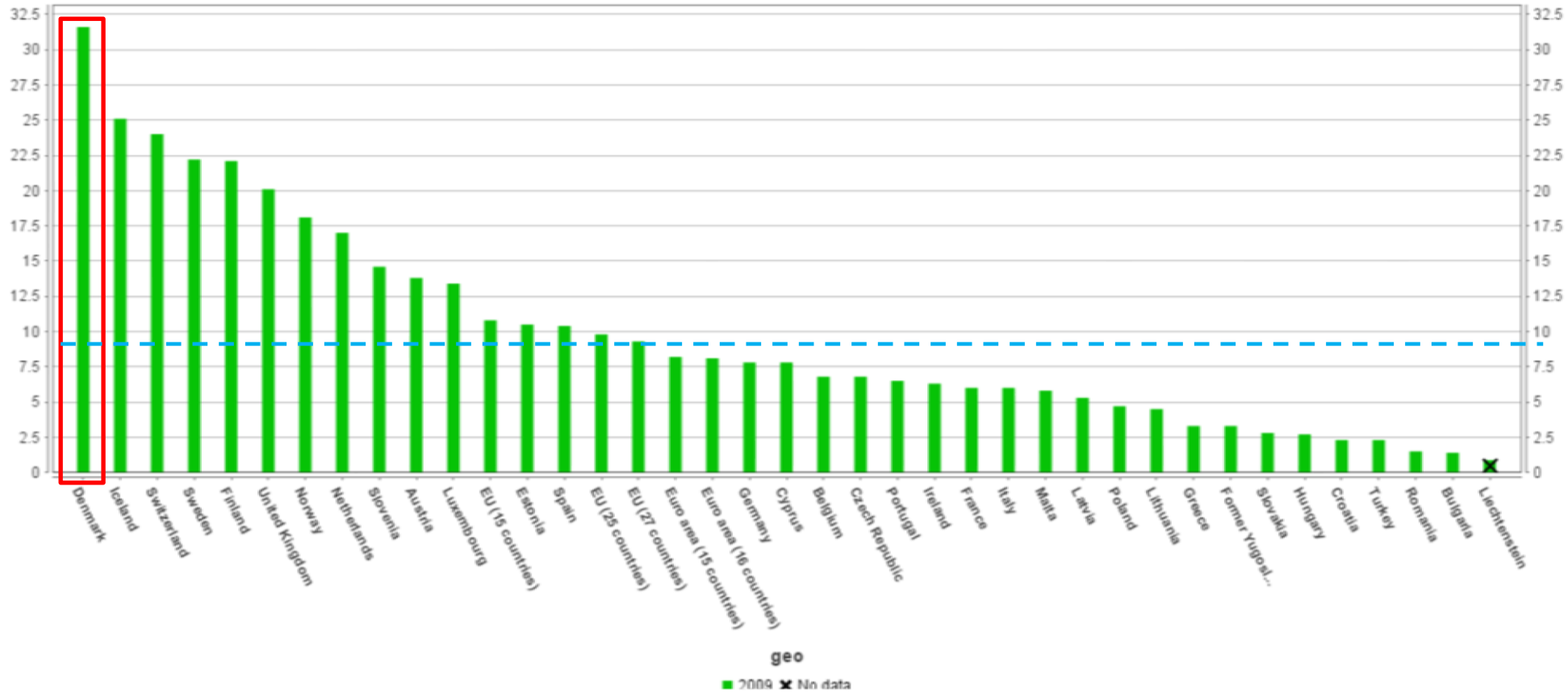
Projections of workforce mercantile area, number of thousand employees



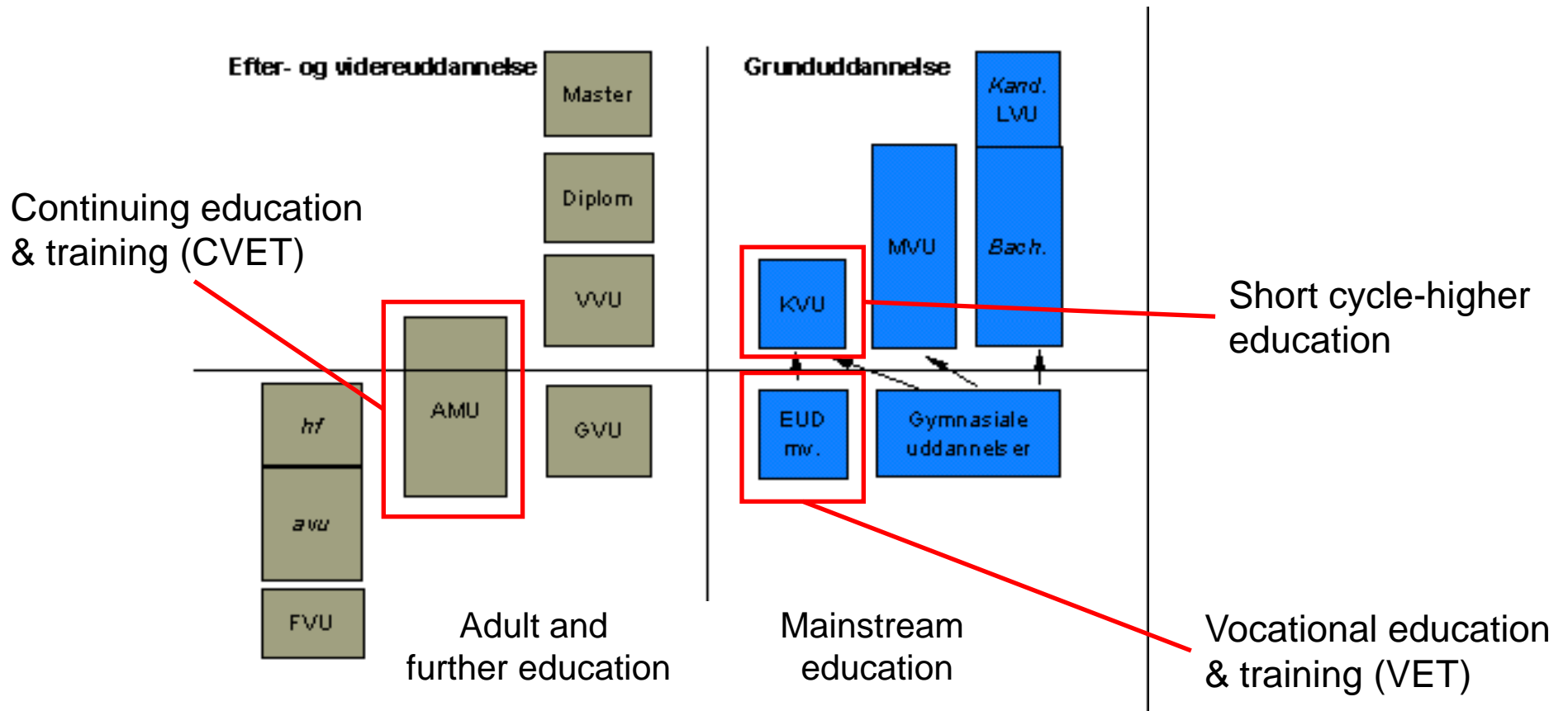
Activity in adult education and training – EU-27



Percentage of the adult population aged 25 to 64 participating in education and training



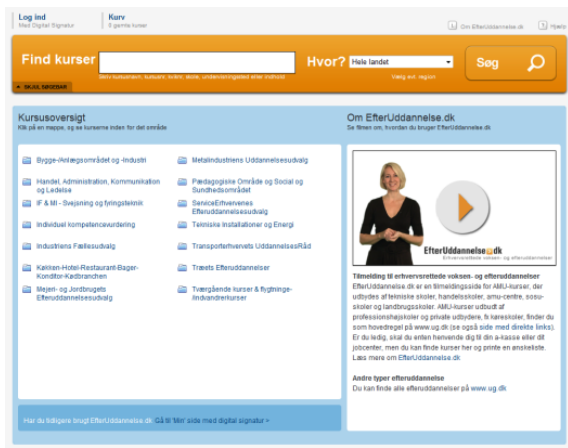
The danish educational system



Facts about the Danish CVET system – a unique construction

Facts about participation in CVET

- Consists of apr. **3500 short courses** (1-5 days)
- More than **1 million** participants in CVET in 2009/2010
- **Price apr. 15-23€/day** for skilled/unskilled workers
- **Subsidy possible** (salary 81 €/day, transport, lodging/board 60€/day)



Case: Training based on CVET

- 100 employee within retail. All on skilled level
- CVET training in 6 days within sales, customer service and sales targeting
- Based on modules 3x2 days
- Modules can be on company training site or conference center (or school)

Economics:

Subsidy in terms of salary:

100 employee in 6 days training of DKK 613/day

= DKK 367.800 (≈ €49.000)

CVET participant fee: 600 training days of DKK 118/day

= DKK 70.800 (≈ € 9.440)

In total received subsidy: = DKK 297.000 (≈ € 39.600)

Competence funds based on collective agreements

Competence funds established by social partners

- Based on collective agreements
- Gives the right of 2 weeks self-chosen paid training with subsidized salary pr. Year
- Mutual influence in management of competence funds (employers/trade unions)
- Central competence fund or company based (+90 employees)
- Builds primarily on CVET courses and short-cycled higher education

Case: self-chosen employee CVET training for 10 days (2 weeks)

Participant fee	DKK 1.180
Materials	DKK 300
In total	DKK 1.480

Salary employee for 10 days	DKK 12.000
Reduction of salary subsidy	DKK -6.130
Remaining amount	DKK 5.870

Company cost **DKK 0**

Reimbursement from competence fund



Competence funds based on collective agreements – in self-managed Enterprises

- 27 companies self-managed
- 28,888 employees



Conditions for self-administration

- 90 people under the same agreement
- Established education committee
- Local administration

Competence funds - contributions and payments

Payment of contributions

- Annual contribution per. employee
- Retail DKK 400
- Office, Wholesale, IT - DKK 820

Payment of subsidiers

- Course fee
- Salary
- Books, materials
- Transport costs



Competence funds - courses and training

- Prior learning clarification
- General adult education
- Short Occupational courses - skilled level
- Higher part-time education
- Private courses and training



Within the collective agreement coverage