

# TEMPLATE

## Output factsheet: Strategies and action plans

Version 1

Project index number and acronym	CE1223
Lead partner	Fondazione Politecnico di Milano
Output number and title	Output O.T2.2 - Competences improvement strategies
Responsible partner (PP name and number)	Fondazione Politecnico di Milano, LP
Project website	<a href="https://www.interreg-central.eu/Content.Node/INNO-WISEs.html">https://www.interreg-central.eu/Content.Node/INNO-WISEs.html</a>
Delivery date	May 2018

### Summary description of the strategy/action plan (developed and/or implemented)

Max. 2.000 characters

The competences improvement strategies aim to provide WISEs (Work Integration Social Enterprises) with a tool and a methodology for the identification of the correct training path for the managerial roles within them. The framework defined allows to fill in some gaps and to acquire greater skills compared to areas considered strategic for the company.

The strategy identifies the main areas of priority skills for the development and improvement of the WISE and the target profiles to be achieved to enable the company's development.

The areas of competence have been identified on the basis of the analysis work carried out in the WPT1 and for which the most critical issues and shortcomings have emerged. Likewise, key roles in process management have been identified. The skills analyzed involved both the purely managerial and the more technical aspects related to the knowledge and use of ICT tools. In order to guarantee the validity of the framework within all the countries participating in the project, the skills and levels detected have been re-coded on a European framework by borrowing the logic of evaluation and definition of the profiles. For each competence identified, incremental levels have been defined that take into account both skills and knowledge possessed but which intrinsically also consider the way in which they are acted within the company and if these are recognized by the company. This list of skills allows an assessment to be carried out with the aim of having a clear picture of the skills and knowledge possessed. On the basis of the profile obtained, it is possible to identify the most appropriate training path as the difference between the expected or necessary level and the current one possessed. The general

model defined and the methodology application, to be effective, will then have to be applied to the individual pilot cases; This will allow a detailed picture of the existing level, but above all, it will allow defining the target levels based on the real needs of the company. In fact, the framework aims to be a reference tool but able to adapt to specific contexts simply by redefining the target profiles but keeping the logic of use.

### NUTS region(s) concerned by the strategy/action plan (relevant NUTS level)

Max. 500 characters

At the NUTS 2 level, the strategy most explicitly addresses the issues of Lombardia and Provincia Autonoma di Trento (Italy: Nord-Ovest and Nord-Est at the NUTS 1 level), Kontinentalna Hrvatska and Jadranska Hrvatska (Croatia), Vzhodna Slovenija and Zahodna Slovenija (Slovenia) and Śląskie (Poland: Region Południowy at the NUTS 1 level).

### Expected impact and benefits of the strategy/action plan for the concerned territories and target groups

Max. 1.000 characters

The defined framework and the methodology of application and interpretation of the results is the input from which the training paths will be defined and developed in the next WP and will then be tested in the experimentation phase. The main benefits and impacts expected from the application are: the definition and formalization of the key roles in the company for the correct delivery of the processes; the definition of the target profile, in term of skills and knowledge, necessary to perform a specific role and the related activities; allows to perform an assessment of the own skills with a tool common to all the project regions and to all the WISE specific field of activities.

Then the main benefits expected from the implementation of the strategy are due to a greater awareness of their state of skills and action guidelines to be taken to fill a gap or achieve growth. In a context in which the people who work within the WISE often do not have an entrepreneurial and technical training, through the use of the tool they can understand what skills they must provide, the level for each of them to be acquired and above all the training courses necessary to acquire them.

### Sustainability of the developed or implemented strategy/action plan and its transferability to other territories and stakeholders

Max. 1000 characters

The sustainability guarantee of this strategy is inherent in the fact that the defined framework refers to the use of logic borrowed from a framework of competencies recognized as a European open source standard and on which the European Community continues to invest in the development and improvement. This ensures that the

template and logic of the framework, defined in this project, will be valid for a long time and can be reused and contextualized in many European countries, not just those in Central Europe.

Furthermore, this framework has been designed and defined to be used autonomously by each WISE and with the ability to evolve and adapt to specific areas of context, by redefining or further detailing the target levels.

This implies that every region or every WISE can decide to autonomously evolve the framework going to specialize and to detail some roles and figures according to the specific field of activity but also to work in cooperation with another region or WISE to define figures valid at a transnational level.

Lastly, being open source does not imply any management costs and can be used at all company levels.

### Lessons learned from the development/implementation process of the strategy/action plan and added value of transnational cooperation

Max. 1000 characters

The key lesson learned was that the WISE, despite being very different in terms of activities and services performed, dimensions and areas of activity, they are united by a lack of knowledge of the subject of skills and competences management. All WISEs have highlighted need for support at different levels and in different areas, but only in some cases the need has been expressed in terms of skills and knowledge. Moreover, for the activities carried out and their impact on the social, often the people who work in or manage the WISE have a formation distant from the themes of entrepreneurship and the use of technologies. This was also evident from the results emerged from the assessment request of the current level of skills and the desired one.

It is a result that brings together this type of business and many others at European level, as the issue of skills management is still much debated and evolving.

### References to relevant deliverables and web-links If applicable, pictures or images to be provided as annex

Max. 1.000 characters

D.T2.3.1 - List of competence areas

D.T2.3.2 - Knowledge management framework to address competences enhancement through training

<http://www.ecompetences.eu/>