

GOOD PRACTICE

EDUCATION AND WORKFORCE DEVELOPMENT



This project has received funding from the European Union.



REPUBLIKA SLOVENIJA
MINISTRSTVO ZA DELO, DRUŽINO,
SOCIALNE ZADEVE IN ENAKE MOŽNOSTI

This project is co-financed by Ministry of Labour,
Family, Social Affairs and Equal Opportunities

Title
Education and workforce development in Valoviti papir Dunapack, Ltd.
Location / geographic coverage
Zabok, Krapina Zagorje County, Croatia.
Summary
<p>Valoviti papir Dunapack Ltd. is a member of the Prinzhorn group. Its main activity is producing corrugated cardboards and packaging from corrugated cardboard (boxes). Companies corrugated products are made from recycled paper, and are 100% recyclable and biodegradable.</p> <p>Their business shows positive results which are growing from year to year due to continuous care for their employees. They organize:</p> <ul style="list-style-type: none"> → Employee Academy – language courses, computer courses, communication skills trainings, education and training to the needs of individual jobs → Management Academy – education and training of middle management in order to improve leadership competencies → Leadership Academy – emphasis is placed on training of top management and leadership development.
Type of the good practice
Company's Model.
Stakeholders and partners
Employees of company, Consulting firm ARGO, Berlitz language school, employees of the company as mentors „on the job training“.
Issue / challenge and goals / assumptions
<p>STARTING POSITION:</p> <ul style="list-style-type: none"> → Project GrOW 2015 was launched during the 2005 in positive economic environment with clear strategic goals and growth scenarios. Despite the difficult business conditions resulting from the global crisis, given strategic objectives are not threatened. → The project formulated the core values, vision and mission that are recognizable in all divisions and their members within the group. Respect for international diversity and sustainable development of employees through continuous development of all employees occupy a very important place in the system of mentioned values. <p>OBJECTIVES:</p> <ul style="list-style-type: none"> → Put emphasis on the importance of the implementation of the annual interviews with employees. → Encourage the creation of organizational climate and personal commitment to use rounded and complete activities aimed at continuing professional and personal development of employees through annual interviews with employees and supporting periodic feedback that are an integral part of fulfilling development goals. → Improve and enhance information flow and information flow channel through the promotion of multi-directional communication. → Integrate group's core values that are defined by the six core competencies of emotional intelligence in corporate culture through promoting them among the management members.

→ Create an atmosphere in which devotion and good performance will be recognized and openly acknowledged and commended. A framework for creating described climate are multidirectional communication and regular conversations with employees based on social competence and fundamental values that the group represents.

How does it work?

- Conducting workshops with employees on the subject of communication, annual interviews with employees, giving feedback to employees and seek the same from employees.
- Conducting team building workshops.
- Communicating the vision, mission and fundamental values of the group.
- Familiarization with procedures within the quality management system.
- Improving English language.
- IT courses.
- Conduct an analysis of job satisfaction and work climate among employees.
- Conducting annual interviews with employees.
- Involvement in projects organized by local community institutions (CES, CCE, ZARA).

Results

Education results on employees: increasing the representation of the basic values and virtues groups in everyday business; ensuring long-term presence and recognition of basic values in the group consciousness and behavior of employees; adopting model of communication and influencing factors in the success of information transfer; raising awareness of existing templates and patterns of behavior in situations that require cooperation within and between departments; harmonization and development of strategies and behavior of templates to facilitate the fulfillment of obligations that require teamwork.

Education results on management: recognizing leadership as the basic duty and determine the tasks arising from it; understanding the importance of communication and its importance in the leadership; translating corporate objectives into their own and reach agreement on goals with employees, supporting and evaluating their achievements; providing support to employees in overcoming difficulties; dealing with changes, conflicts, demands and complaints in a more efficient manner; understanding employee motivation.

Evaluation

- Evaluation of workshops – through questionnaires for participants
- Poll for employees - job satisfaction and work climate
- Interview with employees - annual conversation with the employee - seeking feedback
- Monitoring operational efficiency.

Lessons learned

- Put emphasis on the importance of the implementation of the annual interview with the employee and discuss and clearly articulate their meaning and purpose.
- Encourage the creation of organizational climate and personal commitment to use rounded and complete activities aimed at continuing professional and personal development of employees through annual interviews with employees and supporting periodic feedback that are an integral part of fulfilling development goals.
- Improve and enhance information flow and information flow channel through the promotion of multi-directional communication; top-down and bottom-up.
- Integrate group's core values that are defined by the six core competencies of emotional intelligence in corporate culture through promoting them among the management members.

→ Create an atmosphere in which devotion and good performance will be recognized and openly acknowledged and commended. A framework for creating described climate are multidirectional communication and regular conversations with employees based on social competence and fundamental values that the group represents.

Sustainability and transferability

Regular interviews with employees and seeking feedback on their job satisfaction and work climate as well as monitoring and evaluation of performance and negotiation and implementation of common goals.

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