

# ENGAGING SMEs IN HUNGARY TO INVEST IN THE SKILLS OF EMPLOYEES DURING COVID

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European  
Basic Skills  
Network

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## ► The Network of the Hungarian Open Learning Centres / ALLL Hungary

- National network of Open Learning Centres (50 centres) since 2012
- Aim: to improve employability and resilience on the labour market via development of basic skills and key competences
- Knowledge and Service Centre to focus on adult learning and basic skills development

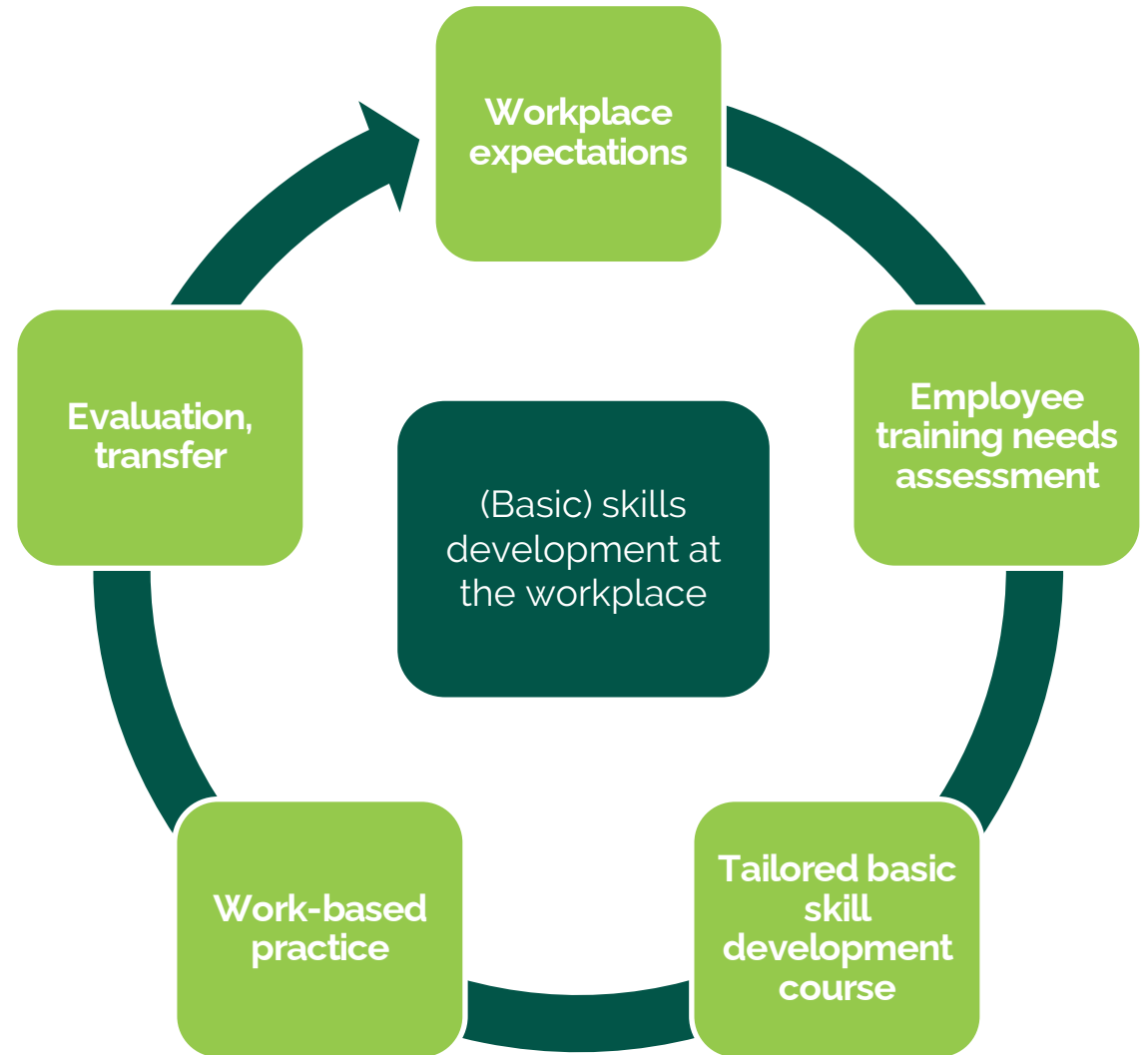


## ▶ Upskilling on the job

- ▶ Raising effectiveness and competitiveness by upskilling employees
- ▶ SMEs in the focus
- ▶ The Swiss GO model adapted to Hungary
- ▶ 20 companies all over Hungary
- ▶ From February 2020 to September 2021



- ▶ **Focus on:**
  - ▶ Development of basic skills / employee competencies
  - ▶ Employees / workers with lower education
- ▶ **Tailored content** (20 hours)
- ▶ **Flexible implementation** in terms of venue and timing
- ▶ Strong **cooperation with the management**



# The GO model – competences to be developed



## Basic skills

Reading and writing skills,  
using everyday mathematics  
in work situations.



## Digital competences

Use of known and new  
digital solutions, removing  
obstacles.



## Communication

Understanding relevant technical  
terms and instructions.



## Quality awareness

Thorough, careful work,  
acceptance of criticism,  
frugal approach.



## Cooperation, managing conflicts

Efficient working relationships,  
willingness to compromise,  
teamwork.



## Responsibility

Identification with  
organizational goals, the  
company interests.



## Planning and organization

Working on time, performing  
complex tasks.



## Understanding and adapting to changes

Handling new processes, rules,  
uncertain unexpected  
situations.



- ▶ **Continuous lack of time and lack of capacity**
- ▶ **Missing strategy for systematic development of staff**
- ▶ **Low participation in learning programmes / trainings**
- ▶ **Significant fluctuation of workers**
- ▶ **Centralised /overburdened company management**
- ▶ **Very exposed to the changes in the economic environment / market**
- ▶ **Heavily affected by the challenges caused by the COVID pandemic / difference in sectors**



## Barriers:

- ▶ Actions aiming at survival of the company in the COVID crisis
- ▶ Capacity and financial challenges
- ▶ Lack of trust in learning offers in general (cold calls)
- ▶ One-size-fits-all solutions are regularly disregarded or rejected
- ▶ Tailored solutions can touch on sensitive themes among employees and between management and employees too.

## First reactions of many managers

*"... here we don't need such kind of things, it's well enough if they are good in their profession..."*

*"They don't have time to speak during the work and no need for reading, writing and counting."*

*"... only public workers could have such kind of problems..."*

## and the other side of the coin

*" Not doing his/her job properly, is negligent"*

*" It's written there, they should just read it"*

*"In vain I tell him/her, he/she just stand and listen..."*

*"I said a thousand times and still not..."*

*"Just don't use his/her brain"*

*"Don't take care of it, don't appreciate it"*



## Strategies that worked:

- ▶ Build trust with personalised outreach
- ▶ Learning programmes can help in strengthening resilience
- ▶ Time pressure: lagging behind if they don't use this opportunity or they can gain good advantage by participating
- ▶ Development of worker's skills
- ▶ Responding to the actual needs of the particular company / manager
- ▶ Offering co-financing schemes



- ✓ **No miracles in 20 hours training, but could offer very concrete direction tool for the managers for important improvement and development**
- ✓ **For convincing the managers basic skills issues have to be embedded in soft or social skills**
- ✓ **Managers could understand the major role of basic skills in effectiveness of the company and production**
- ✓ **Importance of process consultancy next to the training**
- ✓ **Middle managers needs to be also developed in parallel with the workers**



# European Basic Skills Network

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