

Growing

Good practices in SMEs

PORTUGAL, GREECE AND CYPRUS





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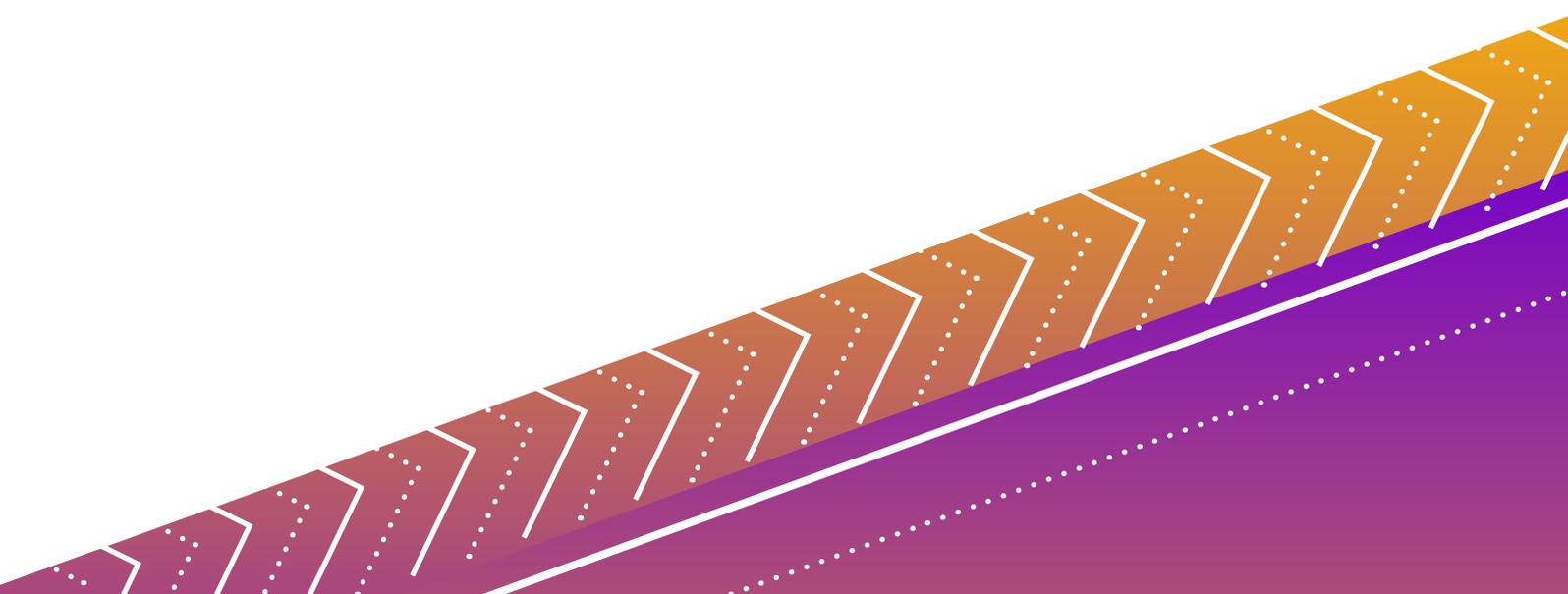
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IDENTIFICATION OF GOOD PRACTICES IN SMES

OVERVIEW

“A good practice is not only a good practice but a practice that has been proven to work well and produce good results and is therefore recommended as a model. It is a successful experience, which has been tested and validated, in the broad sense, which has been repeated and deserves to be shared so that a greater number of people can adopt it”.

The partnership of the GrowINg project identified a set of practices related to the topics approached by the project, including: career guidance, adult learning at the workplace and assessment/promotion of employees' entrepreneurial skills. Overall, partners identified 15 practices.

	Title of good practice	Entity implementing good practice	Implementation years	Geographical coverage
→	Academy of training	SME	2016 – still ongoing	Aveiro, Portugal
→	Developing leadership skills	SME	2016 – still ongoing	Porto, Portugal
→	Talent Management through the assessment center	SME	2013 – still ongoing	Porto and Lisbon, Portugal
→	People Development Cycle	SME	2015 – still ongoing	Porto, Portugal
→	Performance management through integrated HR management	Private sector actor	2018 – still ongoing	Porto, Portugal
→	Circular internal training	Training provider	June – August 2019	Greece
→	Project Management Professional Seminar	Consulting company	–	Greece
→	Seminars for employees	Government-owned company	–	Greece
→	Employees e-training via serious games	Start-up	2013 – still ongoing	Greece
→	Small Businesses' Employees Training	Employment agency	2006 – still ongoing	Greece

→	Multi-Company and Single-Company Training Programmes	Start-up	2013 – still ongoing	Greece
→	Small Businesses' Employees Training	Semi-government organisation	2008 – still ongoing	Cyprus
→	E-learning platform - eGnosis	Public organisation	2013 – still ongoing	Cyprus
→	E-learning platform - E-Volve	Public organisation	2009 – 2015	Cyprus
→	INNOVENTER	Private corporate body	2017-2020	Cyprus
→	Online growth strategies for small enterprises & start-ups	Private corporate body	February 2020	Cyprus

Figure 1 – List of good practices collected in Portugal, Greece and Cyprus related to career guidance, adult learning at the workplace, employees' entrepreneurial skills existent in SMEs

¹ Definition of the Knowledge Outreach Team Knowledge Outreach Team OEKC/OPC Food and Agriculture Organization of the United Nations. Available [here](#).

PORTUGAL

ACADEMY OF TRAINING

Title	Promoter	Geographical scope	Starting date	Status
Academy of training, certificated by DGERT - Ge	SME with 55 co-workers	Aveiro, Portugal	24/05/2016 (start of DGERT certification)	In progress

Brief description

At the beginning of the year, all employees make an annual selection of the training they would like to have, considering their function and needs. Quality and training department is in charge of gathering all the training needs of the employees to subsequently make the appropriate registrations for the most suitable courses.

This company designs an annual and personalised training plan. They provide training in renowned brands in the automation industry, of which they are representatives.

Main objectives

The main training strategy of this company is the elaboration of contents with a high technical component, to provide the trainees with autonomy and know-how, enabling them to acquire technical skills for the proper execution of their tasks. For this to occur, this company has two types of training: annual and personalised, i.e. tailored to each co-worker, capable of contributing to the development of your talent.

Key actors and stakeholders

Certified internal and external trainers

Target group

All employees from this company

PORTUGAL

DEVELOPING LEADERSHIP SKILLS

Title	Promoter	Geographical scope	Starting date	Status
Developing leadership skills	Medium-sized company (400 employees on average)	Porto, Portugal	Porto, Portugal	2016

Brief description

This good practice involves a programme of engagement and development of leadership skills for team leaders in response to business growth. The objective is to prospect the preparation of succession lines, enabling these employees to be future leaders. At a time of such strong growth of the organization, this is also a critical factor for the success of this project.

Main objectives

All Aboard has as objectives: (1) increase the participants' engagement with the company and its culture, (2) develop their leadership skills, promoting team spirit and a feeling of sharing among all those involved. We seek to train our formal leaders, very oriented to excellence in customer service, to be so also in critical skills for people retention.

Key actors and stakeholders

Top management, human resources manager, directors, and their subordinates

Target group

Directors and their potential successors (that is, assistant directors).

PORTUGAL

TALENT MANAGEMENT THROUGH THE ASSESSMENT CENTRE

Title	Promoter	Geographical scope	Starting date	Status
Talent Management through the assessment centre	SME (30 employees)	Porto and Lisbon, Portugal	Since 2013	In progress

Brief description

The assessment centre methodology of work has a transversal use in the company's practices, its application is a guarantee of rigour and effective return in terms of results, whether it is a recruitment and selection process or a development diagnosis, such as an analysis of leadership profiles or identification of competencies. It should be noted that the assessment centre is one of the methodologies with the greatest predictive validity because it is based on facts, real and not hypothetical actions. It is, for this reason, a very valid tool at the talent management level.

Main objectives

At the development level and having as a starting point that talent "feeds" itself with competencies, it allows any organization to design and know the profile of its employees, framing them in a career and development perspective, allowing a more effective adjustment to the function and specific projects. This practice aims to adjust profiles as much as possible to the function and organizational context, minimize adaptation times and enhance value creation.

Key actors and stakeholders

Human Resources team, employees and supervisors.

Target group

Employees

PORTUGAL

PEOPLE DEVELOPMENT CYCLE

Title	Promoter	Geographical scope	Starting date	Status
People Development Cycle	Private sector actor	Porto, Portugal	2015	In progress

Brief description

The People Development cycle in this company takes on an annual character, and is constituted by two great moments:

- 1. First, oriented to the objective vision of the year in question, focusing on the evaluation of individual competencies, defined transversally for the entire organization (based on the five Values of the company) and on the annual performance, given the collective and individual objectives that guide the actions of each employee.**
- 2. Second moment (Career Management Perspective), in which each leader is invited to reflect and score the Sustainable Performance and Development Potential of their team members, based on a deep and objective knowledge of each one of them.**

Main objectives

The goal is to help us be agile and effective in reinforcing our internal talent strategy, both in global management and in careers of technical expertise, critical to the success of our business.

Key actors and stakeholders

Trainees; internal mentors; Human Resource team and board team

Target group

All those to whom internal development opportunities are identified for the most diverse areas of ambition and career progression, valuing and often driving seemingly antagonistic paths of evolution to ensure what we believe is the key to the future success of the organization, teams and talent.



PORTUGAL

PERFORMANCE MANAGEMENT THROUGH INTEGRATED HUMAN RESOURCE MANAGEMENT

Title

Performance management through integrated human resource management

Promoter

Private sector actor

Geographical scope

Porto, Portugal

Starting date

2018

Status

In progress

Brief description

The proposed Performance Management System is a 90° system, implying that each Employee's performance is managed and evaluated by their respective management and with the intervention of the Employee himself, through his self-assessment. We believe that it is the responsibility of each employee to invest in their performance management process, actively participating at all times and collaborating with their manager to promote their development.

Main objectives

As Performance Management is a tool that benefits the organization and its employees, useful in managing people, their satisfaction and motivation, it also provides a continuous alignment of employee performance with organizational evolution.

Key actors and stakeholders

Human Resource Team; direct managers and employees.

Target group

Employees and direct managers

GREECE

CIRCULAR INTERNAL TRAINING

Title	Promoter	Geographical scope	Starting date	Status
Circular internal training	Universal Training, Athens, Training Provider (C-VET)	Greece	June 2019	August 2019

Brief description

Last summer, the company decided to implement a circular training to its employees. So, every Friday for approximately three months, one employee was in charge to train the colleagues upon their field. For example, the financial officer trained her colleagues upon financial issues, the Project Manager about her field, the Development Director about the funds raising etc.

Main objectives

- The continuous training of the employees upon new skills and knowledge.
- By presenting the main attributes of their job and by transferring this knowledge and know-how to their colleagues, a common language is created among the staff and a new code of communication is developed. Thus, all the employees of the company could eventually understand each other's tasks and workload, and everyone could contribute towards teamwork.
- The upskilling of employees and the development of their communication skills

Key actors and stakeholders

Company's employees

Target group

Company's employees

Contact:

Mrs. Fani Imali, Training Department Officer

[Source →](#)

GREECE

PROJECT MANAGEMENT PROFESSIONAL SEMINAR

Title

Project management professional seminar

Promoter

EEO Group, Consulting Company

Geographical scope

Greece

Starting date

Still ongoing

Status

The company often trains and educates its employees. Last summer, EEO Group gave the chance to the employees to attend a 42 hours PMP seminar to upskill them and induct the new employees in the PM world. During the training, the team worked on practical applications and real-life solutions to current project management challenges, shared best practice scenarios with fellow project management professionals and studied professional development units (PDUs) and continuing education units (CEUs), during a holistic learning and development process

Brief description

- Cultivation of team spirit
- Staff's upskilling
- Acquisition of PM skills
- Provision of corporate knowledge to new employees

Main objectives

- EEO Group's team
- GS Seminars (Training Company in Thessaloniki) represented by a tutor

Key actors and stakeholders

Employees working the business

Contact:

Theodor Grassos, Director | grassos@eeogroup.gr

Source →

GREECE

SEMINARS FOR ELVO EMPLOYEES

Title

Seminars for ELVO employees

Promoter

ELVO, Government-owned company

Geographical scope

Greece

Starting date

For ELVO, updated knowledge and procedures are the main components for constant improvement. This is why ELVO's employees often participate in seminars abroad, along with other companies, or organizes in-house seminars for its personnel. In this framework, ELVO:

- acquires an overall impression of similar companies of abroad and through this can comprehend the need for internal changes
- sets the grounds for investing in new technological areas
- sets the grounds for constant implementation of the everyday measurable targets

Status

- Continuous training in the workplace
- Upskilling pathways for the personnel
- Free training motivate the employees to continue the work of high quality

Brief description

The company itself

Main objectives

Employees of the company

Source →



GREECE

EMPLOYEES E-TRAINING VIA SERIOUS GAMES

Title

Employees e-training via serious games

Promoter

Pegneon – startup

Geographical scope

Greece

Starting date

2013

Status

Pegneon is a company active in developing serious games for human resources training. All of the games are customized, tailored to each customer's educational needs, as they consider each company to be a unique organization with a distinct corporate culture, values and goals. Therefore, they invest enough time in understanding precisely the needs of each new client and, through instructional design, they tailor our training goals to meet the distinct needs that arise.

Brief description

The main objective of this practice, apart from the employees' training itself is the introduction of innovative practices in the HR world and more specifically in the field of work-based learning.

Main objectives

- Pegneon
 - Companies that wish to train their employees
 - Employees that want to try an innovative work-based training
-

Key actors and stakeholders

- Companies
 - Employees
-

Contact:

Danai Antonopoulou, founder

- [Email →](#) [Source →](#)
[Facebook →](#) [LinkedIn →](#)

Facebook
/PegneonGames

LinkedIn
Pegneon S.A.

GREECE

SMALL BUSINESSES' EMPLOYEE'S TRAINING COURSE

Title

Small Businesses' Employees Training Course

Promoter

The National Organization of Manpower (OAED), as an employment agency and the Organization of Working and training (LAEK), as a national resource, which is under OAED's management.

Geographical scope

Greece

Starting date

Annual, starting from 2006

Status

Depends on every year's call from OAED National Organization of Manpower. Till 2019, LAEK's good practice has been implemented continuously.

Brief description

In Greece, almost all of the enterprises pay a tax 0,24% of their employees' salary to LAEK and the gathered money are managed by OAED. Each enterprise has the right to ask to return the money given, by training its employees. The field of training depends on the needs of the enterprise.

Main objectives

The training offers to employers the chance of training their staff in zero budget and according to the enterprise's needs. The training has two parts: one is theory and the other practice of the acquired knowledge.

Key actors and stakeholders

The National Organization of Manpower (OAED) and the Organization of Working and training (LAEK) are the responsible stakeholders for the implementation of the programme, and small enterprises participate to train their staff.

Target Group

- Employees working in small businesses.
- Employers, who can benefit the return of their paid tax in LAEK, by gratis training their staff
- Public stakeholders according to law .1892/1990 article 51 paragraph 1 (ΦΕΚ Α' 101).

Resources

[Manual](#) →

[Manual for the IT](#) →

CYPRUS

MULTI-COMPANY AND SINGLE-COMPANY TRAINING PROGRAMMES

Title

Multi-company and single-company training programmes

Promoter

The Human Resource Development Authority of Cyprus (HRDA) – semi-government organisation.

Geographical scope

The whole Republic of Cyprus

Starting date

The HRDA has begun its work in 1979. On November 1, 1999. The programmes started in 2008

Status

The HRDA 's mission is to create the conditions for the planned and systematic training and development of the human resources of Cyprus, at all levels and in all sectors, to meet the needs of the economy within the framework of the state's social and economic policy.

Brief description

The programme purpose is to design, organize and implementation of training programs by businesses/organizations to meet the training needs of their employees. It covers the needs of businesses/ organizations to train their existing and/ or newly recruited staff to acquire or supplement their knowledge and skills, depending on their job requirements. The programs can be implemented with trainers who are employed by the company/organization or with other trainers from Cyprus or abroad. A subsidy which may reach 80% of training and personnel costs is granted to the employer or 50% in the case of the Scheme running under the State Aid regulation.

Main objectives

HRDA, policymakers, employer unions, trainers, training providers and SME's

Key actors and stakeholders

Employers and existing and newcomer employees

[General email →](#)

[Source →](#)

HRDA announces and publishes "Forecasts of Employment Needs in Occupations and Sectors" in their website

[Resources →](#)

CYPRUS

E-LEARNING PLATFORM – EGNOSIS

Title	Promoter	Geographical scope	Starting date	Status
E-learning platform – EGNOSIS	Cyprus Productivity Centre - department of the Ministry of Labour Welfare and Social Insurance (public body)	The whole Republic of Cyprus	April 2013	Still ongoing

Brief description

The long-standing objective of the Cyprus Productivity Centre is continuous improvement, the introduction of innovation and the provision of new services, programs and activities based on the needs of organizations and their employees, thus contributing to the enhancement of their competitiveness and supporting them so that they can face successfully the challenges of the 21st century.

KEPA, in the context of its mission to support Cypriot businesses, has launched the eGnosis online system, an e-Learning system, to further contribute to the promotion of lifelong learning and the upgrading of human resources. E-gnosis was the first distance-learning portal in Cyprus.

Main objectives

The eGnosis system offers free training on the following topics:

- Basic Computer Operating Skills - based on the 7 Modules of ECDL (European Computer Driving License).
- The Business Exploitation of New Technologies and the Internet.
- Workplace Safety and Health.
- Career tools for a strong resume and a successful interview.

The educational material, which can be used in convenient space and time, aims to inform the citizen, each employee and entrepreneur about the above important issues.

Key actors and stakeholders

Policymakers, trainers, public institutions

Target group

The general public, employers, business

[General email →](#)

[Source →](#)

[Source →](#)

CYPRUS

E-LEARNING PLATFORM - E-VOLVE

Title	Promoter	Geographical scope	Starting date	Status
E-learning platform - E-VOLVE	Cyprus Productivity Centre - department of the Ministry of Labour Welfare and Social Insurance (public body)	The whole Republic of Cyprus	July 2009	December 2015

Brief description

The e-Volve project aimed to improve e-government and e-business skill levels in Cyprus. It aimed to achieve this by helping companies and organisations to adopt the best e-business practices. An e-business awareness campaign to promote e-business practices to the business world and the general public was implemented and included, among other initiatives, the production of educational films, through which the available e-Government services, e-banking, e-learning and other e-business good practices were presented and promoted.

Main objectives

The 'Network and Evolve' project aimed to familiarize business executives with the digital economy to enable them to take advantage of the opportunities offered by the internet and to keep up with current market trends, which are increasingly geared towards e-Business practices. The project also aimed to increase the use of new technologies, which undoubtedly increases productivity, competitiveness and profitability at both the company and national level and individual level.

Key actors and stakeholders

EU bodies (the project was co-funded by European Structural and Investment Funds programme), Policymakers, trainers, public institutions

Target group

General public, employees, self-employed, employers, business

Contact: Mr. Nikos Filippou, Phone: +357 22 806 111

[Email →](#)

[Source →](#)

[Facebook →](#)

[Youtube →](#)

CYPRUS

INNOVENTER PROJECT

Title	Promoter	Geographical scope	Starting date	Status
INNOVENTER project	Cyprus Chamber of Commerce and Industry is a Cypriot partner (private corporate body)	Europe, specifically Bulgaria, Cyprus, Albania, Greece and North Macedonia	2017	2020

Brief description

The core idea is to establish vocationally oriented social entrepreneurship training for small and medium enterprises so that they innovate themselves, while at the same time also engaging disadvantaged people as employees. A gap that exists between commercial and social entrepreneurship will be addressed. The project embeds concepts of Social Business Initiative (Social economy and Entrepreneurship) with commercial entrepreneurship, embracing characteristics of a social enterprise and it will thrive to stimulate companies to be managed more openly and responsibly. The main project outputs all nationally adapted will be tailor-made ECVET compliant training courses on social entrepreneurship with curriculum, learning modules and handbook, online and mobile training platforms with interactive tools for small and medium enterprises and supporting knowledge database, mentoring program and employment issues.

Main objectives

- Develop joint training curriculum and tailor made learning modules raising the competitiveness of the small and medium enterprises through practitioners' field visits exchange.
- Apply new innovative education and training methods/tools (online/mobile learning) through technology and knowledge transfer.
- Promote and mediate in joint efforts among educational institutions and business communities in the Balkan-Mediterranean area (incl. transfer of best practice & know-how) to improve the quality of vocational training to better fit the required skills on the labour market.
- Support strategic partnerships' establishments between education/training centres, targeting entrepreneurship skills' up date and development through joint programs tailored to the needs of the small and medium enterprises.
- Organize joint vocational training schemes fostering entrepreneurial mindset, skills and capacities, addressing equally unemployed and other disadvantaged groups.
- Establish a transnational link between entrepreneurs, improving competitiveness by sharing best practices and knowledge, develop joint methodologies and promote peer mentoring among practitioners of the small and medium enterprises.

[General email →](#)

[Source →](#)

[Social media →](#)

[Online platform →](#)

Key actors and stakeholders

Public and private bodies, business networks, policymakers

Target Group

Students, teachers, trainers, entrepreneurs, social enterprises, decision and policymakers

CYPRUS

ONLINE GROWTH STRATEGIES FOR SMALL ENTERPRISES & START-UPS IN CYPRUS

Title	Promoter	Geographical scope	Starting date	Status
Online growth strategies for small enterprises & start-ups in Cyprus	Cyprus Chamber of Commerce and Industry (private corporate body)	The whole Republic of Cyprus	2020	February 2020

Brief description

The Cyprus Chamber of Commerce and Industry (CCCI) is a private corporate body functioning under special law and is financially independent, free of any influence by the state. The Chamber is funded by its members' subscription fees and through income generated from several services it provides. The membership of the CCCI exceeds 8,000 enterprises from the whole spectrum of business activity. Affiliated to it are more than 140 Professional Associations from the trade, industry and services sectors. All the members have access to training programmes, seminars and lectures on a wide range of business-related subjects organised by the CCCI.

Main objectives

This strategic training program is designed to help small businesses how to outline their online development strategy taking full advantage of the huge prospects and opportunities offered by internet technology. This seminar provided a strategic approach in managing the online development of small innovators start-ups.

Key actors and stakeholders

CCCI, trainers, companies

Target group

The program is aimed at Owners, Managers and Managers of IT, Marketing, Sales, etc.

[General email →](#)

[Source →](#)

**The document providing
the full information
about these practices is
available here →**

To know more about the practices, please contact:

Portugal

[AEP | Eugénia Sousa →](#)

Greece

[AKMI | Vasiliki Karababa →](#)

Cyprus

[DOREA | Viktorija Triuskaite →](#)

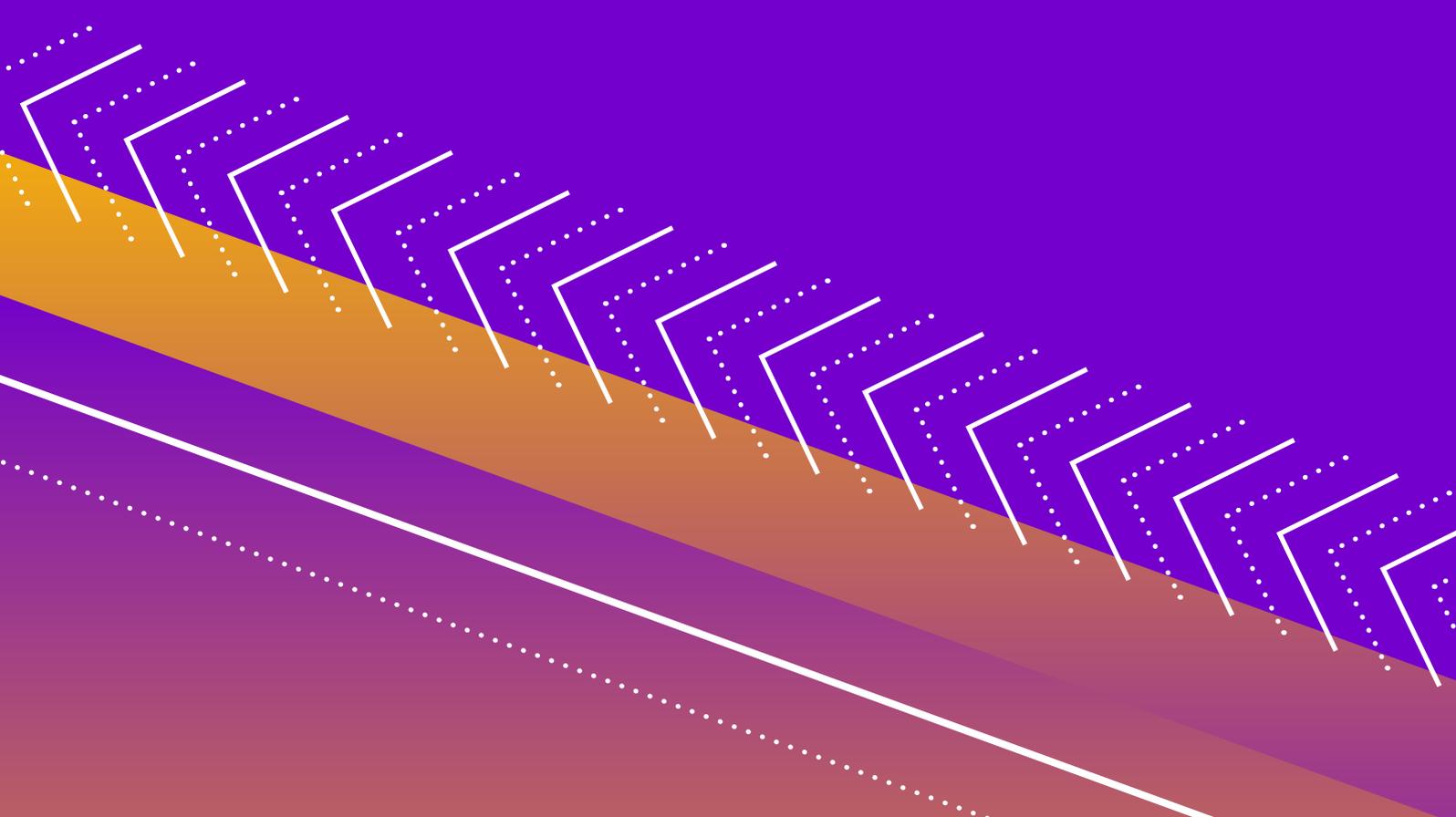
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