

Training as a CSR policy

October 2010

In Sweden, the search for values related to the opening, transparency and democracy has strengthened the development of an egalitarian society. These values are backed by the belief that education and knowledge generation constitute the platform for the finding and understanding of solutions to face the new challenges of the XXI century.

One of the highest recognitions of Sweden is not only found in the Swedish Academy and the granting of the Nobel Prize due to intellectual value but also in their concern for children's access to education, to the high development standards of their students and in the research carried out by their academic centers.

This social and political conscience is not separated from business circles nor from the characteristics of Swedish companies operating worldwide. In the Guidelines of the Organization for the Economic Cooperation and Development (OECD), of which Sweden is a member, one of the important clauses on employment policy in general explains and emphasizes the employment relationship and training of personnel at local level "as much as possible" (Guideline IV, Art. 5).

The Argentine Swedish Chamber of Commerce emphasizes to its members bearing in mind and concrete decision taking on training and development of their personnel as an identity of their commercial work. These policies on human development that motivate the skills of each individual are found within the frame of a sound design of Corporate Social Responsibility (CSR).

In this manner and on the basis of the commercial strategies of the companies, it provides an answer to the needs of improving knowledge and the performance of the people that work in our organizations without losing the vision that they are also citizens who, when trained, can provide value to the communities in which they live.

The purpose of this report is to share three different experiences of three members of our Chamber so as to stimulate the challenge of investing socially in the human capital of Argentina, recognized and valued in the global market, because of our interest in learning, knowledge and research.

Impulses to personnel's skills and leadership

In this search for the development of the intellectual and technical capital of personnel, one of our more dynamic members in CSR and belonging to the sector of new technologies, carries out its training policy as from a plan of courses towards incentive in competencies, the interest for the development of leadership capacity and the use of e-learning technologies for distant training and as a knowledge platform for self-learning of personal development.

The company undertakes annually a **skills development plan** as from the strategy of the company and the performance evaluations. This plan is designed on the basis of



group and individual courses and in areas for both technical training, as well as for business and human development:

- Business and strategy
- Human Leadership
- Self management
- Communication abilities
- Management skills
- English
- Information technology tools
- Effective oral presentations
- Technical skills (specific of each function)

The plan is completed with concrete activities for the practical training in knowledge reflected upon and acquired:

- On the job training
- Short term assignments
- Long term assignments
- Meetings with other areas
- Networking
- Participation In cooperation tools (knowledge sharing)
- Etc.

For this member of our Chamber, **Leadership** development is one of his main objectives, as he feels that the impact leaders bear on the organization, its culture and in the community is huge. Thus, within this training design, we also include development programs for persons interested in the Management of personnel, defined by four basic areas:

- *Potential Managers:* which includes employees with no personnel reporting to them, but with potential to become *Line Managers*.
- *Line Managers:* foreseen for who already have personnel reporting to them.
- *Leadership Reinforcement Program:* for personnel who have already participated in previous versions of the program.
- *Improvement Program:* for *Line Managers* with low grades in the *Leadership index*.

In line with the regional level of the company, the availability of a platform of Intranet sites benefits and reinforces **distant training (e-learning)**, by means of a diversity of web courses for all employees (from Office programs up to Harvard University seminars).

The immediate availability of the courses promotes in the employees their self management, for each one of them to be the manager of his own development. The



courses *on line* may be obtained through a search, either by subject or working area.

Mechanics and conductors of the future

Another member of the Argentine Swedish Chamber of Commerce, specialized in automotive manufacture, develops an educational plan which originated as a sample of the commitment undertaken by the company with each of the communities where it is located and, at the same time, satisfying a company need in the long term.

This program involves an **annual technical training program** with practical application in the concessionaries of the company and addressed to students of high school level of Technical Schools, with the main objective of developing a new generation of technology specialists.

This is a comprehensive educational program developed together with each of the chosen schools (automotive mechanics oriented) for the purpose of including the selected youths in a work culture and, specifically, in a global organization such as that of our member. The goal is for the students to learn the working dynamics and the values that the brand has instilled in all their employees: the client comes first, quality in all that is done and respect for the individual.

This program started in February 2005 with the first promotion of technical schools in ten cities: City of Buenos Aires, Mar del Plata, Bahía Blanca, Córdoba, Mendoza, San Miguel de Tucumán, Salta, San Salvador de Jujuy, Santa Fe and Rosario. Trenque Lauquen and Junín joined in 2006.

Together with the technical schools selected in each city where the company has a concessionary or a workshop, a selection is made among the students of the last year of the ordinary level with a good school performance and who, likewise, demonstrate that they are service oriented.

During school holidays, the students receive three weeks training at the Training Center, located in the city of Buenos Aires. Weeks that are split into the month of February before school starts, in July or August during winter holidays and in December at the end of the school period.

In the first week, the students receive instruction on the motors of the company. The second module covers training on transmission, gear box and differential gear. Finally, generally in the third week of December, they are trained in electricity and electronics.

To this training at the Training Center, we must add a practical course during the year at the workshop of the concessionary of the city of residence of the student, at an hour to be arranged with the schools so as not to disrupt classes.



A system of guardians is named to accompany the learning and to ensure compliance of the objectives of the program by each of the parties responsible for this project.

Within the frame of the CSR, the company also accompanies their training program with **Driving Courses**, which are the responsibility of highly qualified professionals of the trade.

These courses have a two-day duration and includes both theoretical and practical instruction. The training may take place at the training school located in the Commercial Unit or where the interested party requests.

The needs of each one of the companies are different but the contents of the course can be adapted to their needs. The normal training includes:

- Vehicle technology and environmental problems.
- Driving techniques and road safety.
- Safety positioning and loading of the cargo.
- Risk awareness.
- Emergency situations.
- Service and logistics.
- Application of laws and regulations.

Towards the university of the guardian

In March 2008, one of the member companies of the Chamber, experts in private safety/security, decided to remodel their headquarters for the purpose of creating a **Personnel Formation and Training Institute**.

Officially, the institute was inaugurated on March 16, 2010 with the vision “Towards the university of the guardian”. A concept extended in time which reflects the intention of providing all personnel, with no distinction, the possibility of obtaining a degree.

The permanent strategic objectives of the Institute are:

- Generate specialized proficiency in private safety/security.
- Develop excellence in training.
- Promote a working and leadership model based on the values of the company.
- Promote a permanent learning culture within the organization.

The work to be developed by the future institute includes:

- In the short term
 - Basic and Updating Courses for Safety/Security Guards in the city of Buenos Aires
 - Courses for Safety/Security Guards in the Province of Buenos Aires.



- Basic and Updating Courses for Airport Safety/Security (AVSEC)
 - Safety/Security Prevention Courses in Ships and Port installations (PBIP)
 - Specialization Courses in *Countries, Retail, Banks, Large and Medium Size Industries, Health, Communications, Consortiums.*
- In the medium term:
 - High School
 - Technician in Private Safety/Security
 - Graduate in Private Safety/Security
 - Other related careers.

The Institute has a capacity for 250 (two hundred and fifty) students distributed in 8 (eight) comfortable and adequate study rooms specially designed for this purpose. These have state-of-the-art didactic equipment. The Institute also has a teachers' room, a language laboratory, an information technology room, library, gymnasium and dining room. All these rooms are equipped with state-of-the-art technology.

As part of the Corporate Social Responsibility, which is our obligation, the organization has assumed the commitment of incorporating the Institute with Secondary Education for the purpose of granting company personnel the possibility of going to or completing high school. In this manner, law Nr. 1913 of the City of Buenos Aires is adhered to.

Remarks

In our previous report we focused on the Promotion of Regular or Formal Employment within the scope of the Corporate Social Responsibility which we wish for our members of the Argentine Swedish Chamber of Commerce. Herein, we present the contribution which each one of them is carrying out according to this plan, i.e. the policies of intellectual and technical training of their personnel.

We have developed three training examples with completely different techniques but in line with the same vision of the CSR. We are convinced that personnel training and education mark the difference in a corporate identity, not only at an efficiency level of the final balance sheets of each year in each organization, but in the social contribution as full fledged citizens that each of our employees will offer the Argentine society as members of the community where they live in.