

# Job Rotation e-service enhancing life long learning for the Agriculture Sector

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**Result No 2: Development of two handbooks for the setup and implementation of the job rotation model through the e-service customized for the agriculture sector**

Deliverable No 2.2b: Annex to Spanish Handbook: Development of the job rotation model in Spain



Education and Culture DG

Lifelong Learning Programme

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**Lifelong Learning Programme 2007-2013**

**Leonardo da Vinci**

**TRANSFER OF INNOVATION**

**Project No: 2009-1-GR1-LEO 05-01839**

**Title: "Job Rotation e-service enhancing life long learning for the Agriculture Sector"**

***Acronym: "AGROTATE"***

**RESULT No 2: Development of two handbooks for the setup and implementation of the job rotation model through the e-service customized for the agriculture sector**

**DELIVERABLE No 2.2b: Annex to Spanish Handbook: Development of the job rotation model in Spain**

**Work Package 2: Development of the Job Rotation Models**



With the support of the Lifelong Learning Programme of the European Union. This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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## INTRODUCTION

This is a complementary to the handbook document and presents the application of the job – rotation handbook’s guidelines & methodological framework in Spain and the development of the job-rotation schemes to be implemented in the frame of the project.

As presented in the Handbook, an important element regarding the implementation of the job rotation schemes is that the training that employees & unemployed will attend should be based on the specific needs and particularities of the companies participating. The training should support and contribute in the implementation of the strategy and the objectives of the company, through the provision of the appropriate knowledge and skills to the workforce (the employee/s participating in the job rotation scheme) and the unemployed who will participate in the scheme substituting the employee.

In Spain this methodology has been applied to the companies selected to participate in the job – rotation schemes, which also participated in the survey conducted in the frame of the project. For the development of each job – rotation scheme, the strategy and the objectives of each company were taken into account in order to ensure that the training of the company’s employee in the scheme will be linked with the strategic direction of the company. Following that, factors of the external environment were identified which affect the company & reveal the knowledge and skills required for its viability and development. Within this frame, identified existing skills of the company (employees) are compared with the required skills in order to trace gaps and actual skills needs. Based on the above the training for each employee and unemployed are determined and the job-rotation scheme is developed.

In the following parts, for each selected agricultural company, the training needs identification process & the job-rotation scheme development are presented.

## 1<sup>ST</sup> JOB – ROTATION SCHEME

### COMPANY 1.

The 1st agricultural company is Bisseroterra. The company is located at the Jesús Pobre region (Bisserot 34 03749), within the Bisserot Ecological Corridor in Alta Maria Region, Alicante.

**Basic data on the company:** The company is active in the sector of organic farming and trade of organic products (mainly citrus (oranges and lemons) and vegetables). The company employs 6 persons in administrative, production/harvesting, storage and sales operations.

It is a family company growing products not only for own consumption but also for sale, with a relatively small production distributed & traded only at local level (Alicante & Alta Marina region). During the previous years, the company decided to enhance production quality, obtain maximum quality, and also respect the environment adopting more traditional methods of agriculture. In that aim, the company has been registered with the VA-2226 P number as producers in the Comité d'Agricultura Ecològica of the Valencian Community CAECV (Organic Agriculture Committee).

An important initiative undertaken recently by the company was to be involved in direct selling of its production to consumers through an ordering mechanism (by e-mail & post orders promoted through the company's website) and home delivery, in order to reduce the time between harvesting and consumption. The company continues also to sell the biggest part of the production to distributors from the region.

**Participant to the job – rotation scheme:** The owner of the company will participate in the job-rotation scheme. He is overall managing the company's operation and his job activities include overall monitoring of the farming, harvesting and storage processes and management of the trade and distribution operations.

### 1.1 Training needs identification

#### Step 1: Analysis of the strategic direction and objectives of the company

Within this frame the goals of the company are examined. The strategy and the objectives of the company will be taken into account in order to ensure that the training of the company's owner /participant in the scheme will be linked with the overall strategic direction of the company. The company's objectives are associated with the training needs of the owner of the company who will participate in the job rotation training process, attending a training which provides the required for the company objectives knowledge and skills. Furthermore, the goals of the company will indicate the training that the unemployed who will substitute the owner during his training should attend.

The strategy of the specific company is oriented towards the diversification and increase of the organic production. More specifically, the company aims to increase the variety of the products

produced, as for the moment the production is mainly focused on citrus (oranges and lemons). This results to a seasonal operation of the company regarding the citrus production, as all products are directly promoted to the market. The company aims to confront this fact by expanding its production to new products (mainly vegetables) which will expand the time frame of operations. Other important objectives of the company include the increase of the existing citrus production (as also due to the family structure of the company and its local character is relatively small) and the expansion of the distribution channels for access in other local markets. Finally, the company overall aims to significantly contribute in the protection of the environment of the area cultivated and further develop environmentally friendly techniques and cultivation systems which will sustain and ensure preservation of the land. The strategic objectives of the company presented at the following table 1:

**Table 1. Strategic objectives of the company**

Objective	Specific Targets
<b>Increase of organic citrus production</b>	<p>Within the next 2-3 years the company aims to achieve an increase of the citrus production (which is the main product of the company). This objective can be distinguished in the following core aims:</p> <ul style="list-style-type: none"> <li>- Increase of oranges production by 10% each year.</li> <li>- Increase of lemons production by 15% each year.</li> </ul>
<b>Diversification of production</b>	<p>Within the next 2-4 years the company aims to diversify its production through the initiation &amp; development of organic cultivation of vegetables. This objective can be distinguished in the following core aims:</p> <ul style="list-style-type: none"> <li>- Initiation of organic cultivation of vegetables with high commercial potential (beans, lentils, onions, aubergines).</li> <li>- Attainment of a rising production level and of a market share in the trade &amp; distribution of the vegetables produced</li> </ul>
<b>Increase of sales</b>	<p>Although the company does not confront serious problems in existing production's disposal in the market, in the frame of aimed production increase, the company aims to achieve an increase of sales. This objective can be distinguished in the following core aims:</p> <ul style="list-style-type: none"> <li>- Increase 15% in sales of oranges in the Marina Alta region</li> <li>- Increase 20% in sales of lemons in the Marina Alta region</li> </ul>
<b>Promotion of products in other local markets</b>	<p>As mentioned above, the company sells its products only in the local market in order to have better contact with consumers &amp; achieve short channel commercialization of production. Without abandoning this direction, the company aims to gradually access other local markets of the Alicante &amp; Valencia regions.</p> <p>This objective can be distinguished in the following core aims:</p> <ul style="list-style-type: none"> <li>- Promotion of a part of production (10%) in other markets and consumers of the region</li> <li>- Achievement within the 2 next years of a 10% in total sales of citrus in the overall region</li> </ul>

The above identified objectives will require specific changes for their achievement and will affect the company's operation. In the following table 2, the effects that the objectives and aims of the company will have to the operation of the overall company and the specific departments are presented. This analysis of the effects will support the further (in sequent steps of the methodology) identification of the skills and competencies that the company requires for the achievement of objectives.

**Table 2. Objectives and effects on company's operation**

	<b>Increase of organic citrus production</b>	<b>Diversification of production</b>	<b>Increase of sales</b>	<b>Promotion of products in other local markets</b>
<b>Overall company operation</b>	The aimed increase of the citrus production will affect the company in terms of required resources (human, technical, operational).	The cultivation of new products affects the overall company's operation as the new products should be integrated in all departments' operation and employees should be familiar with the techniques, requirements and particularities of the specific production	The objective of sales increase means that the company will have to enhance its focus on effective marketing and sales techniques, the effectiveness of distribution mechanisms, and the human resources associated with sales operations.	The objective of accessing other local markets results in the need for the company to focus on operation, distribution & marketing issues.
<b>Company operations / departments</b>	The administrative & management department will not be significantly affected in terms of required knowledge. The only effect of the production increase will be a higher workload for the staff.	The administrative & management department will have to be adapted to the new products' requirements mainly regarding the trade/distribution activities' organisation, co operations development, acquisition of appropriate tools and raw materials, development of cultivation plans.	The administrative & management department will be affected from the required sales increase mainly in terms of handling sales & trade operations at a higher level. Particularly the management (owner of the company in this case) should be actively involved in a planning & organisation process regarding the update of the direct sales mechanism (ordering form, electronic promotion of products etc).	The administrative & management department will be affected from the aimed expansion in other local markets in terms of required enhancement of the planning further & adapted to the markets' needs marketing and promotion activities.
<b>Administrative / management</b>				

	Increase of organic citrus production	Diversification of production	Increase of sales	Promotion of products in other local markets
Sales	The sales department will not be affected from the aimed production increase. The effect from the increase results from the interconnected aim of sales increase (next aim).	The sales department will be affected as the introduction of new products will result to increase in sales operation, new sales & distribution channels requirements, communications and co operations development with new suppliers, communication & analysis of new target consumers' groups needs.	The sales department is the department mainly affected from the specific objective. The company will require a greater effort and skills from the sales department.	The sales department is the department mainly affected from the specific objective. The company will require a greater effort and skills from the sales department, & development of links with distribution and marketing channels
Storage	The storage department / operations will be effected mainly in terms of higher requirements in the storing time and space which will be higher.	The storage department / operations will be significantly affected from the aimed diversification, mainly in terms of new requirements for storage (temperature, packaging, positioning) of the specific vegetables to be produced.	The storage department / operations will be affected from the aimed sales increase mainly in terms of higher requirements in the storing time and space which will be higher.	The storage department / operations will be effected mainly in terms of higher requirements in the storing time and space which will be higher.
Production / Harvesting	The production and harvesting operations will be affected from production increase due to higher efforts required.	The production and harvesting operations will be significantly affected from the new cultivations, which will require use of new techniques and machinery, new production techniques and procedures, exploitation of organic practices, soil preparation, implementation of crop rotations etc.	The achievement of sales increase does not affect the production operations.	This objective does not affect the production operations.

## Step 2: Environmental Scan

Through the environmental scan the external factors which have significant impact on the company's existing or/and future operation are examined. The purpose of environment analysis is to identify trends and conditions that affect the company & reveal the weaknesses, strengths and needs of the company and the consequent knowledge and skills requirements for the viability and development of the company. These knowledge & skills will be further linked with the training of the participant to the job-rotation scheme. The main factors affecting the company are presented at the following Table 3.

**Table 3. Environmental factors affecting the company**

Factor	Description
<b>Economic</b>	A positive factor for the company's operation is that the prices received by farmers depict a rise throughout the years in the province of Alicante. More specifically, the crops with the higher price rise in the province of Alicante were citrus, which is the main product of the company. Furthermore, onions and other vegetables show a price increase.
	A negative factor is certain financial problems that the company faces, mainly due to low scale production and family structure. However, this structure also creates the advantage of the low cost operation.
<b>Market</b>	The company identifies the lack of other producers in the area willing and able to develop a network of cooperation for the enhancement of products' distribution.
	An additional (negative) market factor that the company identifies is a lack of willingness of people to consume organic products.
	A significant strength of the company is the high quality of production due to organic cultivation and small scale of production which is distributed locally and delivered in consumers in a very small timeframe. However, the company identifies as a weakness the lack of specialized training in organic practices, as the workers are mainly acquainted with organic farming through practice, on-the-job experience and guidance from the owner.
<b>Regional</b>	A factor affecting the company is that the overall area cultivated in Alicante has as main characteristic that the plots of agricultural land are quite small giving however the landscape a beautiful quality. This represents a problem for industrialized agriculture done at a big scale as it is very expensive.

In the following table 4, the effects that the factors identified above have to the company are presented.

Table 4. Environmental factors and effects on the company's operation

Factor	Economic	Market	Regional
<b>Overall company operation</b>	The economic factors and especially the increase of products' prices (mainly in wholesale) in conjunction with low cost operation will favour the overall company's operation, as the sales will & revenues will be favoured.	The company should respond to low demand with increased promotion activities. Further, it should promote the high quality of products as an added value and competitive advantage.	As due to the regional characteristics, the company can not easily increase the land cultivated, it should focus on intensification of production.
<b>Company operations/departments</b>	The administration and mainly the management of the company should focus on effective business management for the exploitation of prices increase and low scale economic advantage.	The management of the company should respond to the market environment with organization of promotion techniques that could enhance demand.	The management of the company, in order to achieve aims regarding the production increase, should introduce more effective production systems and organization of production.
<b>Administration / Management</b>			
<b>Sales</b>	As the costs of the production are low, and the sales/revenues are expected to increase the company should focus on effective distribution and exploitation of the price ranges.	The sales operations should enhance the promotion of the products through alternative techniques, approach of other potential consumers' groups.	-
<b>Storage</b>	-	-	-
<b>Production</b>	The production department should focus on keep operational costs low and effective production process.	-	The production operations should respond to the aimed intensification of production.

**Step 3: Identification of the needed competencies at organizational level.**

In this step a profile of the skills that the employees of the company should attain and possess in order to respond to the environmental trends and support the company's objectives is developed. The skills and competencies required and their connection with identified objectives and environmental factors are presented at the following Table 5.

**Table 5. Required competencies at organizational level**

Factors affecting company	Economic	Market	Regional
<b>Objective</b>	<b>Skills and competencies required from employees</b>		
<b><u>General skills</u></b>	To overall respond to the identified objectives and trends identified, the employees of the company should possess general & specialized knowledge on the agriculture sector, efficient production systems, marketing & promotion operations.		
<b><u>Skills for the achievement of objectives</u></b>			
<ul style="list-style-type: none"> <li>▪ <b>Increase of organic citrus production</b></li> </ul>	Employees should attain specialized knowledge and skills in organic production techniques (focusing on citrus production), knowledge in cost reduction and production efficiency techniques.		
<ul style="list-style-type: none"> <li>▪ <b>Diversification of production</b></li> </ul>	Employees should be competent to cultivate new crops and products, attain specialized knowledge and skills on organic farming and particularly crop rotation in order to support diversification of production, be able to overall administer and promote new products targeting specialized consumer groups.		
<ul style="list-style-type: none"> <li>▪ <b>Increase of sales</b></li> </ul>	Employees should attain specialized knowledge and skills in sales and marketing operations, focusing on the further upgrade of the direct marketing of products (already used by the company), targeting of further consumer groups, promotion of the added value of the organic character and quality of products, and exploitation of e-commerce.		
<ul style="list-style-type: none"> <li>▪ <b>Promotion of products in other local markets</b></li> </ul>	Employees should attain specialized knowledge and skills in sales and marketing operations, focusing on the further upgrade of the direct marketing of products through the identification and approach of stakeholders in the new markets.		

#### Step 4: Determination of needed skills for the workforce

Within this frame, the specialized skills required from employees are determined in job position level, in order for the company to achieve its goals and respond to environmental challenges. Thus, a profile of the desired workforce and its competencies is developed, which will further determine the content of the training that employees should attend.

The skills and competencies required are presented at Table 6.

**Table 6. Skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage skills		General skills
	Organic farming practices (basic principles & techniques, legislation, crops rotation etc)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Field employee	5	3	1	2	0	0	2	3	3	3
Storage employee	2	3	1	2	1	0	0	4	5	3
Sales employee	1	4	5	5	4	2	2	3	3	4
<b>Manager</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>

#### Step 5: Determination of existing skills that the workforce possess

Within this frame, the existing skills of the company's employees are evaluated in order for the company to trace the needs of the workforce and determine the needed skills and knowledge. The identified existing skills are compared with the needed skills identified during previous stage in order to trace gaps and actual skills needs.

The existing skills and competencies are presented at Table 7.

**Table 7. Existing skills (level 1: low-5: high)**

Job position	Productio n skills	Sales skills			Management skills			Storage skills		General skills
	Organic farming practices (basic principles & techniques, legislation, crops rotation etc)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Field employee	3	1	0	1	0	0	0	1	1	1
Storage employee	1	3	1	1	0	0	0	2	4	1
Sales employee	0	3	3	3	1	1	0	1	2	2
<b>Manager</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>3</b>

### Step 6: Gap analysis

In the next stage the existing skills of the workforce are compared with the needed skills identified and the gap and actual skills needs are traced, which will determine the training that the owner of the company should attend within the job rotation process and also core knowledge that the unemployed should attain within the same process.

**Table 8. Gap analysis - skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage skills		General skills & knowledge
	Organic farming practices (basic principles & techniques, legislation, crops rotation etc)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	
Field employee	2	2	1	1	0	0	2	2	2	2
Storage employee	1	0	0	1	1	0	0	2	1	2
Sales employee	1	1	2	2	3	1	2	2	1	2
<b>Manager</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>1</b>

### Step 7: Development of the appropriate training for the employees

Based on the gap analysis and the needs identified for the implementation of the company objectives, the training that the owner (manager) of the company will attend is determined. The training proposed for the job position of the manager based on the analysis is presented at the table 9.

**Table 9. Training proposed for the job - position (at a priority scale based on gap analysis)**

	Organic farming practices	Certification – of labeling organic	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardizati on of agricultural	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Gap</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>1</b>
The gap analysis results depict that the manager should be trained in the following topics (in prioritized order)										
1. Programming of agricultural production (1st priority)										
2. Marketing of agricultural products (2 <sup>nd</sup> priority)										

3. Agricultural Business Management (2<sup>nd</sup> priority)
4. Integrated Management of Agricultural Production (2<sup>nd</sup> priority)

### Step 8: Determination of the appropriate training for substitutes (unemployed)

Within this frame, the training required for the unemployed is also identified, which will provide to the unemployed the knowledge and skills to

1. substitute activities that the manager to be trained is partially undertaking from his position (not management activities but activities related to the overall assistance in production, selling & other activities that can sustain operational effectiveness),
2. correspond to the needs and goals of the company and attain skills that are missing from the company

The training to be attended by the unemployed is determined based on the above two factors, namely the activities to be undertaken by the unemployed during his employment and the skills missing in specific operations of the company. The matching between these two factors and the required training is presented at the following table 10:

**Table 10. Identification of required training for the unemployed (on a priority scale – level 1: low involvement in the specific activity / low gap, level 5 / more: high involvement in the specific activity/ high gap)**

	Organic farming practices	Certification of labeling organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Activities to be undertaken by unemployed (on a priority scale)</b>	5	3	2	4	-	-	-	3	1	-
<b>Overall gap identified in the specific activity</b>	4	3	3	4	4	1	4	6	4	6
The above indicate that unemployed should be trained in the following topics (in prioritized order)										
<ol style="list-style-type: none"> <li>1. Organic farming activities (1<sup>st</sup> priority)</li> <li>2. Distribution &amp; trade of agricultural products (2<sup>nd</sup> priority)</li> <li>3. Certification – labeling (3<sup>rd</sup> priority)</li> <li>4. Standardization of agricultural products (4<sup>th</sup> priority)</li> </ol>										

## 1.2 Job – Rotation Scheme Development

Proceeding to the job – rotation scheme development and the matching of participants, the unemployed to participate was selected (from available participants) based on previous working experience, preferred employment / job position to be placed & and also training preferences. The matching was aimed to be as efficient as possible. The limited number of participants however may not always permit a perfect matching, an obstacle which is aimed to be addressed through the e-service matching tools. The unemployed selected for the 1<sup>st</sup> scheme and the specific company has experience in agriculture and more specifically in citrus production which corresponds to the company's operations. Furthermore, the selected unemployed has stated as preferred employment a job position related with organic agriculture / farming.

The training preferences of the unemployed were also taken into account, mostly for the verification of the willingness of unemployed to actively attend the training due to its correspondence to his/her preferences.

The final scheme developed for the 1<sup>st</sup> company is presented at the following table:

**Table 11. Job rotation scheme for the 1<sup>st</sup> company – topics in which each participant will be trained (on a priority scale)**

	Organic farming practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products
Manager /farmer			3		1	2	4	
Unemployed	1	4		3				2

## 2<sup>nd</sup> JOB – ROTATION SCHEME

### COMPANY 2.

The 2<sup>nd</sup> agricultural company is Agrogata S.L..The company is located at the Gata de Gorgos Municipality (Ctra. Xàbia 38, Edif. Cas local 14 Gata), at Alicante Region.

**Basic data on the company:** The company is active in the sector of grapes production, canning and trade. The company employs 10 persons in administrative, production/harvest and packing departments. The administrative department undertakes also all trade & distribution activities. The company operates for several years and recently has expanded its operation in grape juice production.

**Participant to the job – rotation scheme:** The production manager will participate in the scheme. He is a member of the administrative department and undertakes activities related to the production, harvest and packing operations' administration and management.

### 2.1 Training needs identification

#### Step 1: Analysis of the strategic direction and objectives of the company

The strategy of the company is oriented towards the increase of the production of both grapes and grape juice and the decrease of overall production costs. Another important objective of the company is the upgrade and enhancement of products' quality and the transition to organic farming. The strategic objectives of the company presented at the following table 1:

**Table 1. Strategic objectives of the company**

Objective	Specific Targets
<b>Increase of production</b>	<p>Within the next years the company aims to achieve an increase of the grapes and grape juice production and more specifically:</p> <ul style="list-style-type: none"> <li>- Increase of grapes production by 20% in the next year.</li> <li>- Increase of juice production by 25% in the next year.</li> </ul>
<b>Decrease of production costs</b>	<p>The company aims to decrease the production costs associated mainly with the canning &amp; packaging costs.</p>
<b>Enhancement of products' quality &amp; transition to organic farming</b>	<p>Within the next 2 years the company aims to advance the quality of its products and initiate organic cultivations. More specifically the company aims:</p> <ul style="list-style-type: none"> <li>- To upgrade the grapes quality standard</li> <li>- To initiate the transition to organic farming of grapes</li> <li>- To further certify its products</li> </ul>

In the following table 2, the effects that the objectives and aims of the company will have to the operation of the overall company and the specific departments are presented.

**Table 2. Objectives and effects on company's operation**

	<b>Increase of production</b>	<b>Decrease of production costs</b>	<b>Enhancement of products' quality &amp; transition to organic farming</b>
<b>Overall company operation</b>	The aimed increase of the production will affect the company in terms of required resources (human, technical, operational) and production capacities.	The decrease of the costs will require the adoption and implementation of effective production systems and organization of the production factors.	The organic cultivation & quality enhancement will affect the overall company's operation as the new practices should be integrated in all departments' operation and employees should be familiar with the techniques, requirements and particularities of organic farming. Furthermore, the company should enhance its capacities in quality standards and topics.
<b>Company operations/departments</b> <b>Administrative</b>	The administrative & management department will be affected in terms or enhanced management and organisation capacities.	The administrative & management department will have to develop and implement effective organisation methods and develop new relationships with suppliers.	For the enhancement of product's quality the administrative department should develop a concrete long term strategy and quality plan, be aware of the developments, regulations and trends in fruits and agricultural products quality standards.
<b>Production / Harvesting</b>	The production and harvesting operations will be affected from production increase due to higher efforts required.	The production and harvesting operations will be significantly affected from the aimed decrease of costs as new systems will be applied in the production organisation.	The production process should be adapted in the quality requirements and systems that the company aims to develop. Furthermore, the transition to organic farming will require use of new production techniques and procedures, exploitation of organic practices, soil preparation, implementation of crop rotations etc.
<b>Packing</b>	The packing operations will be effected mainly in terms of higher requirements.	The packing operations will be significantly affected from the aimed decrease of costs as new systems will be applied in the overall production organisation.	The packing operations will be significantly mainly in terms of new quality requirements in packaging (materials etc).

### Step 2: Environmental Scan

The main factors affecting the company are presented at the following Table 3.

**Table 3. Environmental factors affecting the company**

Factor	Description
<b>Economic</b>	The company faces increased labour costs, which consequently increase production costs.
<b>Market</b>	The prices of the products are low (in distributors and in the final market)
<b>Technological</b>	The company cannot adapt to the new technology in the juicing process

In the following table 4, the effects that the factors identified above have to the company are presented.

**Table 4. Environmental factors and effects on the company's operation**

Factor	Economic	Market	Technological
<b>Overall company operation</b>	The increased labour costs creates problems in the overall company's operation, as the revenues and profit are decreased.	Low product prices (mainly in wholesale) affect the company's profitability. The company should respond with increased promotion activities aiming in increasing sales and a further production reorganisation.	The company confronts problems hindering production innovation.
<b>Company operations/departments</b>	The administration of the company should focus on effective business and human resources management and develop cost effective production techniques.	The administration of the company should respond to the market prices with promotion techniques & distribution channels that could enhance demand and access wider markets.	The administration of the company should introduce gradually new technologies.
<b>Administration</b>			
<b>Production/Harvesting</b>	The production department should focus on keep operational costs low and enhance effective production process.	-	The production operations should be able to adapt to technological developments.
<b>Packing</b>	-	-	-

### Step 3: Identification of the needed competencies at organizational level.

The skills and competencies required and their connection with identified objectives and environmental factors are presented at the following Table 5.

**Table 5. Required competencies at organizational level**

Factors affecting company	Economic	Market	Technological
<b>Objective</b>	<b>Skills and competencies required from employees</b>		
<b>General skills</b>	To overall respond to the identified objectives and trends identified, the employees of the company should possess general & specialized knowledge on cost efficient production systems, quality standards in all operational activities, organic cultivation and exploitation of new technologies.		
<b>Skills for the achievement of objectives</b>	Employees should be competent to respond to intensification of production for achievement of higher production levels, and be able to overall promote higher bulk of production targeting wider consumer groups and exploiting new trade channels.		
▪ <b>Increase of production</b>	Employees should attain specialized knowledge in cost reduction and production efficiency techniques.		
▪ <b>Decrease of production costs</b>	Employees should attain specialized knowledge and skills in organic production techniques (focusing on grape production), and skills in all operations related to organic production and quality assurance of products (standardization, quality grades, certification etc).		
▪ <b>Enhancement of products' quality &amp; transition to organic farming</b>			

### Step 4: Determination of needed skills for the workforce

The skills and competencies required from employees are presented at Table 6.

**Table 6. Skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage skills		General skills
		Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	
Production / harvest employee	5	4	2	3	0	0	2	3	2	3
Packing employee	2	4	2	3	0	0	2	4	5	3
<b>Administrati ve/Producti on manager</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>5</b>

### Step 5: Determination of existing skills that the workforce possess

The identified existing skills are compared with the needed skills identified during previous stage in order to trace gaps and actual skills needs. The existing skills and competencies are presented at Table 7.

**Table 7. Existing skills (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage skills		General skills
	Organic farming practices (basic principles & techniques,	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural	Programming of agricultural	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Production / harvest employee	1	0	0	2	0	0	0	1	1	1
Packing employee	0	1	1	3	0	0	0	2	4	2
<b>Administrative/ Production manager</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>4</b>

### Step 6: Gap analysis

In the next stage the existing skills of the workforce are compared with the needed skills identified and the gap and actual skills needs are traced, which will determine the training that the manager should attend within the job rotation process and also core knowledge that the unemployed should attain within the same process.

**Table 8. Gap analysis - skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		General skills
	Organic farming practices (basic principles & techniques, legislation, crops	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Production / harvest employee	4	4	2	1	0	0	2	2	1	2
Packing employee	2	3	1	0	0	0	2	2	1	1
<b>Administrative/ Production manager</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>

### Step 7: Development of the appropriate training for the employees

Based on the gap analysis and the needs identified for the implementation of the company objectives, the training that the manager of the company will attend is determined. The training proposed for the job position of the manager based on the analysis is presented at the table 9.

**Table 9. Training proposed for the job - position (at a priority scale based on gap analysis)**

	Organic farming practices	Certification – of labeling organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Gap</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>
<p>The gap analysis results depict that the manager should be trained in the following topics (in prioritized order)</p> <ol style="list-style-type: none"> <li>1. Integrated management of agricultural production (1st priority)</li> <li>2. Programming of agricultural production (2<sup>nd</sup> priority)</li> <li>3. Agricultural Business Management (3<sup>rd</sup> priority)</li> </ol>										

### Step 8: Determination of the appropriate training for substitutes (unemployed)

Within this frame, the training required for the unemployed is also identified, which will provide to the unemployed the knowledge and skills to

3. substitute activities that the production manager to be trained is partially undertaking from his position (mainly activities in production and packaging),
4. correspond to the needs and goals of the company and attain skills that are missing from the company

The training to be attended by the unemployed is determined based on the above two factors, namely the activities to be undertaken by the unemployed during his employment and the skills missing in specific operations of the company. The matching between these two factors and the required training is presented at the following table 10:

**Table 10. Identification of required training for the unemployed (on a priority scale – level 1: low involvement in the specific activity / low gap, level 5 / more: high involvement in the specific activity/ high gap)**

	Organic farming practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Activities to be undertaken by unemployed</b>	<b>3</b>	<b>2</b>	-	-	-	-	-	<b>5</b>	<b>4</b>	-
<b>Overall gap identified in the specific activity</b>	<b>6</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>3</b>
The above indicate that unemployed should be trained in the following topics (in prioritized order)										
<ol style="list-style-type: none"> <li>1. Standardization of agricultural products(1<sup>st</sup> priority)</li> <li>2. Organic farming activities (2<sup>nd</sup> priority)</li> <li>3. Certification – labeling of organic production (3<sup>rd</sup> priority)</li> <li>4. Packaging of agricultural products (4<sup>th</sup> priority)</li> </ol>										

## 2.2 Job – Rotation Scheme Development

The unemployed selected for the 2<sup>nd</sup> scheme and the specific company has experience in the processing and canning sector which corresponds to the company's operations. Furthermore, the selected unemployed has stated as preferred employment a job position in the same sector with preference in an administrative position.

The final scheme developed for the 2<sup>nd</sup> company is presented at the following table:

**Table 11. Job rotation scheme for the 2<sup>nd</sup> company – topics in which each participant will be trained (on a priority scale)**

	Organic farming practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products
<b>Manager /farmer</b>					<b>2</b>	<b>3</b>	<b>1</b>		
<b>Unemployed</b>	<b>2</b>	<b>3</b>						<b>1</b>	<b>4</b>

### 3<sup>rd</sup> JOB – ROTATION SCHEME

#### COMPANY 1.

The 3<sup>rd</sup> agricultural company is LUIS FORNES, S.L. The company is located at the region of Denia (Avda. Dénia S/N 037780 Beniarbeig), and is one of the biggest companies in the area with exports in national and european markets.

**Basic data on the company:** The company is active in the sector of processing, canning, packaging and wholesale trade of fruits, mainly citrus. The company employs more than 100 persons (permanent and temporary/seasonal workers) in administrative/commercial activities, production/harvesting, and packaging/canning operations.

**Participant to the job – rotation scheme:** The commercial manager of the company will participate in the job- rotation scheme. His job activities include overall monitoring of the production and wholesale trading processes.

#### 3.1 Training needs identification

##### Step 1: Analysis of the strategic direction and objectives of the company

The strategy of the company is oriented towards the increase of sales and exports. More specifically, the company aims to increase the sales in the existing markets (national and EU) and expand its sales to new markets.

The strategic objectives of the company presented at the following table 1:

**Table 1. Strategic objectives of the company**

Objective	Specific Targets
<b>Increase of sales &amp; exports</b>	This objective can be distinguished in the following core aims: <ul style="list-style-type: none"> <li>- Increase 15% in sales of citrus products in spanish market within the 2 next years</li> <li>- Increase 20% of exports in other markets within the 2 next years</li> </ul>
<b>Access to new EU markets</b>	This objective can be distinguished in the following core aims: <ul style="list-style-type: none"> <li>- Development of export channels in north european countries</li> <li>- Achievement within the 4 next years 10% sales of citrus in these markets</li> </ul>

In the following table 2, the effects that the objectives and aims of the company will have to the operation of the overall company and the specific departments are presented.

**Table 2. Objectives and effects on company's operation**

	<b>Increase of sales &amp; exports</b>	<b>Access to new EU markets</b>
<b>Overall company operation</b>	The objective of sales & exports increase means that the company will have to enhance its focus on effective marketing and sales techniques, the effectiveness of distribution mechanisms, and the human resources associated with sales operations.	The objective of exporting a product creates new requirements from the human resources. Thus the company should focus on operation, distribution, marketing of the product in the new market.
<b>Company operations/ departments</b>	The administrative & trade department will be affected from the required sales increase mainly in terms of handling sales & trade operations at a higher level. Particularly the trade department should focus on exploitation of more effective distribution channels and marketing techniques.	The trade department will be affected from the aimed expansion in other markets in terms of required enhancement of planning marketing and promotion activities adapted to the new markets' needs. Further it should be familiar with exporting regulations, legal framework and particularities of trade in the specific countries.
<b>Administrative / trade</b>		
<b>Packaging / canning</b>	The packaging operations will be affected from the aimed sales increase mainly in terms of higher requirements.	The packaging operations will be affected from the aimed expansion mainly in terms of higher requirements & particularities of the new markets.
<b>Production / Harvesting</b>	The increase in sales means that an increase in production should also be achieved. The production department should enhance productivity	The export of the product will require adaptation of the production process to the requirements of the new markets.

**Step 2: Environmental Scan**

The main factors affecting the company are presented at the following Table 3.

**Table 3. Environmental factors affecting the company**

<b>Factor</b>	<b>Description</b>
<b>Economic</b>	Due to the economic crisis the company confronts financial problems, mainly due to restricted access to bank loans & support
<b>Market</b>	The company faces competition problems from other EU agricultural products

In the following table 4, the effects that the factors identified above have to the company are presented.

Table 4. Environmental factors and effects on the company's operation

Factor	Economic	Market
<b>Overall company operation</b>	The economic crisis will affect the company's operation, and in terms of demand. The products of the company along with the costs of production should be reoriented in order for the company to avoid big losses.	The company should respond to competition with increased promotion activities and added value of its products.
<b>Company operations/departments</b>	The administration and trade operations of the company should focus on effective business management for the exploitation of low scale economic advantage.	The trade operations of the company should respond to the market environment with organization of promotion techniques that could enhance demand.
<b>Administration / trade</b>		
<b>Packaging / canning</b>	-	-
<b>Production / Harvesting</b>	The company should focus on more effective production process, decrease of production costs, better logistic systems and productivity.	-

### Step 3: Identification of the needed competencies at organizational level.

The skills and competencies required and their connection with identified objectives and environmental factors are presented at the following Table 5.

Table 5. Required competencies at organizational level

Factors affecting company	Economic	Market
<b>Objective</b>	<b>Skills and competencies required from employees</b>	
<b><u>General skills</u></b>	To overall respond to the identified objectives and trends identified, the employees of the company should possess general & specialized knowledge on the agriculture sector, efficient production systems, marketing & promotion operations.	
<b><u>Skills for the achievement of objectives</u></b>	The human resources should attain specialized knowledge and skills in trade and marketing operations, focusing on cost – effective marketing and alternative distribution channels, targeting of specialized consumer groups. Also, knowledge should be attained in cost reduction and production efficiency techniques.	
<ul style="list-style-type: none"> <li>▪ <b>Access to new EU markets</b></li> </ul>	Employees should attain specialized knowledge and skills in foreign trade particularities and exploitation and development of international distributional links, exploitation of technologies and e-commerce, etc. Adoption of quality systems and standards would be a competitive advantage enhancing the positioning of the products towards competitors.	

#### Step 4: Determination of needed skills for the workforce

The skills and competencies required from human resources are presented at Table 6.

**Table 6. Skills required (level 1: low-5: high)**

Job position	Production skills	Sales skills			Management skills			Storage skills		General skills
	Organic farming practices (basic principles & techniques, legislation, certification etc)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Production / harvest employee	0	0	2	2	0	1	2	4	2	2
Packing employee	0	0	3	3	1	1	1	5	5	2
Trade employee	0	0	5	5	2	2	1	4	3	5
<b>Commercial Manager</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>

#### Step 5: Determination of existing skills that the workforce possess

The existing skills and competencies from human resources are presented at Table 7.

**Table 7. Existing skills (level 1: low-5: high)**

Job position	Production skills	Sales skills			Management skills			Storage skills		General skills
	Organic farming practices (basic principles & techniques, legislation, certification etc)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Production / harvest employee	0	0	0	1	0	0	1	3	1	0
Packing employee	0	0	1	2	0	1	0	3	3	0
Trade employee	0	0	3	3	0	1	1	2	1	2
<b>Commercial Manager</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>

### Step 6: Gap analysis

The gap analysis between required and existing skills is presented at the following table 8.

**Table 8. Gap analysis - skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		General skills & knowledge
	Organic farming practices (basic principles & techniques, legislation,	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Production / harvest employee	0	0	2	1	0	1	1	1	1	2
Packing employee	0	0	2	1	0	0	1	2	2	2
Trade employee	0	0	2	2	0	1	0	2	2	3
<b>Commercial Manager</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>

### Step 7: Development of the appropriate training for the employees

The training proposed for the job position of the commercial manager based on the analysis is presented at the table 9.

**Table 9. Training proposed for the job - position (at a priority scale based on gap analysis)**

Gap	Organic farming practices	Certification – of labeling organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardizati on of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Gap</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>

The gap analysis results depict that the manager should be trained in the following topics (in prioritized order)

1. Programming of agricultural production (1st priority)
2. Distribution & Trade (2<sup>nd</sup> priority)
3. Marketing of agricultural products (3<sup>rd</sup> priority)
4. Agricultural business management (4<sup>th</sup> priority)

### Step 8: Determination of the appropriate training for substitutes (unemployed)

Within this frame, the training required for the unemployed is also identified, which will provide to the unemployed the knowledge and skills to

1. substitute activities that the commercial manager to be trained is partially undertaking from his position (mainly activities in production and wholesale trade operations),
2. correspond to the needs and goals of the company and attain skills that are missing from the company

The training to be attended by the unemployed is determined based on the above two factors, namely the activities to be undertaken by the unemployed during his employment and the skills missing in specific operations of the company. The matching between these two factors and the required training is presented at the following table 10:

**Table 10. Identification of required training for the unemployed (on a priority scale – level 1: low involvement in the specific activity / low gap, level 5 / more: high involvement in the specific activity/ high gap)**

	Organic farming practices	Certification - of labeling organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Activities to be undertaken by unemployed</b>			1	3			2	5	4	
<b>Overall gap identified in the specific activity</b>	0	0	6	4	0	2	2	5	5	7

The above indicate that unemployed should be trained in the following topics (in prioritized order)

1. Standardization of agricultural products (1<sup>st</sup> priority)
2. Packaging of agricultural products (2<sup>nd</sup> priority)
3. Basic facts on the agriculture sector (3<sup>rd</sup> priority)
4. Distribution & trade (4<sup>th</sup> priority)

### 3.2 Job – Rotation Scheme Development

The unemployed selected for the 3<sup>rd</sup> scheme and the specific company has experience in processing and canning sector and more specifically in trade activities which corresponds to the company's operations. Furthermore, the selected unemployed has stated as preferred employment a job position in the same sector.

The final scheme developed for the 3<sup>rd</sup> company is presented at the following table:

**Table 11. Job rotation scheme for the 3<sup>rd</sup> company – topics in which each participant will be trained (on a priority scale)**

	Organic farming practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Manager			3	2	1	4				
Unemployed				4				1	2	3

#### 4<sup>th</sup> JOB – ROTATION SCHEME

##### COMPANY 4.

The 4<sup>th</sup> agricultural company is Cooperativa Local del Campo Santísimo Cristo. The company is located at Gata de Gorgos Municipality (C/ Dr. Moratal 32, 03740 Gata) at Alicante Region.

**Basic data on the company:** The company is active in the sector of grapes cultivation and sales. The company employs 4 permanent employees and seasonal workers in sales/trade activities, production/harvesting, and packaging operations.

**Participant to the job – rotation scheme:** The manager of the company will participate in the job- rotation scheme. His job activities include undertaking & monitoring of production & trade operations.

#### 4.1 Training needs identification

##### Step 1: Analysis of the strategic direction and objectives of the company

The strategy of the company is oriented towards the access in new markets (regional/national) and development of cooperations and linkages with other producers. The strategic objectives of the company presented at the following table 1:

**Table 1. Strategic objectives of the company**

Objective	Specific Targets
Access to new markets	The company aims to gradually access other regional markets
Cooperations development	The company aims cooperations and linkages with other producers in order to achieve production and cost effectiveness and higher prices

In the following table 2, the effects that the objectives and aims of the company will have to the operation of the overall company and the specific departments are presented.

**Table 2. Objectives and effects on company's operation**

	Cooperations development	Access to new markets
Overall company operation	The operational & trade networking will require new cooperations and commercial mechanisms	The objective of accessing other markets results in the need for the company to focus on operation, distribution & marketing issues.
Company operations/departments	The company will require a greater effort and skills from the sales department & development and support of links with other producers	The administrative & management department will be affected from the aimed expansion in other markets in terms of required enhancement of marketing and promotion activities focused to the new markets.
Sales / trade		
Packaging	-	-
Production / Harvesting	-	The operational expansion of the company will require adaptation of the production process to the requirements of the new markets.

### Step 2: Environmental Scan

The main factors affecting the company are presented at the following Table 3.

**Table 3. Environmental factors affecting the company**

Factor	Description
Economic	Due to the economic crisis the company confronts financial problems, mainly due to decreasing demand
	The wholesale prices of the products are low

In the following table 4, the effects that the factors identified above have to the company are presented.

**Table 4. Environmental factors and effects on the company's operation**

Factor	Economic
Overall company operation	The decrease of demand and economic crisis will affect the company's operation, and the products of the company along with the costs of production should be reoriented in order for the company to avoid big losses.
Company operations/departments Sales / trade	As the demand and consumption of the products is expected to decrease, the marketing operations should enhance the promotion of the products through alternative techniques, approach other potential consumers' groups, adopt new approaches.
Packaging	-
Production / Harvesting	The company should focus on more effective production process, decrease of production costs, better logistic systems and productivity.

### Step 3: Identification of the needed competencies at organizational level.

The skills and competencies required and their connection with identified objectives and environmental factors are presented at the following Table 5.

**Table 5. Required competencies at organizational level**

Factors affecting company	Economic
Objective	Skills and competencies required from employees
<u>General skills</u>	To overall respond to the identified objectives and trends, the employees should possess knowledge on cost effective production systems, marketing activities & co-operations & common exploitation of distribution channels.
<u>Skills for the achievement of objectives</u> ▪ Cooperations	Employees should attain specialized knowledge and skills in producers' organisation, development of distributional links, exploitation of new commerce techniques, etc.
▪ Access to new markets	The human resources should attain specialized skills in trade and marketing, focusing on cost – effective marketing and alternative distribution channels, targeting of specialized consumer groups.

#### Step 4: Determination of needed skills for the workforce

The skills and competencies required from human resources are presented at Table 6.

**Table 6. Skills required (level 1: low-5: high)**

Job position	Production skills	Sales skills			Management skills			Storage		General skills & knowledge
	Organic farming practices (basic principles & techniques, legislation, certification - labeling of organic products)	Certification - labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Production / harvest employee	0	0	2	2	1	0	2	3	2	2
Packing employee	0	0	2	2	1	0	2	4	5	2
Trade /sales employee	0	0	5	5	3	3	3	3	3	4
<b>Manager</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>5</b>

#### Step 5: Determination of existing skills that the workforce possess

The existing skills and competencies from human resources are presented at Table 7.

**Table 7. Existing skills (level 1: low-5: high)**

Job position	Production skills	Sales skills			Management skills			Storage		General skills & knowledge
	Organic farming practices (basic principles & techniques, legislation, certification - labeling of organic products)	Certification - labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Production / harvest employee	0	0	1	1	0	0	1	2	1	2
Packing employee	0	0	1	1	0	0	0	2	3	2
Trade employee	0	0	2	4	1	1	1	1	1	2
<b>Manager</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>

### Step 6: Gap analysis

The gap analysis between required and existing skills is presented at the following table 8.

**Table 8. Gap analysis - skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		Genera l skills
	Organic farming practices (basic principles & techniques.	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Production employee	0	0	1	1	1	0	1	1	1	0
Packing employee	0	0	1	1	1	0	2	2	2	0
Trade employee	0	0	3	1	2	2	2	2	2	2
<b>Manager</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>

### Step 7: Development of the appropriate training for the employees

The training proposed for the job position of the manager based on the analysis is presented at the table 9.

**Table 9. Training proposed for the job - position (at a priority scale based on gap analysis)**

Gap	Organic farming practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Gap</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>

The gap analysis results depict that the manager should be trained in the following topics (in prioritized order)

1. Marketing of agricultural products (1st priority)
2. Integrated management of agricultural production (2<sup>nd</sup> priority)
3. Distribution & Trade (3<sup>rd</sup> priority)
4. Agricultural business management (4<sup>th</sup> priority)
5. Programming of agricultural production (5<sup>th</sup> priority)

### Step 8: Determination of the appropriate training for substitutes

Within this frame, the training required for the unemployed is also identified, which will provide to the unemployed the knowledge and skills to

1. substitute activities that the manager to be trained is partially undertaking from his position,
2. correspond to the needs and goals of the company and attain skills that are missing from the company

The training to be attended by the unemployed is determined based on the above two factors, namely the activities to be undertaken by the unemployed during his employment and the skills missing in specific operations of the company. The matching between these two factors and the required training is presented at the following table 10:

**Table 10. Identification of required training for the unemployed (on a priority scale – level 1: low involvement in the specific activity / low gap, level 5 / more: high involvement in the specific activity/ high gap)**

	Organic farming practices	Certification of labeling organic	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Activities to be undertaken by unemployed</b>				5			2	4	3	
<b>Overall gap identified in the specific activity</b>	0	0	5	3	4	2	5	5	5	2
The above indicate that unemployed should be trained in the following topics (in prioritized order)										
<ol style="list-style-type: none"> <li>1. Standardization of agricultural products (1<sup>st</sup> priority)</li> <li>2. Packaging of agricultural products (2<sup>nd</sup> priority)</li> <li>3. Distribution &amp; trade (3<sup>rd</sup> priority)</li> </ol>										

#### 4.2 Job – Rotation Scheme Development

The unemployed selected for the 4<sup>th</sup> scheme and the specific company has experience in farming sector and has stated as preferred employment a job position in the same sector. The final scheme developed for the 4<sup>th</sup> company is presented at the following table:

**Table 10. Job rotation scheme for the 4<sup>th</sup> company – topics in which each participant will be trained (on a priority scale)**

	Organic farming practices	Certification of labeling organic	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Manager /farmer</b>			1	3	5	4	2			
<b>Unemployed</b>				3				1	2	

**5<sup>th</sup> JOB – ROTATION SCHEME****COMPANY 5.**

The 5<sup>th</sup> agricultural company is Serveis Agroambientals Marina Alta S.L. The company is located at Gata de Gorgos Municipality (C/ Constitución 31) at Alicante Region.

**Basic data on the company:** The company provides mainly support (consulting and on the field) to grapes and wine producers. The company employs 3 permanent employees and external associates in the production consulting department.

**Participant to the job – rotation scheme:** The manager of the company will participate in the job- rotation scheme. His job activities include the provision of support to farmers on production, fertilizing & other topics (distribution, promotion of production etc).

**5.1 Training needs identification****Step 1: Analysis of the strategic direction and objectives of the company**

The strategy of the company is oriented towards the expansion of the services to a wider range of support activities. The strategic objectives of the company presented at the following table 1:

**Table 1. Strategic objectives of the company**

Objective	Specific Targets
Expansion of services range	The company aims to provide a wider range of services to various agricultural operations and mainly on organic farming

In the following table 2, the effects that the objectives and aims of the company will have to the operation of the overall company and the specific departments are presented.

**Table 2. Objectives and effects on company's operation**

	Expansion of services range
Overall company operation	The company will required specialized knowledge on contemporary agricultural topics
Company operations/departments Consulting support	The consultants should possess specialized knowledge and skills for the effective support of producers

### Step 2: Environmental Scan

The main factors affecting the company are presented at the following Table 3.

**Table 3. Environmental factors affecting the company**

Factor	Description
Economic	Limited state support & financial aids who could support farmers & producers to use the company's services
	Small structure of farms and agricultural companies, which does not create opportunities for further development through consulting support

In the following table 4, the effects that the factors identified above have to the company are presented.

**Table 4. Environmental factors and effects on the company's operation**

Factor	Economic
Overall company operation	The limited funds directed to farmers along with the limited capacity of the farmers themselves create unfavorable environment for the company's operation
Company operations/departments Consulting	The company should direct and upgrade its services towards the provision of specialized and cost-effective services which will create added value for the producers

### Step 3: Identification of the needed competencies at organizational level.

The skills and competencies required and their connection with identified objectives and environmental factors are presented at the following Table 5.

**Table 5. Required competencies at organizational level**

Factors affecting company	Economic
Objective	Skills and competencies required from employees
<u>General skills</u>	To overall respond to the identified objectives and trends, the employees should possess knowledge on new production systems and agricultural activities in which they could direct their services provided to producers.
<u>Skills for the achievement of objectives</u> ▪ Expansion of services range	Employees should attain specialized knowledge and skills on new production systems that could support and assist producers, organic farming, quality standards & certification, specialized distribution & trade systems.

**Step 4: Determination of needed skills for the workforce**

The skills and competencies required from human resources are presented at Table 6.

**Table 6. Skills required (level 1: low-5: high)**

Job position	Production skills	Sales skills			Management skills			Storage		General skills
	Organic farming practices (basic principles & techniques, legislation, certification – labeling of organic products)	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector	
Consultant	5	5	5	5	4	4	5	5	5	5
<b>Manager/senior consultant</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**Step 5: Determination of existing skills that the workforce possess**

The existing skills and competencies from human resources are presented at Table 7.

**Table 7. Existing skills (level 1: low-5: high)**

Job position	Production skills	Sales skills			Management skills			Storage		General skills & knowledge
	Organic farming practices (basic principles & techniques, legislation, certification – labeling of organic products)	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector	
Consultant	3	2	3	3	2	4	3	2	3	5
<b>Manager/senior consultant</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>5</b>

### Step 6: Gap analysis

The gap analysis between required and existing skills is presented at the following table 8.

**Table 8. Gap analysis - skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		Genera l skills
	Organic farming practices (basic principles & techniques.	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural management	Agricultural Business management	Integrated management of agricultural products	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Consultant	2	3	2	2	2	1	2	3	2	0
Manager/senior consultant	2	3	2	2	1	1	3	1	1	0

### Step 7: Development of the appropriate training for the employees

The training proposed for the job position of the manager/ consultant based on the analysis is presented at the table 9.

**Table 9. Training proposed for the job - position (at a priority scale based on gap analysis)**

	Organic farming practices	Certificatio n – labeling of organic products	Marketing	Distributi on & Trade	Programmi ng of agricultural production	Agricultural business managem ent	Integrat ed managem ent	Standar diz ation of agricultural products	Packag ing of agricultural products	Basic facts of the agriculture sector
<b>Gap</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>
The gap analysis results depict that the manager should be trained in the following topics (in prioritized order)										
<ol style="list-style-type: none"> <li>1. Integrated management of agricultural production (1st priority)</li> <li>2. Certification – labeling of organic products (2<sup>nd</sup> priority)</li> <li>3. Marketing of agricultural products (3<sup>rd</sup> priority)</li> <li>4. Distribution &amp; Trade (4<sup>th</sup> priority)</li> </ol>										

### Step 8: Determination of the appropriate training for substitutes

Within this frame, the training required for the unemployed is also identified, which will provide to the unemployed the knowledge and skills to

1. substitute activities that the manager to be trained is partially undertaking from his position (mainly activities in consulting on farming and production),

2. correspond to the needs and goals of the company and attain skills that are missing from the company

The training to be attended by the unemployed is determined based on the above two factors, namely the activities to be undertaken by the unemployed during his employment and the skills missing in specific operations of the company. The matching between these two factors and the required training is presented at the following table:

**Table 10. Identification of required training for the unemployed (on a priority scale – level 1: low involvement in the specific activity / low gap, level 5 / more: high involvement in the specific activity/ high gap)**

	Organic farming	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural	Agricultural business management	Integrated management of agricultural	Standardization of agricultural products	Packaging of	Basic facts of the agriculture
Activities to be undertaken by unemployed	5	2		1				3	4	
Overall gap identified in the specific activity	2	3	2	2	2	1	2	3	2	0
The above indicate that unemployed should be trained in the following topics (in prioritized order)										
<ol style="list-style-type: none"> <li>1. Organic farming practices (1<sup>st</sup> priority)</li> <li>2. Standardization of agricultural products (2<sup>nd</sup> priority)</li> <li>3. Packaging of agricultural products (3<sup>rd</sup> priority)</li> <li>4. Basic facts on agriculture (4<sup>th</sup> priority)</li> </ol>										

## 5.2 Job – Rotation Scheme Development

The unemployed selected for the 5<sup>th</sup> scheme and the specific company has experience in agriculture and has stated as preferred employment a job position in organic agriculture sector. The final scheme developed for the 5<sup>th</sup> company is presented at the following table:

**Table 11. Job rotation scheme for the 5<sup>th</sup> company – topics in which each participant will be trained (on a priority scale)**

	Organic farming practices	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Senior consultant		2	3	4			1			
Unemployed	1							2	3	4

**6<sup>th</sup> JOB – ROTATION SCHEME****COMPANY 6.**

The 6<sup>th</sup> agricultural company is Fernando Escrivá Sastre, a small family company located at Alicante Region (C/ San Miquel 80).

**Basic data on the company:** The company is active in the sector of citrus cultivation and sales. The company employs 2 permanent employees in the sales & administration department and seasonal workers in the production operations.

**Participant to the job – rotation scheme:** The manager/owner of the company (farmer) will participate in the job- rotation scheme. He is involved in all the company's operation (production & sales).

**6.1 Training needs identification****Step 1: Analysis of the strategic direction and objectives of the company**

The strategy of the company is oriented towards the transition in organic farming & increase of citrus production sales. The strategic objectives of the company are presented at the following table 1:

**Table 1. Strategic objectives of the company**

Objective	Specific Targets
Transition in organic farming	The company aims to gradually initiate organic farming of citrus
Increase of sales	The company aims to increase its sales in the local and regional market

In the following table 2, the effects that the objectives and aims of the company will have to the operation of the overall company and the specific departments are presented.

**Table 2. Objectives and effects on company's operation**

	Transition in organic farming	Increase of sales
<b>Overall company operation</b>	The transition to organic farming will create new requirements for the company in terms of production techniques, suitable markets and distribution channels identification	The objective of sales increase means that the company will have to enhance its focus on effective marketing and sales techniques, & effectiveness of distribution mechanisms
<b>Company operations/departments</b> <b>Sales / administration</b>	The sales department will have to identify new markets, suppliers and consumer groups that could support organic production	The administrative/sales department will be affected from the aimed increase in terms of required enhancement of the further planning & implementation of marketing and promotion activities.
<b>Production</b>	The production operations are significantly affected as new systems and plans should be adopted (Soil preparation, crop rotations etc)	The increase in sales means that an increase in production should also be achieved. The production department should enhance productivity.

### Step 2: Environmental Scan

The main factors affecting the company are presented at the following Table 3.

**Table 3. Environmental factors affecting the company**

Factor	Description
Economic	Limited state & EU funding for agricultural activities & citrus production support
	The wholesale prices of the citrus products are low

In the following table 4, the effects that the factors identified above have to the company are presented.

**Table 4. Environmental factors and effects on the company's operation**

Factor	Economic
<b>Overall company operation</b>	The limited fund support and low sale prices will affect the company's operation, and the products of the company along with the costs of production should be reoriented through cost effective systems
<b>Company operations/departments</b> <b>Sales/administration</b>	The sales department should focus on the promotion of products and increase of sales in order for the company to compensate for the losses from the decrease in funding.
<b>Production</b>	The company should focus on more effective production process, decrease of production costs, better logistic systems and higher productivity.

### Step 3: Identification of the needed competencies at organizational level.

The skills and competencies required and their connection with identified objectives and environmental factors are presented at the following Table 5.

**Table 5. Required competencies at organizational level**

Factors affecting company	Economic
Objective	Skills and competencies required from employees
<b>General skills</b>	To overall respond to the identified objectives and trends, the employees should possess knowledge on cost effective production systems, organic farming techniques & legislative/trade requirements, marketing activities
<b>Skills for the achievement of objectives</b> ▪ <b>Transition in organic farming</b>	Employees should attain specialized knowledge and skills in organic farming practices and processes, legislative and certification topics, crops rotation etc
▪ <b>Increase of sales</b>	Employees should attain specialized skills in trade and marketing, focusing on cost – effective marketing and alternative distribution channels, identification of funds supporting organic agriculture.

#### Step 4: Determination of needed skills for the workforce

The skills and competencies required from human resources are presented at Table 6.

**Table 6. Skills required (level 1: low-5: high)**

Job position	Production skills	Sales skills			Management skills			Storage		General skills
	Organic farming practices (basic principles & techniques, legislation, certification – labeling of organic products)	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector	
Production employee	5	3	1	2	1	0	3	3	1	2
Sales employee	2	3	4	5	2	0	2	2	2	4
<b>Manager</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>5</b>

#### Step 5: Determination of existing skills that the workforce possess

The existing skills and competencies from human resources are presented at Table 7.

**Table 7. Existing skills (level 1: low-5: high)**

Job position	Production skills	Sales skills			Management skills			Storage		General skills
	Organic farming practices (basic principles & techniques, legislation, certification – labeling of organic products)	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector	
Production employee	0	0	0	0	0	0	1	1	1	0
Sales employee	0	0	2	3	0	0	0	0	2	1
<b>Manager</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>2</b>

### Step 6: Gap analysis

The gap analysis between required and existing skills is presented at the following table 8.

**Table 8. Gap analysis - skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		Genera I skills
	Organic farming practices (basic principles & techniques.	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Production employee	5	3	1	2	1	0	2	2	0	2
Sales employee	2	3	2	2	2	0	2	2	0	3
<b>Manager</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>3</b>

### Step 7: Development of the appropriate training for the employees

The training proposed for the job position of the manager based on the analysis is presented at the table 9.

**Table 9. Training proposed for the job - position (at a priority scale based on gap analysis)**

	Organic farming practices	Certificatio n - labeling of organic	Marketing	Distribution & Trade	Programmi ng of agricultural production	Agricultural business manageme	Integrated manageme nt	Standardiz ation of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Gap</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>3</b>

The gap analysis results depict that the manager should be trained in the following topics (in prioritized order)

1. Integrated management of agricultural production (1st priority)
2. Marketing of agricultural products (2<sup>nd</sup> priority)
3. Programming of agricultural production (3<sup>rd</sup> priority)
4. Certification – labeling of organic products (4<sup>th</sup> priority)

### Step 8: Determination of the appropriate training for substitutes

Within this frame, the training required for the unemployed is also identified, which will provide to the unemployed the knowledge and skills to

1. substitute activities that the manager to be trained is partially undertaking from his position (mainly activities in production),
2. correspond to the needs and goals of the company and attain skills that are missing from the company

The matching between these two factors and the required training is presented at the following table 10:

**Table 10. Identification of required training for the unemployed (on a priority scale – level 1: low involvement in the specific activity / low gap, level 5 / more: high involvement in the specific activity/ high gap)**

	Organic farming practices	Certification of labeling organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Activities to be undertaken by unemployed</b>	5							3	4	
<b>Overall gap identified in the specific activity</b>	7	6	3	4	3	0	4	4	0	5
The above indicate that unemployed should be trained in the following topics (in prioritized order)										
<ol style="list-style-type: none"> <li>1. Organic farming practices (1<sup>st</sup> priority)</li> <li>2. Standardization of agricultural products (2<sup>nd</sup> priority)</li> <li>3. Packaging of agricultural products (3<sup>rd</sup> priority)</li> <li>4. Basic facts of the agriculture sector (4<sup>th</sup> priority)</li> </ol>										

## 6.2 Job – Rotation Scheme Development

The unemployed selected for the 6<sup>th</sup> scheme and the specific company has experience in farming sector and more specifically in citrus (oranges) production & harvesting, and has stated as preferred employment a job position in the same sector. The final scheme developed for the 6<sup>th</sup> company is presented at the following table:

**Table 11. Job rotation scheme for the 6<sup>th</sup> company – topics in which each participant will be trained (on a priority scale)**

	Organic farming practices	Certification of labeling organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Manager /farmer</b>		4	2		3		1			
<b>Unemployed</b>	1							2	3	4

**7<sup>th</sup> JOB – ROTATION SCHEME****COMPANY 7.**

The 7<sup>th</sup> agricultural company is Juan Moll Perez sl. It is a small gardening company located at Alicante Region (C/ Carlos Benimeli 4).

**Basic data on the company:** The company is active in the sector of gardening, reforestation & small scale fruits cultivation. The company employs 1 permanent employee in the administration department and temporary workers in the cultivation activities.

**Participant to the job – rotation scheme:** The manager/owner of the company will participate in the job- rotation scheme.

**7.1 Training needs identification****Step 1: Analysis of the strategic direction and objectives of the company**

The strategy of the company is oriented towards the acquisition of more customers and adoption of environmental friendly cultivation techniques. The strategic objectives of the company presented at the following table 1:

**Table 1. Strategic objectives of the company**

Objective	Specific Targets
Customers' acquisition	The company aims to provide its services to more customers
Environmental friendly cultivations	The company aims to adopt environmental friendly cultivation techniques

In the following table 2, the effects that the objectives and aims of the company will have to the operation of the overall company and the specific departments are presented.

**Table 2. Objectives and effects on company's operation**

	Environmental friendly cultivations	Customers' acquisition
Overall company operation	The adoption of environmental friendly cultivation techniques will create new requirements for the company in terms of planting techniques, fertilizers use, planting & production management	The objective of customers' increase means that the company will have to enhance its focus on effective marketing and promotion of its services
Company operations/departments Administration	The sales department will have to identify new markets, suppliers and consumer groups that could support organic production	The administrative/sales department will be affected from the aimed increase in terms of required enhancement of the further planning & implementation of marketing and promotion activities.
Planting/cultivation	The production operations are significantly affected as new cultivation systems should be adopted	-

### Step 2: Environmental Scan

The main factors affecting the company are presented at the following Table 3.

**Table 3. Environmental factors affecting the company**

Factor	Description
<b>Economic</b>	The economic crisis which leads to lower demand of the company's services

In the following table 4, the effects that the factors identified above have to the company are presented.

**Table 4. Environmental factors and effects on the company's operation**

Factor	Economic
<b>Overall company operation</b>	The limited demand affects negatively the company as it leads to financial problems
<b>Company operations/departments Administration</b>	The administration department should focus on the promotion of the services and the highlight of their quality and added value
<b>Planting/cultivation</b>	-

### Step 3: Identification of the needed competencies at organizational level.

The skills and competencies required and their connection with identified objectives and environmental factors are presented at the following Table 5.

**Table 5. Required competencies at organizational level**

Factors affecting company	Economic
Objective	Skills and competencies required from employees
<b><u>General skills</u></b>	To overall respond to the identified objectives and trends, the employees should possess knowledge on cost effective production & management systems, & specialized skills on environmental friendly cultivation
<b><u>Skills for the achievement of objectives</u></b>	Employees should attain specialized knowledge and skills on environmental friendly cultivation (plant protection, use of fertilizers, pest control, protection of natural resources etc)
▪ <b>Customers' acquisition</b>	Employees should attain specialized skills in marketing, focusing on cost – effective marketing and identification of potential customers to be approached

### Step 4: Determination of needed skills for the workforce

The skills and competencies required from human resources are presented at Table 6.

**Table 6. Skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		General skills
		Organic farming practices (basic principles & techniques, legislation, crops rotation etc)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	
Cultivation employee	3	0	0	0	0	0	2	3	0	0
Administration employee	0	0	3	1	0	1	1	1	0	2
<b>Manager</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>3</b>

### Step 5: Determination of existing skills that the workforce possess

The existing skills and competencies from human resources are presented at Table 7.

**Table 7. Existing skills (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		General skills
		Organic farming practices (basic principles & techniques, legislation, crops rotation etc)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	
Cultivation employee	0	0	0	0	0	0	1	1	0	0
Administration employee	0	0	2	0	0	0	0	0	0	0
<b>Manager</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>

### Step 6: Gap analysis

The gap analysis between required and existing skills is presented at the following table 8.

**Table 8. Gap analysis - skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		Genera l skills
	Organic farming practices (basic principles & techniques)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Cultivation employee	3	0	0	0	0	0	2	2	0	0
Administration employee	0	0	1	1	0	1	1	1	0	2
<b>Manager</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>2</b>

### Step 7: Development of the appropriate training for the employees

The training proposed for the job position of the manager based on the analysis is presented at the table 9.

**Table 9. Training proposed for the job - position (at a priority scale based on gap analysis)**

	Organic farming practices	Certificatio n labeling of organic products	Marketing	Distribution & Trade	Programmi ng of agricultural production	Agricultural business manageme nt	Integrated manageme nt	Standariz ation of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Gap</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>2</b>
The gap analysis results depict that the manager should be trained in the following topics (in prioritized order)										
<ol style="list-style-type: none"> <li>1. Integrated management of agricultural production (1st priority)</li> <li>2. Marketing of agricultural products (2<sup>nd</sup> priority)</li> <li>3. Agricultural Business Management (3<sup>rd</sup> priority)</li> <li>4. Programming of agricultural production (4<sup>th</sup> priority)</li> </ol>										

### Step 8: Determination of the appropriate training for substitutes

Within this frame, the training required for the unemployed is also identified, which will provide to the unemployed the knowledge and skills to

1. substitute activities that the manager to be trained is partially undertaking from his position (mainly activities in production),

2. correspond to the needs and goals of the company and attain skills that are missing from the company

The matching between these two factors and the required training is presented at the following table 10:

**Table 10. Identification of required training for the unemployed (on a priority scale – level 1: low involvement in the specific activity / low gap, level 5 / more: high involvement in the specific activity/ high gap)**

	Organic farming practices	Certification - of labeling organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Activities to be undertaken by unemployed</b>	5							4		
<b>Overall gap identified in the specific activity</b>	3	0	1	1	0	1	3	3	0	2
The above indicate that unemployed should be trained in the following topics (in prioritized order)										
<ol style="list-style-type: none"> <li>1. Organic farming practices (1<sup>st</sup> priority)</li> <li>2. Standardization of agricultural products (2<sup>nd</sup> priority)</li> <li>3. Basic facts of the agriculture sector (3<sup>rd</sup> priority)</li> </ol>										

## 7.2 Job – Rotation Scheme Development

The unemployed selected for the 7<sup>th</sup> scheme and the specific company has experience in cultivation & farming, and has stated as preferred employment a job position in the same sector. The final scheme developed for the 7<sup>th</sup> company is presented at the following table:

**Table 11. Job rotation scheme for the 7<sup>th</sup> company – topics in which each participant will be trained (on a priority scale)**

	Organic farming practices	Certification - of labeling organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Manager</b>			2		4	3	1			
<b>Unemployed</b>	1							2		3

## 8<sup>th</sup> JOB – ROTATION SCHEME

### COMPANY 8.

The 8<sup>th</sup> agricultural company is Pablo Pérez Baldó sl. The company is located at Alicante Region (Avda. Juan Carlos I, 71).

**Basic data on the company:** The company is active in the sector of gardening, reforestation & small scale fruits cultivation. The company employs 1 permanent employee in the administration department and temporary workers in the cultivation activities.

**Participant to the job – rotation scheme:** The manager/owner of the company will participate in the job- rotation scheme.

### 8.1 Training needs identification

#### Step 1: Analysis of the strategic direction and objectives of the company

The strategy of the company is oriented towards the acquisition of more customers. The strategic objectives of the company presented at the following table 1:

**Table 1. Strategic objectives of the company**

Objective	Specific Targets
Customers' acquisition	The company aims to provide its services to more customers mainly from the public sector (public services, Municipalities)

In the following table 2, the effects that the objectives and aims of the company will have to the operation of the overall company and the specific departments are presented.

**Table 2. Objectives and effects on company's operation**

	Customers' acquisition
Overall company operation	The objective of customers' increase means that the company will have to enhance its focus on effective marketing and promotion of its services
Company operations/departments Administration	The administrative/sales department will be affected from the aimed increase in terms of required enhancement of the further planning & implementation of marketing and promotion activities.
Planting/cultivation	-

### Step 2: Environmental Scan

The main factors affecting the company are presented at the following Table 3.

**Table 3. Environmental factors affecting the company**

Factor	Description
<b>Economic</b>	The economic crisis which leads to lower demand of the company's services

In the following table 4, the effects that the factors identified above have to the company are presented.

**Table 4. Environmental factors and effects on the company's operation**

Factor	Economic
<b>Overall company operation</b>	The economic crisis affects the company mainly in terms of lower services demand from public sector clients due to budget cuts.
<b>Company operations/departments Administration</b>	The administration department should focus on the promotion of the services and the highlight of their quality and added value.
<b>Planting/cultivation</b>	-

### Step 3: Identification of the needed competencies at organizational level.

The skills and competencies required and their connection with identified objectives and environmental factors are presented at the following Table 5.

**Table 5. Required competencies at organizational level**

Factors affecting company	Economic
Objective	Skills and competencies required from employees
<b><u>General skills</u></b>	To overall respond to the identified objectives and trends, the employees should possess knowledge on cost effective production & management systems, & specialized skills on promotion and marketing.
<b><u>Skills for the achievement of objectives</u></b> ▪ <b>Customers' acquisition</b>	Employees should attain specialized skills in marketing, focusing on cost – effective marketing and identification of potential customers to be approached

### Step 4: Determination of needed skills for the workforce

The skills and competencies required from human resources are presented at Table 6.

**Table 6. Skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		General skills
		Organic farming practices (basic principles & techniques, legislation, crops rotation etc)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	
Cultivation employee	1	0	0	0	1	0	2	3	0	0
Administration employee	0	0	4	1	2	2	1	1	0	2
<b>Manager</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>3</b>

### Step 5: Determination of existing skills that the workforce possess

The existing skills and competencies from human resources are presented at Table 7.

**Table 7. Existing skills (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		General skills
		Organic farming practices (basic principles & techniques, legislation, crops rotation etc)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	
Cultivation employee	0	0	0	0	0	0	1	2	0	0
Administration employee	0	0	2	1	0	0	0	1	0	0
<b>Manager</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>

### Step 6: Gap analysis

The gap analysis between required and existing skills is presented at the following table 8.

**Table 8. Gap analysis - skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		Genera l skills
	Organic farming practices (basic principles & techniques)	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural products	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Cultivation employee	1	0	0	0	1	0	1	1	0	0
Administration employee	0	0	2	0	2	2	1	0	0	2
<b>Manager</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>

### Step 7: Development of the appropriate training for the employees

The training proposed for the job position of the manager based on the analysis is presented at the table 9.

**Table 9. Training proposed for the job - position (at a priority scale based on gap analysis)**

Gap	Organic farming practices	Certification labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Gap</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>

The gap analysis results depict that the manager should be trained in the following topics (in prioritized order)

1. Marketing of agricultural products (1st priority)
2. Agricultural Business Management (2<sup>nd</sup> priority)
3. Programming of agricultural production (3<sup>rd</sup> priority)

### Step 8: Determination of the appropriate training for substitutes

Within this frame, the training required for the unemployed is also identified, which will provide to the unemployed the knowledge and skills to

1. substitute activities that the manager to be trained is partially undertaking from his position (mainly activities in production operations),
2. correspond to the needs and goals of the company and attain skills that are missing from the company

The matching between these two factors and the required training is presented at the following table 10:

**Table 10. Identification of required training for the unemployed (on a priority scale – level 1: low involvement in the specific activity / low gap, level 5 / more: high involvement in the specific activity/ high gap)**

	Organic farming practices	Certification - of labeling organic	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Activities to be undertaken by unemployed</b>	4							5		
<b>Overall gap identified in the specific activity</b>	1	0	2	0	3	2	2	1	0	2
The above indicate that unemployed should be trained in the following topics (in prioritized order)										
<ol style="list-style-type: none"> <li>1. Standardization of agricultural products (1<sup>st</sup> priority)</li> <li>2. Organic farming practices (2<sup>nd</sup> priority)</li> <li>3. Basic facts of the agriculture sector (3<sup>rd</sup> priority)</li> </ol>										

## 8.2 Job – Rotation Scheme Development

The unemployed selected for the 8<sup>th</sup> scheme and the specific company has experience in cultivation & farming, and has stated as preferred employment a job position in the same sector. The final scheme developed for the 8<sup>th</sup> company is presented at the following table:

**Table 11. Job rotation scheme for the 8<sup>th</sup> company – topics in which each participant will be trained (on a priority scale)**

	Organic farming practices	Certification - of labeling organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Manager</b>			1		3	2				
<b>Unemployed</b>	2							1		3

## 9<sup>th</sup> JOB – ROTATION SCHEME

### COMPANY 9.

The 9<sup>th</sup> agricultural company is Alain Eduardo Mendoza Mercado sl. The company is located at Alicante Region (Avda. Juan Carlos I, 71).

**Basic data on the company:** The company is active in the sector of agricultural activities on the field & advisory support & software development for agricultural companies (farm management applications etc). The company employs 1 permanent employee in the administration department and external associates & consultants.

**Participant to the job – rotation scheme:** The manager of the company will participate in the job- rotation scheme. He is overall responsible for the development & design of agricultural applications & advisory support services.

### 9.1 Training needs identification

#### Step 1: Analysis of the strategic direction and objectives of the company

The strategy of the company is oriented towards the development of new services & products. The strategic objectives of the company presented at the following table 1:

**Table 1. Strategic objectives of the company**

Objective	Specific Targets
<b>Development of new services &amp; products</b>	The company aims to develop new applications & provide a wider range of services to agricultural companies mainly regarding integrated management of production & environmental friendly production techniques

In the following table 2, the effects that the objectives and aims of the company will have to the operation of the overall company and the specific departments are presented.

**Table 2. Objectives and effects on company's operation**

	<b>Development of new services &amp; products</b>
<b>Overall company operation</b>	The company will require specialized knowledge on specialized agricultural topics & operations
<b>Company operations/departments</b>	The administration department (and mainly the manager) should design & implement a development plan & acquire specialized knowledge & skills on the topics of the new services & products
<b>Administration</b>	
<b>Consulting /IT</b>	The consultants should possess specialized knowledge and skills for the development of new products/services

### Step 2: Environmental Scan

The main factors affecting the company are presented at the following Table 3.

**Table 3. Environmental factors affecting the company**

Factor	Description
<b>Economic</b>	Economic crisis and lower financial capacity of firms to invest on software products & advisory services

In the following table 4, the effects that the factors identified above have to the company are presented.

**Table 4. Environmental factors and effects on the company's operation**

Factor	Economic
<b>Overall company operation</b>	The limited financial capacity of the farmers create unfavorable environment for the company's operation
<b>Company operations/departments Administration</b>	The company should direct and upgrade its services towards the provision of specialized and cost-effective services which will create added value for the agricultural companies
<b>Consulting / IT</b>	-

### Step 3: Identification of the needed competencies at organizational level.

The skills and competencies required and their connection with identified objectives and environmental factors are presented at the following Table 5.

**Table 5. Required competencies at organizational level**

Factors affecting company	Economic
Objective	Skills and competencies required from employees
<b><u>General skills</u></b>	To overall respond to the identified objectives and trends, the employees should possess knowledge on the needs of agricultural companies, new agricultural production systems and specialized agricultural topics.
<b><u>Skills for the achievement of objectives</u></b> ▪ <b>Development of new services &amp; products</b>	Employees should attain specialized knowledge and skills specific agricultural operations and systems in which the company's products and services could effectively support producers.

### Step 4: Determination of needed skills for the workforce

The skills and competencies required from human resources are presented at Table 6.

**Table 6. Skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		General skills
		Organic farming practices (basic principles & techniques,	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural	Agricultural Business management	Integrated management of	Standardization of agricultural products	
Consultant	3	2	4	4	5	4	5	3	2	5
<b>Manager</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>5</b>

### Step 5: Determination of existing skills that the workforce possess

The existing skills and competencies from human resources are presented at Table 7.

**Table 7. Existing skills (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		General skills
		Organic farming practices (basic principles & techniques,	Certification – labeling of organic	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural	Agricultural Business management	Integrated management of agricultural	Standardization of agricultural products	
Consultant	2	1	3	2	3	4	2	1	1	5
<b>Manager</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>5</b>

### Step 6: Gap analysis

The gap analysis between required and existing skills is presented at the following table 8.

**Table 8. Gap analysis - skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		Genera l skills
		Organic farming practices (basic principles & techniques,	Certification – labeling of organic products	Marketing of agricultural	Distribution & trade of agricultural	Programming of agricultural	Agricultural Business	Integrated management of	Standardization of agricultural	
Consultant	1	1	1	2	2	0	3	2	1	0
<b>Manager</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>

### Step 7: Development of the appropriate training for the employees

The training proposed for the job position of the manager based on the analysis is presented at the table 9.

**Table 9. Training proposed for the job - position (at a priority scale based on gap analysis)**

Gap	Organic farming practices	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
1	1	1	1	2	2	0	3	1	1	0

The gap analysis results depict that the manager should be trained in the following topics (in prioritized order)

1. Integrated management of agricultural production (1st priority)
2. Distribution & trade (2<sup>nd</sup> priority)
3. Programming of agricultural production (3<sup>rd</sup> priority)

### Step 8: Determination of the appropriate training for substitutes

Within this frame, the training required for the unemployed is also identified, which will provide to the unemployed the knowledge and skills to

3. substitute activities that the manager to be trained is partially undertaking from his position (mainly activities related with on-the field support to producers),
4. correspond to the needs and goals of the company and attain skills that are missing from the company

The matching between these two factors and the required training is presented at the following table 10:

**Table 10. Identification of required training for the unemployed (on a priority scale – level 1: low involvement in the specific activity / low gap, level 5 / more: high involvement in the specific activity/ high gap)**

	Organic farming practices	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Activities to be undertaken by unemployed			3			5		4		
Overall gap identified in the	1	1	1	2	2	0	3	2	1	0

specific activity									
The above indicate that unemployed should be trained in the following topics (in prioritized order)									
1. Basic facts of the agriculture sector (1 <sup>st</sup> priority)									
2. Standardization of agricultural products (2 <sup>nd</sup> priority)									
3. Agricultural business management (3 <sup>rd</sup> priority)									

## 9.2 Job – Rotation Scheme Development

The unemployed selected for the 9<sup>th</sup> scheme and the specific company has experience in cultivation & farming, and has stated as preferred employment a job position in the same sector. The final scheme developed for the 9<sup>th</sup> company is presented at the following table:

**Table 11. Job rotation scheme for the 9<sup>th</sup> company – topics in which each participant will be trained (on a priority scale)**

	Organic farming practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Manager				2	3		1			
Unemployed						3		2		1

**10<sup>th</sup> JOB – ROTATION SCHEME****COMPANY 10.**

The 10<sup>th</sup> agricultural company is Pedro Juan Bisquert Ross sl. The company is located at Alicante Region (C/ Dr. Dorrull 17, Jávea).

**Basic data on the company:** The company is active in the sector of gardening and has recently initiated the process of transition to organic farming and organic cultivation of fruits. The company employs 1 permanent employee in administration/sales department and seasonal workers in the farming and cultivation activities.

**Participant to the job – rotation scheme:** The manager/owner of the company (farmer) will participate in the job- rotation scheme. He is involved in all the company's operation (production, cultivation & sales).

**10.1 Training needs identification****Step 1: Analysis of the strategic direction and objectives of the company**

The strategy of the company is oriented towards the development of organic farming & increase of sales. The strategic objectives of the company presented at the following table 1:

**Table 1. Strategic objectives of the company**

Objective	Specific Targets
<b>Development of organic farming</b>	The company aims to develop the organic farming (citrus) and cultivate organically more products (grapes & fruits)
<b>Increase of sales</b>	The company aims to increase its sales in the local and regional market

In the following table 2, the effects that the objectives and aims of the company will have to the operation of the overall company and the specific departments are presented.

**Table 2. Objectives and effects on company's operation**

	Development of organic farming	Increase of sales
<b>Overall company operation</b>	The development of organic farming will create new requirements for the company in terms of production techniques, suitable markets and distribution channels identification	The objective of sales increase means that the company will have to enhance its focus on effective marketing and sales techniques, & effectiveness of distribution mechanisms
<b>Company operations/departments</b> <b>Administration/sales</b>	The department will have to identify new markets, suppliers and consumer groups that could support organic production	The administrative/sales department will be affected from the aimed increase in terms of required enhancement of the further planning & implementation of marketing and promotion activities.
<b>Production</b>	The production operations are significantly affected as new systems and plans should be adopted (Soil preparation, crop rotations etc)	The increase in sales means that an increase in production should also be achieved. The production department should enhance productivity.

### Step 2: Environmental Scan

The main factors affecting the company are presented at the following Table 3.

**Table 3. Environmental factors affecting the company**

Factor	Description
<b>Economic</b>	The economic crisis makes consumers to turn to less expensive products than organic products

In the following table 4, the effects that the factors identified above have to the company are presented.

**Table 4. Environmental factors and effects on the company's operation**

Factor	Economic
<b>Overall company operation</b>	The limited financial capacity of consumers results to low demand of organic products. Management should focus on cost-effective production systems
<b>Company operations/departments</b> <b>Sales/administration</b>	The sales department should focus on the promotion of products and increase of sales in order for the company to compensate for the losses from the decrease in demand. Also the quality and added value of organic products should be promoted.
<b>Production</b>	The company should focus on more effective production process, decrease of production costs, better logistic systems and higher productivity.

### Step 3: Identification of the needed competencies at organizational level.

The skills and competencies required and their connection with identified objectives and environmental factors are presented at the following Table 5.

**Table 5. Required competencies at organizational level**

Factors affecting company	Economic
Objective	Skills and competencies required from employees
<b>General skills</b>	To overall respond to the identified objectives and trends, the employees should possess knowledge on cost effective production systems, organic farming techniques, promotion systems
<b>Skills for the achievement of objectives</b> ▪ <b>Development of organic farming</b>	Employees should attain specialized knowledge and skills in organic farming practices and processes, legislative and certification topics, crops rotation etc
▪ <b>Increase of sales</b>	Employees should attain specialized skills in trade and marketing, focusing on cost – effective marketing and alternative distribution channels, identification of funds supporting organic agriculture.

**Step 4: Determination of needed skills for the workforce**

The skills and competencies required from human resources are presented at Table 6.

**Table 6. Skills required (level 1: low-5: high)**

Job position	Production skills	Sales skills			Management skills			Storage		General skills
	Organic farming practices (basic principles & techniques, legislation, certification – labeling of organic products)	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector	
Production employee	5	3	1	2	0	0	2	4	5	2
Sales/administrative employee	2	4	4	4	0	2	1	1	3	3
<b>Manager</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>4</b>

**Step 5: Determination of existing skills that the workforce possess**

The existing skills and competencies from human resources are presented at Table 7.

**Table 7. Existing skills (level 1: low-5: high)**

Job position	Production skills	Sales skills			Management skills			Storage		General skills
	Organic farming practices (basic principles & techniques, legislation, certification – labeling of organic products)	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector	
Production employee	3	0	0	1	0	0	1	2	3	1
Sales/administrative employee	0	2	2	2	0	1	0	1	1	1
<b>Manager</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>3</b>

### Step 6: Gap analysis

The gap analysis between required and existing skills is presented at the following table 8.

**Table 8. Gap analysis - skills required (level 1: low-5: high)**

Job position	Producti on skills	Sales skills			Management skills			Storage		Genera I skills
	Organic farming practices (basic principles & techniques.	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Agricultural Business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
Production employee	2	3	1	1	0	0	1	2	2	1
Sales/administr employee	2	2	2	2	0	1	1	0	2	2
<b>Manager</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>

### Step 7: Development of the appropriate training for the employees

The training proposed for the job position of the manager based on the analysis is presented at the table 9.

**Table 9. Training proposed for the job - position (at a priority scale based on gap analysis)**

Gap	Organic farming practices	Certificatio n labeling of organic products	Marketing	Distribution & Trade	Programmi ng of agricultural production	Agricultural business manageme nt	Integrated manageme nt	Standardiz ation of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Gap</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>
The gap analysis results depict that the manager should be trained in the following topics (in prioritized order)										
1. Integrated management of agricultural production (1st priority)										
2. Marketing of agricultural products (2 <sup>nd</sup> priority)										
3. Distribution and trade of agricultural products (3 <sup>rd</sup> priority)										
4. Programming of agricultural production (4 <sup>th</sup> priority)										

### Step 8: Determination of the appropriate training for substitutes

Within this frame, the training required for the unemployed is also identified, which will provide to the unemployed the knowledge and skills to

1. substitute activities that the manager to be trained is partially undertaking from his position
2. correspond to the needs and goals of the company and attain skills that are missing from the company

The matching between these two factors and the required training is presented at the following table 10:

**Table 10. Identification of required training for the unemployed (on a priority scale – level 1: low involvement in the specific activity / low gap, level 5 / more: high involvement in the specific activity/ high gap)**

	Organic farming practices	Certification of labeling of organic	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Activities to be undertaken by unemployed</b>	5	2						3	4	
<b>Overall gap identified in the specific activity</b>	4	5	3	3	0	1	2	2	4	3
The above indicate that unemployed should be trained in the following topics (in prioritized order)										
<ol style="list-style-type: none"> <li>1. Organic farming practices (1<sup>st</sup> priority)</li> <li>2. Packaging of agricultural products Standardization of agricultural products (2<sup>nd</sup> priority)</li> <li>3. Certification and labeling of organic products (3<sup>rd</sup> priority)</li> <li>4. Standardization of organic products (4<sup>th</sup> priority)</li> </ol>										

## 10.2 Job – Rotation Scheme Development

The unemployed selected for the 10<sup>th</sup> scheme and the specific company has experience in farming sector, and has stated as preferred employment a job position in the organic farming sector. The final scheme developed for the 10<sup>th</sup> company is presented at the following table:

**Table 11. Job rotation scheme for the 10<sup>th</sup> company – topics in which each participant will be trained (on a priority scale)**

	Organic farming practices	Certification of labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Agricultural business management	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Basic facts of the agriculture sector
<b>Manager /farmer</b>			2	3	4		1			
<b>Unemployed</b>	1	3						4	2	