

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 2.3b: Annex to Czech Handbook: Development of the job rotation model in Czech Republic



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DELIVERABLE No 2.3b: Annex to Czech Handbook: Development of the job rotation model in Czech Republic

Work Package 2: Development of the Job Rotation Models



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TABLE OF CONTENTS

1ST JOB – ROTATION SCHEME	5
1.1 Training needs identification.....	5
1.2 Job – Rotation Scheme Development	13
2ND JOB – ROTATION SCHEME	14
2.1 Training needs identification.....	14
2.2 Job – Rotation Scheme Development	19
3RD JOB – ROTATION SCHEME	20
3.1 Training needs identification.....	20
3.2 Job – Rotation Scheme Development	25
4TH JOB – ROTATION SCHEME	26
4.1 Training needs identification.....	26
4.2 Job – Rotation Scheme Development	31
5TH JOB – ROTATION SCHEME	31
5.1 Training needs identification.....	31
5.2 Job – Rotation Scheme Development	36
6TH JOB – ROTATION SCHEME	37
6.1 Training needs identification.....	37
6.2 Job – Rotation Scheme Development	42
7TH JOB – ROTATION SCHEME	42
7.1 Training needs identification.....	42
7.2 Job – Rotation Scheme Development	47
8TH JOB – ROTATION SCHEME	48
8.1 Training needs identification.....	48
8.2 Job – Rotation Scheme Development	52
9TH JOB – ROTATION SCHEME	53
9.1 Training needs identification.....	53
9.2 Job – Rotation Scheme Development	58
10TH JOB – ROTATION SCHEME	58
10.1 Training needs identification	58
10.2 Job – Rotation Scheme Development.....	63

INTRODUCTION

This is a complementary to the handbook document and presents the application of the job – rotation handbook’s guidelines & methodological framework in Czech Republic 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 Czech Republic 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.

1ST JOB – ROTATION SCHEME

COMPANY 1.

The 1st agricultural company is AGRA Horní Dunajovice a. s. The company is located at the Znojmo district (Horní Dunajovice) in the South Morevian region.

Basic data on the company: The company is active in a wide range of agricultural activities in the sectors of plant growing and livestock production. More specifically, the company's main activities include viticulture / farming and production of grapes, cultivation of barley, corn, wheat, cereals, & trade of crops. Also the company is active in production & distribution of wines, agricultural machinery maintenance services and husbandry. The company employs 85 employees in farming (part time & full time), 35 employees in the packaging operations, 5 employees in the management/economics department and 7 employees in administrative/trade/sales operations positions.

Participant to the job – rotation scheme: The Production manager of the company will participate in the job- rotation scheme. He is overall managing the crops farming/cultivation, harvesting & packaging activities & closely cooperates with the Trade manager on topics related to production distribution to the market.

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 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 curriculum that the unemployed who will substitute the owner during his training should attend.

The strategy of the company is oriented towards the increase of the company's market share, the enhancement of product's quality and the decrease of the currently high operational costs.

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

Table 1. Strategic objectives of the company

Objective	Specific Targets
Increase of market share	<p>Within the next 2-3 years the company aims to achieve an increase of market share regarding the crops production. This objective can be distinguished in the following core aims:</p> <ul style="list-style-type: none"> - Increase 20% of cereals products sales - Increase 10% of grapes and wines sales
Enhancement of products' quality	<p>The company is already focusing on the adoption of environmental friendly techniques using farming practices that contribute to the production of healthy and quality products based on codes of good agricultural practice. The company aims to further enhance quality through the application of HACCP system in the packaging and storage of grapes & the wine production process.</p>
Decrease of operational costs	<p>The company aims to achieve a 10% decrease in production costs within the following year.</p>

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

	Increase of market share	Enhancement of products' quality	Decrease of operational costs
Overall company operation	<p>The objective of market share increase means that the company will have to enhance its focus on effective marketing and sales techniques, enhance effectiveness of existing distribution mechanisms and develop new ones, and further expand its promotion activities to existing and new markets.</p>	<p>The enhancement of product's quality requires that the company should be aware of the developments, regulations and trends in fruits/ agricultural products' quality standards, and adopt specific regulation on the whole operational chain.</p>	<p>The decrease of operational and mainly production costs will affect the overall company's operation as new production organisation systems should be adopted.</p>

	Increase of market share	Enhancement of products' quality	Decrease of operational costs
Company operations/ departments	The management department will be affected from the required sales increase it should develop a long term strategy for the expansion of the company and new trade and commercial cooperations development.	The management department should develop a concrete long term quality strategy and plan, focusing on the application of health & safety standards in the production, packaging and storage activities.	The management (and mainly economics department) will have to develop a cost-effective production strategy and promote a reorganisation and planning of the production activities.
Management/economics			
Administrative/trade	The trade department is the department mainly affected from the specific objective as it handles all sales operations. The increase of market share requires a higher level of skills from the department as it will have to develop and apply a wider range of promotion and market approach activities.	The trade department can support this objective, by promoting the quality of products as a competitive advantage. The department should be familiar with the quality elements and characteristics of production.	-
Packaging	-	The packaging /storage operations will be significantly affected by the application of quality assurance & control processes as new requirements and processes will be integrated in the existing activities.	The packaging operations will be affected mainly in terms of a reorganization of the production process which will affect the overall process of the farming-packaging-storage-distribution link.
Production / farming	The achievement of market share increase will require a considerable level of production increase within the operational capacity of the company.	The production operations will be significantly affected by the application of quality assurance & control processes as new requirements and processes will be integrated in the existing activities.	The production operations will be significantly affected mainly in terms of a reorganization of the production process, potential intensification and changes in the use & management of production factors

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
Political/Economic	The recent national elections resulted in a series of changes, among which structural changes in the provision of agricultural subventions (subsidies) and tax structure changes for companies.
	The company had a significant decrease in yield in the previous year.

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	Political/Economic	
Overall company operation	The economic factors and especially the decision for agricultural subsidies restructuring will result in a decrease of the funding support that the company received during the previous years.	The company should respond with increased promotion activities. Further, it should promote the high quality of products as an added value and competitive advantage.
Company operations/departments Management/economics	The management of the company should focus on developing systems of production and management that could compensate for the losses of subsidies, potentially reorientate its production to other crops and products and focus on quality and real market needs.	The management of the company should respond to low yield through enhancing productivity systems.
Administrative/trade	The trade department should focus on the promotion of the company's products and increase of sales in order for the company to compensate for the losses from the subsidies decrease.	The trade operations should enhance the promotion of the products through alternative techniques & approach of other potential consumers' groups, in order to avoid an increase of the price which could lead to a demand decrease.

Packaging	The packaging department should adapt to potential cost reductions that the company will implement.	The packaging department should adapt to potential cost reductions that the company will implement.
Production / farming	The production department should implement cost effective production systems & potentially adapt to a reorientation of the cultivations that the company will promote.	The production department should focus on keep operational costs low and implement cost effective production systems.

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	Political/Economic
Objective	Skills and competencies required from employees
<u>General skills</u>	To overall respond to the objectives and trends identified, the employees of the company should possess general & specialized knowledge on cost-effective production systems & quality and health & safety standards.
<u>Skills for the achievement of objectives</u> ▪ Increase of market share	Employees should attain specialized knowledge and skills in sales and marketing operations, targeting of further consumer groups and markets, promotion of the added value of the quality of products and the environmental friendly practices that the company adopts.
▪ Enhancement of products' quality	Employees should specialize and be able to design and implement a HACCP system in the production operations, perform products quality controls, follow a product standardization procedure etc. Furthermore, specialized knowledge should be acquired on the regulations regarding agricultural products quality requirements.
▪ Decrease of operational costs	Employees should attain specialized knowledge in cost reduction and production efficiency techniques.

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	Production skills		Sales skills			Management skills					Storage skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	1	5	0	0	0	0	0	0	0	2	3	2	3	2	1
Packaging employee	0	3	0	1	1	0	0	0	0	0	4	5	5	2	1
Trade/administrativ employee	0	2	0	3	4	0	1	2	2	0	2	3	2	4	2
Mangmt/economics employee	0	4	0	3	4	3	5	5	5	3	4	3	5	5	5
Production Manager	2	5	2	3	4	5	5	5	3	5	5	5	5	5	5

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	Production skills		Sales skills			Management skills					Storage skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural	Economic analysis of agricultural	Agricultural Business management	Agricultural	Integrated management of	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy

Production/farming employee	0	2	0	0	0	0	0	0	0	1	1	1	1	1	0
Packaging employee	0	1	0	0	0	0	0	0	0	0	2	3	2	1	0
Trade/administrativ employee	0	1	0	2	3	0	0	1	2	0	1	1	0	2	0
Mangmt/economics employee	0	3	0	1	2	2	4	4	5	2	2	2	2	5	4
Production Manager	1	4	1	1	2	2	2	3	1	4	4	2	3	5	2

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 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	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	1	3	0	0	0	0	0	0	0	1	2	1	2	1	1
Packaging employee	0	2	0	1	1	0	0	0	0	0	2	2	3	1	1
Trade/administrativ employee	0	1	0	1	1	0	0	1	0	0	1	2	2	2	2
Mangmt/economics employee	0	1	0	2	1	1	1	1	0	1	2	1	1	0	1
Production Manager	1	1	1	2	2	3	3	2	2	1	1	1	2	0	3

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 production 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	Codes of Good Agricultural Practices	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Gap	1	1	1	2	2	3	3	2	2	1	1	1	2	0	3
<p>The gap analysis results depict that the production manager should be trained in the following topics (in prioritized order)</p> <ol style="list-style-type: none"> 1. Economic analysis of agricultural production (1st priority) 2. Programming of agricultural production (2nd priority) 3. Agricultural Policy (3rd priority) 4. Hygiene and safety (HACCP) (4th priority) 5. Distribution & trade of agricultural products (5th 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 (activities related to the production, cultivation / farming and packaging 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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Activities to be undertaken by unemployed		5								2	4	3	1		
Overall gap identified in the specific activity	1	7	0	4	3	1	1	2	0	2	7	6	8	4	5

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

1. Codes of good agricultural practices (1st priority)
2. Standardization of agricultural products (2nd priority)
3. Packaging of agricultural products (3rd priority)
4. Integrated management of agricultural production (4th priority)

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 1st scheme and the specific company has stated as preferred employment a job position related in the production/processing sector and more specifically in packaging operations.

The final scheme developed for the 1st company is presented at the following table:

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

	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production Manager					5	2	1						4		3
Unemployed		1								4	2	3			

2nd JOB – ROTATION SCHEME**COMPANY 2.**

The 2nd agricultural company is AGRINEA s. r. o.. The company is located at the South Moravian Region, Slavičín – Hrádek.

Basic data on the company: The company is active in the sector of organic crops production and trade (mainly cereals). The company employs 2 persons in administrative/trade department, 4 field workers, and 2 workers in packaging operations.

Participant to the job – rotation scheme: The farm/production manager/supervisor will participate in the scheme. His activities include farming, harvesting 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 and the 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
Increase of production	Within the next years the company aims to achieve a 10% increase of cereals production in the next year.
Increase of sales	The company aims to increase the sales of cereals by 20% within the next 2 years.

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

	Increase of production	Increase of sales
Overall company operation	The aimed increase of the production will affect the company in terms of required resources (human, technical, operational) and production capacities.	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.

	Increase of production	Increase of sales
Company operations/departments Administrative/trade	The administrative department will be affected in terms of enhanced management and production re-organisation capacities that will be required.	The administrative & trade department will be affected from the required sales increase mainly in terms of required further promotion of production, exploitation of more effective distribution channels and marketing techniques.
Farming / Harvesting	The production and farming operations will be affected due to the intensification of production process which will be required.	-
Packaging	The packing operations will be effected mainly in terms of higher requirements due to higher production.	The packaging operations will be affected from the aimed sales increase mainly in terms of higher requirements.

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	A big part of the land cultivated by the company is rented, and the rents are significantly rising
	The company had a significant decrease in yield in the previous year.

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 increased rent creates financial problems in the overall company's operation, as the revenues and profit tend to decrease.	The company should respond with increased promotion activities that could increase sales, and enhance productivity systems.
Company operations/departments Administration/trade	The administration of the company should focus cost effective production techniques that could compensate for losses.	The trade operations should focus on effective promotion systems and access to new markets.
Farming / Harvesting	The production department should focus on keep operational costs low and enhance effective production process.	The farming / production operations should adopt production systems aimed to enhance productivity.
Packaging	The packaging department should adapt to potential cost reductions that the company will implement.	-

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
General skills	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.
Skills for the achievement of objectives	Employees should be competent to respond to intensification of production for achievement of higher production levels and attain specialized knowledge in cost reduction and production efficiency techniques.
▪ Increase of production	
▪ Increase of sales	Employees should be able to overall promote higher bulk of production targeting wider consumer groups and exploiting new trade & distribution channels.

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	Production skills		Sales skills			Management skills					Storage skills		General skills		
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	5	4	3	0	0	0	0	0	0	3	4	1	2	2	0
Packaging employee	4	3	4	1	1	1	0	0	0	2	4	5	4	2	0
Trade/administrative employee	3	1	4	4	4	2	1	2	4	2	2	2	2	4	2
Production Manager	5	5	5	4	4	5	4	5	2	4	5	5	5	5	5

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	Production skills		Sales skills			Management skills					Storage skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming	3	2	1	0	0	0	0	0	0	2	1	0	1	0	0
Packaging employee	2	1	2	0	0	0	0	0	0	1	2	3	1	0	0
Trade/administrativ	1	0	1	2	3	1	0	1	4	1	1	1	0	1	1
Production Manager	5	4	5	2	1	2	1	3	2	3	4	4	4	4	2

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 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	Production skills		Sales skills			Management skills					Storage skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming	2	2	2	0	0	0	0	0	0	1	3	1	1	2	0
Packaging employee	2	2	2	1	1	1	0	0	0	1	2	2	3	2	0
Trade/administrativ	2	1	3	3	1	1	1	1	0	1	1	1	2	3	1
Production Manager	0	1	0	2	3	3	3	2	0	1	1	1	1	1	3

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 production 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	Codes of Good Agricultural Practices	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Gap	0	1	0	2	3	3	3	2	0	1	1	1	1	1	3

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

1. Economic analysis of agricultural production (1st priority)
2. Agricultural Policy (2nd priority)
3. Distribution & trade of agricultural products (3rd priority)
4. Programming of agricultural production (4th priority)
5. Agricultural business management (5th priority)
6. Marketing of agricultural products (6th 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

3. substitute activities that the production manager to be trained is partially undertaking from his position (mainly activities in farming 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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Activities to be undertaken by unemployed	5	2	4								1	3			
Overall gap in the specific activity	6	5	7	4	2	2	1	1	0	3	6	4	6	7	1

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

1. Organic farming practices (1st priority)
2. Certification and labeling of organic products (2nd priority)
3. Packaging of agricultural products (3rd priority)
4. Codes of good agricultural practices (4th priority)
5. Standardization of agricultural products (5th priority)

2.2 Job – Rotation Scheme Development

The unemployed selected for the 2nd scheme and the specific company has experience in crops production and farming and has stated as preferred employment a job position in organic farming activities. The final scheme developed for the 2nd company is presented at the following table:

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

	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production Manager				6	3	4	1	5							2
Unemployed	1	4	2								5	3			

3rd JOB – ROTATION SCHEME**COMPANY 1.**

The 3rd agricultural company is Bonagro, a. s. The company is located at Blažovice (Jiříkovická 340), at the South Moravian Region.

Basic data on the company: The company is active in the production and trade of cereals and sugar beet. The company employs 1 administrative employee, 4 employees in cultivation, 2 employees in storage and seasonal employees in cultivation/storage/packaging activities.

Participant to the job – rotation scheme: The manager of the company will participate in the job- rotation scheme. His job activities include overall monitoring of the production and cultivation activities and management of all trade operations.

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 adoption and application of environmental friendly cultivation techniques and production systems.

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

Table 1. Strategic objectives of the company

Objective	Specific Targets
Application of environmental friendly agricultural practices	This objective of the company can be distinguished in the following core aims: <ul style="list-style-type: none"> - Application of integrated management systems of the agricultural production - Application of environmental friendly 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

	Application of environmental friendly agricultural practices
Overall company operation	The company should apply the principles of good agricultural practices and integrated crop management
Company operations/departments	The management should develop an organisational plan for the evaluation of crops and the transition of production to an environmental friendly production model.
Management/ trade	
Packaging/storage	The packaging department should adapt to the specific regulations of quality standards and integrated management models regarding the packaging process and materials.
Production / cultivation	The farming/cultivations should adapt to the new requirements regarding the environmental friendly techniques, fertilizers use, plant protection 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
Legislation	EU and national regulations regarding the environmental friendly agriculture, protection of environment and land preservation

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	Legislation
Overall company operation	The company perceives the EU and national regulations regarding the environmental friendly agriculture as a prerequisite for its effective operation and an opportunity to enhance its productivity, quality of products and overall profitability.
Company operations/departments Management/ trade	The management should design and implement an integrated management system of agricultural production
Packaging/storage	The packaging operations should comply with good agricultural practices requirements
Production / cultivation	The cultivation and production activities should comply with good agricultural practices requirements

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	Legislation
Objective	Skills and competencies required from employees
<u>General skills</u>	To overall respond to the identified objectives, the employees of the company should possess general & specialized knowledge on environmental friendly production techniques and good agricultural practices.
<u>Skills for the achievement of objectives</u> ▪ Application of environmental friendly agricultural practices	Employees should attain specialized knowledge and skills in fertilizers use, plant protection, irrigation topics, soil management, harvesting, based on integrated management requirements.

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	Product ion skills		Sales skills			Management skills				Storage skills			General skills		
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Cultivation employee	3	4	0	0	0	0	0	0	0	3	3	1	2	1	0
Packaging employee	0	3	1	0	0	0	0	0	0	2	5	5	3	1	0
Production/trade Manager	4	5	3	4	5	2	4	5	4	5	5	5	4	5	5

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	Product ion skills		Sales skills			Management skills				Storage skills			General skills		
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Cultivation employee	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Packaging employee	0	1	0	0	0	0	0	0	0	0	2	4	1	0	0
Production/trade Manager	2	1	2	2	3	1	2	3	3	1	3	5	3	5	2

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	Product ion skills		Sales skills			Management skills					Storage skills		General skills		
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Cultivation employee	2	3	0	0	0	0	0	0	0	3	2	1	2	1	0
Packaging employee	0	2	1	0	0	0	0	0	0	2	3	1	2	1	0
Production/trade Manager	2	4	1	2	2	1	2	2	1	4	2	0	1	0	3

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Gap	2	4	1	2	2	1	2	2	1	4	2	0	1	0	3

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

1. Integrated management of agricultural production (1st priority)
2. Codes of good agricultural practices (2nd priority)
3. Agricultural Policy (3rd priority)
4. Distribution & trade of agricultural products (4th 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 production 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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Activities to be undertaken by unemployed	4										5	3	2		
Overall gap identified in the specific activity	2	5	1	0	0	0	0	0	0	5	5	2	4	2	0

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

1. Standardization of agricultural products (1st priority)
2. Organic farming practices (2nd priority)
3. Packaging of agricultural products (3rd priority)
4. Hygiene and safety (HACCP) (4th priority)
5. Basic facts of the agriculture sector (5th priority)

3.2 Job – Rotation Scheme Development

The unemployed selected for the 3rd scheme and the specific company has stated as preferred employment a job position in the organic farming sector.

The final scheme developed for the 3rd company is presented at the following table:

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

	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/trade Manager		2			4					1					3
Unemployed	2										1	3	4	5	

4th JOB – ROTATION SCHEME**COMPANY 4.**

The 4th agricultural company is Eko Hnízdo s. r. o.. The company is located at the Znojmo area at the South Morevian Region.

Basic data on the company: The company is active in the sector of organic farming of cereals and vineyards. The company employs 1 administrative employee, 10 employees in cultivation, 5 in storage/packaging.

Participant to the job – rotation scheme: The manager of the company will participate in the job- rotation scheme. His job activities include overall monitoring the production process and mainly he is undertaking and managing all financial and 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 international markets & increase of exports. The strategic objectives are presented at the following table 1:

Table 1. Strategic objectives of the company

Objective	Specific Targets
Access to new markets	The company aims to g access EU markets and mainly Slovakia.
Increase of exports	The company aims to achieve a 10% increase of its export to EU countries within the next 2 years

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

	Increase of exports	Access to new markets
Overall company operation	The objective of exports increase means that the company will have to enhance its focus on effective marketing and sales techniques & the effectiveness of distribution mechanisms in european level.	The objective of accessing a new market requires that the company should focus on examining the market's situation and requirements and developing the appropriate mechanisms for the distribution &marketing of production in the new market.
Company operations/departments Management/ trade	The management & trade department should focus on exploitation of effective distribution channels and marketing techniques & development of linkages and logistic systems in Eu level.	The trade department should be familiar with exporting regulations, legal framework and particularities of trade in the specific country, the consumers' trends and market demands regarding to the company's products.
Packaging	The packaging operations will be affected from the aimed sales increase mainly in terms of higher requirements.	The packaging operations will be affected mainly in terms of higher requirements & particularities of the new market.
Cultivation/ Harvesting	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

Factor	Description
Economic	Low yield during the previous 2 years

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 company should focus on more effective production process, decrease of production costs, better logistic systems and productivity, in order to increase production levels.
Company operations/departments Management/ trade	The management of the company should organize and implement production systems and practices that could enhance productivity and prevent economic losses due to low production.
Packaging	-
Cultivation / Harvesting	The cultivation activities should be intensified in order to achieve higher production levels.

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> ▪ Increase of exports	Employees should attain specialized knowledge and skills in trade and marketing operations, focusing on approach and targeting of targeting of specialized consumer groups and use of effective promotion systems.
▪ Access to new markets	The human resources should attain specialized skills in trade and marketing, focusing on cost – effective marketing and alternative distribution channels, european logistic systems and targeting of specialized consumer groups in the new market.

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Cultivation employee	5	2	1	0	1	0	0	0	0	1	2	0	2	2	0
Packaging employee	2	2	5	0	2	0	0	0	0	0	2	5	4	2	0
Manager	5	4	5	5	5	4	5	5	5	4	4	5	5	5	5

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Cultivation employee	3	1	0	0	0	0	0	0	0	0	0	0	1	0	0
Packaging employee	1	1	2	0	1	0	0	0	0	0	0	3	2	0	0
Manager	5	3	5	2	3	2	3	4	4	3	3	4	4	5	3

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	Production skills		Sales skills			Management skills					Storage skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Cultivation employee	2	1	1	0	1	0	0	0	0	1	2	0	1	2	0
Packaging employee	1	1	3	0	1	0	0	0	0	0	2	2	2	2	0
Manager	0	1	0	3	2	2	2	1	1	1	1	1	1	0	2

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Gap	0	1	0	3	2	2	2	1	1	1	1	1	1	0	2

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

1. Marketing of agricultural production (1st priority)
2. Programming of agricultural production (2nd priority)
3. Distribution & trade of agricultural products (3rd priority)
4. Economic analysis of agricultural production (4th priority)
5. Agricultural Policy (5th 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 farming, standardization and packaging),
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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Activities to be undertaken by unemployed	5		3								4	2			
Overall gap identified in the specific activity	3	2	4	0	2	0	0	0	0	1	4	2	3	4	0

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

1. Organic farming practices (1st priority)
2. Standardization of agricultural production (2nd priority)
3. Certification and labeling of organic products (3rd priority)
4. Packaging of agricultural products (4th priority)
5. Basic facts of the agriculture sector (5th priority)

4.2 Job – Rotation Scheme Development

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

Table 11. Job rotation scheme for the 4th company – topics in which each participant will be trained (on a priority scale)

	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural products	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Manager				1	3	2	4								5
Unemployed	1		3								2	4		5	

5th JOB – ROTATION SCHEME

COMPANY 5.

The 5th agricultural company is AGROSPOL, spol. s. r. o. The company is located at Loděnice (Jezeřany 302) at the South Moravian Region.

Basic data on the company: The company cultivates and trades cereal and sugar beets. The company employs 2 administrative employees, 10 employees in production/harvesting and 8 in packaging.

Participant to the job – rotation scheme: The production manager (owner) of the company will participate in the job- rotation scheme. His job activities include the overall management of production and trade activities.

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 expansion of its sales and promotion of production to more markets. The strategic objectives of the company presented at the following table 1:

Table 1. Strategic objectives of the company

Objective	Specific Targets
Promotion of products in other regional markets	The company aims to promote its production to other regional markets

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

	Promotion of products in other regional markets
Overall company operation	The objective of accessing other markets results in the need for the company to focus on operation, distribution & marketing issues.
Company operations/departments	The management department will be affected from the aimed expansion in other markets in terms of required enhancement of marketing planning & development of adapted to the markets' needs promotion activities.
Management	
Packaging	
Production / Harvesting	-

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	Low yield of production

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 company should focus on more effective production process, decrease of production costs, better logistic systems and productivity, in order to increase production levels.
Company operations/departments	The management of the company should organize and implement production systems and practices that could enhance productivity and prevent economic losses due to low production.
Management	
Packaging	-
Production / Harvesting	The cultivation activities should be intensified in order to achieve higher production levels.

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 identified, the employees of the company should possess general & specialized knowledge on efficient production systems, marketing & promotion operations.
<u>Skills for the achievement of objectives</u> ▪ Promotion of products in other regional markets	Employees should attain specialized knowledge and skills in sales and marketing operations, focusing on the further marketing of products through the identification and approach of stakeholders in the new markets.

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/harvesting employee	0	3	0	0	0	0	0	0	0	2	3	2	2	2	0
Packaging employee	0	3	0	0	2	1	0	0	0	1	4	5	3	2	0
Manager	3	4	2	5	5	4	4	5	4	4	5	5	5	5	4

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/harvesting employee	0	0	0	0	0	0	0	0	0	0	1	1	1	1	0
Packaging employee	0	1	0	0	0	0	0	0	0	0	2	3	2	1	0
Manager	2	3	1	2	3	2	1	2	2	4	4	5	4	5	2

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	Production skills		Sales skills			Management skills					Storage skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/harvesting employee	0	0	0	0	0	0	0	0	0	2	2	1	1	1	0
Packaging employee	0	2	0	0	2	1	0	0	0	1	2	2	2	1	0
Manager	1	1	1	3	2	2	3	2	2	0	1	0	1	0	2

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	Codes of Good Agricultural Practices	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Gap	1	1	1	3	2	2	3	2	2	0	1	0	1	0	2
<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"> 1. Economic analysis of agricultural production (1st priority) 2. Marketing of agricultural production (2nd priority) 3. Distribution & trade of agricultural products (3rd priority) 4. Programming of agricultural production (4th priority) 5. Agricultural policy (5th 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 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 practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Activities to be undertaken by unemployed		3								2	5	4			
Overall gap identified in the specific activity	0	2	0	0	2	1	0	0	0	3	4	3	3	2	0

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

1. Standardization of agricultural production (1st priority)
2. Packaging of agricultural products (2nd priority)
3. Integrated management of agricultural production (3rd priority)
4. Codes of good agricultural practices (4th priority)
5. Hygiene and safety of agricultural products (5th priority)

5.2 Job – Rotation Scheme Development

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

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

	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Manager				2	3	4	1								5
Unemployed		4								3	1	2	5		

6th JOB – ROTATION SCHEME

COMPANY 6.

The 6th agricultural company is Mitrenga a.s.. The company is located at Brno, at the South Moravian Region.

Basic data on the company: The company is active in the sector of agricultural machinery manufacturing and trade. The company employs 4 permanent employees in the sales/administration department and 12 employees in the technical department.

Participant to the job – rotation scheme: The manager of the company will participate in the job- rotation scheme. He is involved in all the company's operations (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 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
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

	Increase of sales
Overall company operation	The objective of sales increase means that the company will have to enhance its focus on effective marketing and sales techniques.
Company operations/departments Sales / 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.
Technical	-

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	Economic crisis and lower financial capacity of firms to invest on machinery renewal

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 financial capacity of the agricultural firms which are the company's clients create unfavorable environment for the company's operation
Company operations/departments Sales/administration	The company should direct and upgrade its services towards the provision of specialized and cost-effective services and products which will create added value for the agricultural companies
Technical	-

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, and the needs of agricultural companies.
<u>Skills for the achievement of objectives</u> ▪ Increase of sales	Employees should attain specialized skills in trade and marketing, focusing on cost – effective marketing & promotion of the company's products.

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
sales/administrativ employee	1	2	0	5	5	1	0	2	0	2	2	3	0	4	2
Technical employee	3	3	0	0	0	0	0	0	0	3	3	5	4	3	0
Manager	4	5	0	5	5	4	3	4	2	4	4	5	5	5	4

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
sales/administrativ employee	0	1	0	3	3	0	0	0	0	0	1	1	0	1	2
Technical employee	1	1	0	0	0	0	0	0	0	1	1	2	1	2	0
Manager	3	3	0	2	3	2	1	4	1	2	3	4	3	4	3

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	Production skills		Sales skills			Management skills					Storage skills		General skills		
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
sales/administrative employee	1	1	0	2	2	1	0	2	0	2	1	1	0	3	0
Technical employee	2	2	0	0	0	0	0	0	0	2	2	3	3	1	0
Manager	1	2	0	3	2	2	2	0	1	2	1	1	2	1	1

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Gap	1	2	0	3	2	2	2	0	1	2	1	1	2	1	1

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. Distribution & trade of agricultural products (2nd priority)
3. Economic analysis of agricultural production (3rd priority)
4. Programming of agricultural production (4th priority)
5. Hygiene and safety (HACCP) (5th 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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Activities to be undertaken by unemployed		2								3		4		5	
Overall gap identified in the specific activity	3	3	0	2	2	1	0	2	0	4	3	4	3	4	0

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

1. Basic facts on the agriculture sector (1st priority)
2. Packaging of agricultural products (2nd priority)
3. Integrated management of agricultural production (3rd priority)
4. Codes of good agricultural practices (4th priority)

6.2 Job – Rotation Scheme Development

The unemployed selected for the 6th scheme has experience in farming sector and has stated as preferred employment a job position in the same sector. The final scheme developed for the 6th company is presented at the following table:

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

	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Manager				1	2	4	3						5		
Unemployed		4								3		2		1	

7th JOB – ROTATION SCHEME

COMPANY 7.

The 7th agricultural company is Zemědělské družstvo Sokolnice. The company is located at South Morevian Region.

Basic data on the company: The company is active in the sector of cultivation and trade of cereals, maize and sun-flower. The company employs 3 employees in the administration/sales department, 7 employees in farming and 5 employees in packaging/storage.

Participant to the job – rotation scheme: The manager/owner (farmer) 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 farming 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/sales	The sales department will have to identify new markets, suppliers and consumer groups that could support environmental 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.
Cultivation/farming	The production operations are significantly affected as new cultivation systems should be adopted	-
Storage/packaging	-	-

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

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 / administration	As the demand and consumption of the products is expected to decrease, the sales operations should enhance the promotion of the products through alternative techniques, approach other potential consumers' groups, adopt new approaches.
Packaging	-
cultivation / farming	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
General skills	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 agricultural practices
Skills for the achievement of objectives	Employees should attain specialized knowledge and skills on environmental friendly cultivation (plant protection, use of fertilizers, pest control, protection of natural resources etc)
<ul style="list-style-type: none"> ▪ Environmental friendly cultivations ▪ Customers' acquisition 	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 skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	4	4	2	0	0	1	0	0	0	3	3	1	3	2	0
Packaging employee	2	4	4	0	0	1	0	0	0	2	4	3	4	2	0
sales/administrativ employee	1	2	4	3	4	1	2	2	1	1	1	0	2	4	2
Manager	5	5	5	5	5	4	4	5	3	4	5	4	5	5	5

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	1	2	0	0	0	0	0	0	0	0	1	1	1	1	0
Packaging employee	0	1	1	0	0	0	0	0	0	0	1	2	2	1	0
sales/administrative employee	0	1	0	2	3	0	1	1	0	0	0	0	0	2	1
Manager	4	4	4	3	3	2	2	5	2	1	4	4	4	5	3

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	Production skills		Sales skills			Management skills					Storage skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	3	2	2	0	0	0	0	0	0	2	2	0	2	1	0
Packaging employee	1	3	3	0	0	0	0	0	0	1	3	1	2	1	0
sales/administrative employee	1	1	4	1	1	0	1	1	1	1	1	0	2	2	1
Manager	1	1	1	2	2	2	2	0	1	3	1	0	1	0	2

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	Codes of Good Agricultural Practices	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Gap	1	1	1	2	2	2	2	0	1	3	1	0	1	0	2

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. Economic analysis of agricultural production (2nd priority)
3. Programming of agricultural production (3rd priority)
4. Agricultural Policy (4th priority)
5. Distribution & trade of agricultural products (5th priority)
6. Marketing (6th 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 and farming),
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	Codes of Good Agricultural Practices	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Activities to be undertaken by unemployed	5	4	2								1	3			
Overall gap identified in the specific activity	5	6	9	1	1	0	0	1	1	4	6	1	6	4	1

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

1. Organic farming practices Standardization of agricultural production (1st priority)
2. Codes of good agricultural practices (2nd priority)
3. Certification and labeling of organic products (3rd priority)
4. standardization of agricultural products (4th priority)
6. Packaging of agricultural products (5th priority)

7.2 Job – Rotation Scheme Development

The unemployed selected for the 7th 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 7th company is presented at the following table:

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

	Organic farming practices	Codes of Good Agricultural Practices	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production Manager				6	5	3	2			1					4
Unemployed	1	2	3								4	5			

8th JOB – ROTATION SCHEME**COMPANY 8.**

The 8th agricultural company is BIO produkty. The company is located at South Morevian Region.

Basic data on the company: The company is active in the sector of organic cultivation of cereals and pulse crops. The company employs 2 management employees, 3 employees in the sales/administration department, 7 employees in cultivation/harvesting and 4 in packaging/storage.

Participant to the job – rotation scheme: The production manager 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 organic cultivation of new products. The strategic objectives of the company presented at the following table 1:

Table 1. Strategic objectives of the company

Objective	Specific Targets
Diversification of production	Within the next years the company aims to diversify its production through the initiation & development of organic cultivation of new crops (mainly corn and sugar beets)

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

	Diversification of production
Overall company operation	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
Company departments management	The management department will have to be adapted to the new products' requirements mainly regarding the trade/distribution activities' organisation, co operations development, development of cultivation plans.
Administrative / Sales	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.
Storage/packaging	The storage operations will be significantly affected from the aimed diversification, mainly in terms of new requirements for storage (temperature, packaging, positioning) of the specific crops to be produced.
cultivation / Harvesting	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.

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	
-	The company has not stated any factor affecting its operations

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
General skills	To overall respond to the objectives identified, the employees of the company should possess general & specialized knowledge on the organic farming and marketing & promotion of the new products.
Skills for the achievement of objectives Diversification of production	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.

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
cultivation/farming employee	5	5	5	0	0	0	0	0	0	2	3	2	3	2	1
Packaging employee	2	3	2	1	1	0	0	0	0	0	4	5	5	2	1
sales/administrativ employee	3	2	3	3	4	0	1	2	2	0	2	3	2	4	2
Mangmt employee	2	4	2	3	4	3	5	5	5	3	4	3	5	5	5
Production Manager	5	5	5	3	4	5	5	5	3	5	5	5	5	5	5

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
cultivation/farming employee	3	2	5	0	0	0	0	0	0	1	1	1	1	1	0
Packaging employee	1	1	2	0	0	0	0	0	0	0	2	3	2	1	0
sales/administrativ employee	0	1	3	2	3	0	0	1	2	0	1	1	0	2	0
Mangmt employee	1	3	2	1	2	2	4	4	5	2	2	2	2	5	4
Production Manager	5	4	5	1	2	2	2	3	1	4	4	2	3	5	2

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	Production skills		Sales skills			Management skills					Storage skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
cultivation/farming employee	2	3	0	0	0	0	0	0	0	1	2	1	2	1	1
Packaging employee	1	2	0	1	1	0	0	0	0	0	2	2	3	1	1
sales/administrativ employee	3	1	0	1	1	0	0	1	0	0	1	2	2	2	2
Mangmt employee	1	1	0	2	1	1	1	1	0	1	2	1	1	0	1
Production Manager	0	1	0	2	2	3	3	2	2	1	1	1	2	0	3

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	Codes of Good Agricultural Practices	Certification - labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Gap	1	1	1	2	2	3	3	2	2	1	1	1	2	0	3
The gap analysis results depict that the production manager should be trained in the following topics (in prioritized order)															
<ol style="list-style-type: none"> 1. Programming of agricultural production (1st priority) 2. Economic analysis of agricultural production (2nd priority) 3. Agricultural Policy (3rd priority) 4. Distribution & trade of agricultural products (4th priority) 5. Marketing (5th 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 and farming 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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Activities to be undertaken by unemployed	5	4	3	2											
Overall gap identified in the specific activity	1	7	0	4	3	1	1	2	0	2	7	6	8	4	5

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

1. Organic farming practices (1st priority)
2. Codes of good agricultural practices (2nd priority)
3. Certification and labeling of organic products (3rd priority)
4. Standardization of agricultural products (4th priority)
5. Packaging of agricultural products (5th priority)

8.2 Job – Rotation Scheme Development

The unemployed selected for the 8th 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 8th company is presented at the following table:

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

	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production Manager				5	4	1	2								3
Unemployed	1	2	3								4	5			

9th JOB – ROTATION SCHEME**COMPANY 9.**

The 9th agricultural company is ZEPRO a.s., located at South Morevian Region.

Basic data on the company: The company is active in the sector of cereals cultivation and sales. The company employs 3 permanent employees in administration/sales and seasonal workers in 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.

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 access in new markets (regional/national). 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 & national czech 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

	Access to new markets
Overall company operation	The objective of accessing other markets results in the need for the company to focus on operation, distribution & marketing issues.
Company operations/departments	The administrative & sales department will be affected from the aimed expansion in other markets in terms of required enhancement of the planning further & adapted to the markets' needs marketing and promotion activities.
Sales / administration	
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	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 low prices 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 / administration	The sales 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> ▪ 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 skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	3	4	1	0	0	1	0	0	0	3	3	1	3	2	0
Packaging employee	0	4	2	0	0	1	0	0	0	2	4	3	4	2	0
sales/administrative employee	0	2	0	3	4	1	2	2	1	1	1	0	2	4	2
Manager	4	5	5	5	5	4	4	5	3	4	5	4	5	5	5

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	1	2	0	0	0	0	0	0	0	3	1	1	1	1	0
Packaging employee	0	1	1	0	0	0	0	0	0	2	1	2	2	1	0
sales/administrative employee	0	1	0	2	3	0	1	1	0	1	0	0	0	2	1
Manager	4	4	4	2	3	2	2	5	2	4	4	4	4	5	3

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	Production skills		Sales skills			Management skills					Storage skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	2	2	1	0	0	0	0	0	0	0	2	0	2	1	0
Packaging employee	0	3	1	0	0	0	0	0	0	0	3	1	2	1	0
sales/administrative employee	0	1	0	1	1	0	1	1	1	0	1	0	2	2	1
Manager	0	1	1	3	2	2	2	0	1	0	1	0	1	0	2

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Gap	0	1	1	2	2	2	2	0	1	0	1	0	1	0	2

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

1. Marketing (1st priority)
2. Economic analysis of agricultural production (2nd priority)
3. Programming of agricultural production (3rd priority)
4. Agricultural Policy (4th priority)
5. Distribution & trade of agricultural products (5th 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
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	Codes of Good Agricultural Practices – Certification labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural	Economic analysis of agricultural	Agricultural Business management	Agricultural accounting	Integrated management of agricultural	Standardization of agricultural	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy	
Activities to be undertaken by unemployed	5	4								2	3				
Overall gap identified in the specific activity	2	6	2	1	1	0	0	1	1	4	6	1	6	4	1

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

1. Organic farming practices (1st priority)
2. Codes of good agricultural practices (2nd priority)
3. standardization of agricultural products (3rd priority)
4. Packaging of agricultural products (4th priority)
5. Hygiene and safety (5th priority)

9.2 Job – Rotation Scheme Development

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

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

	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production Manager				1	5	3	2								4
Unemployed	1	2									3	4	5		

10th JOB – ROTATION SCHEME

COMPANY 10.

The 10th agricultural company is Eko Vlachovice s. r. o., located at South Moravian Region.

Basic data on the company: The company is active in the sector of production and sales of vegetables. 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
Development of organic farming	The company aims to initiate organic farming of the existing cultivations
Increase of sales	The company aims to increase its sales

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
Overall company operation	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
Company operations/departments Administration/sales	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.
Packaging	The packaging operations will have to adapt to the potential requirements of organic standards of production	-
Farming/Production	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	Financial problems due to high operational costs

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	Management should focus on cost-effective production systems that could decrease operational and production costs on effective business management for the exploitation of low scale economic advantage.
Company operations/departments Sales/administration	The sales department should focus on the promotion of products and increase of sales.
Packaging	-
Production	The company should focus on more effective production process, decrease of production costs, better logistic systems and enhancement of 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
General skills	To overall respond to the identified objectives and trends, the employees should possess knowledge on cost effective production systems & organic farming techniques and certification systems.
Skills for the achievement of objectives	Employees should attain specialized knowledge and skills in organic farming practices and processes, legislative and certification topics, crops rotation etc
▪ Increase of sales	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 skills		General skills		
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	5	4	3	0	1	0	0	0	0	3	3	1	2	1	0
Packaging employee	2	4	4	0	1	0	0	0	0	2	3	5	4	1	0
sales/administrative employee	2	1	3	3	4	2	1	2	2	1	1	1	2	2	2
Manager	5	5	5	4	4	4	5	5	4	4	5	5	5	5	4

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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	1	1	0	0	0	0	0	0	0	1	1	0	0	1	0
Packaging employee	0	2	1	0	0	0	0	0	0	0	1	3	1	1	0
sales/administrative employee	0	0	1	1	3	0	0	1	2	0	0	0	1	1	1
Manager	3	3	4	1	1	1	1	3	2	4	4	5	4	5	2

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	Production skills		Sales skills			Management skills					Storage skills			General skills	
	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing of agricultural products	Distribution & trade of agricultural products	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production/farming employee	4	3	3	0	1	0	0	0	0	2	2	1	2	0	0
Packaging employee	2	2	3	0	1	0	0	0	0	2	2	2	3	0	0
sales/administrative employee	2	1	2	2	1	2	1	1	0	1	1	1	1	1	1
Manager	2	2	1	3	3	3	4	2	2	0	1	0	1	0	2

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	Codes of Good Agricultural Practices	Certification – labeling of organic	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural production	Standardization of agricultural	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Gap	2	2	1	3	3	3	4	2	2	0	1	0	1	0	2

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

1. Economic analysis of agricultural production (1st priority)
2. Programming of agricultural production (2nd priority)
3. Distribution & trade of agricultural products (3rd priority)
4. Marketing (4th 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	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural products	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Activities to be undertaken by unemployed	4	3	1								2	5			
Overall gap identified in the specific activity	8	6	8	2	3	2	1	1	0	5	5	4	5	1	1

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

1. Organic farming practices (1st priority)
2. Codes of good agricultural practices (2nd priority)
3. Certification and labeling of organic products (3rd priority)
4. Packaging of agricultural products (4th priority)
5. Standardization of agricultural products(5th priority)

10.2 Job – Rotation Scheme Development

The unemployed selected for the 10th 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 10th company is presented at the following table:

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

	Organic farming practices	Codes of Good Agricultural Practices	Certification – labeling of organic products	Marketing	Distribution & Trade	Programming of agricultural production	Economic analysis of agricultural production	Agricultural Business management	Agricultural accounting	Integrated management of agricultural products	Standardization of agricultural products	Packaging of agricultural products	Hygiene and safety	Basic facts of the agriculture sector	Agricultural policy
Production Manager				4	3	2	1								
Unemployed	1	2	3								5	4			