

Exemple of Kit Tools experimented in Campania: the *IT Dynamic* and *Energy Easy* cases

4.1 IT Dynamic – descriptive outline

IDNAMIC ITALIA s.r.l., which is based in the town of Pietrelcina in the Province of Benevento, was set up at the beginning of 2012 as a result of the Euro Service Group Spa company turnover. Thus, it inherited twenty years' experience of activities, services and anemometric studies for wind power. It has, thus, a wealth of experience, expert professionals and all their associated skills, technologies including the technical services which stretch across all the production stages of wind power. Euro Service Group has over 500 customers including some extremely prominent generation and distribution companies both in Italy and abroad.

Throughout 2012, **Euro Service Group** generated several **IDNAMIC** companies based in Spain, Romania, Latin America, Central Europe and North America.

IDNAMIC Italia's activities are on the rise despite National and Regional legislative amendments on wind power generation. IDNAMIC Italia's reference markets are Italy itself and Greece. The company specialises in the installation, management and maintenance of all kind of anemometric stations built with: pylons, wind detectors, electrical generation detectors, electrical supply systems, data detection and transmission systems, remote control systems. IDNAMIC provides a range of services:

- Supply and assembly of anemometric stations (also known as anemometric pylons);
- Technical assistance for anemometric pylons;
- Data gathering and analysis;
- Studies exploring the possibility of building wind parks on sites proposed by customers;
- Wind monitoring in wind parks.

The corporate transformation brought with it organisational changes too and this is where the GECO trials stepped in. In the new organisational structure, internal groups (administration sector and design and computer services sector) and external groups (production and assistance sector) were confirmed. The internal groups are made up of technicians and/or engineers with areas or work groups having a horizontal hierarchy. The external groups are made up of operational teams and they revolve around a manager and some foremen.

The company Management decided to take part in the GECO experiment in order to acquire a more in-depth organisational breakdown and arrange for a management competence system based on professional situations and taking action according to skills.

An experimental laboratory was set up and made up of: the Project experts, the Production Manager, the Computer Services Manager. The laboratory ran the results by the Chairman and the Managing Director who handle the General and Strategic Management of the company.

The GECO trials mainly focused in two corporate sections as discussed below:

4.1.1 The “Technical” area

The “Technical” area or that of technical Services has a horizontal organisation with a Sectorial Manager, *primus inter pares* (being the first amongst equals) who is also responsible for drawing up installation projects for anemometric stations; to him a team of computer technicians (engineers) report who have interchangeable skills: each technician is capable of working on any activity within the sector, but a specialisation organisational criterion was adopted and based on three activity categories: 1) Processing surveillance data and optimising playout localisation for the wind turbine vanes and anemometric stations; 2) Datalogger and detector scheduling; 3) Remote monitoring and video surveillance; the project services are backed up with: 4) a technician in charge of obtaining all required permits to install the anemometric pylons.

Both the Manager and the technicians have direct relations with the customers as far as providing the required services is required; but they do not deal with contracts or sales. The Technical Services Manager receives input either from the administrative sector or from the General Management. The Services and Design Manager interacts with the sales managers in order to optimise contracts and given that General Management directly handles sales to prominent customers, he works closely with it too.

This area deals with :

- Wind study surveys in order to assess the feasibility of wind installations (direction, speed, altitude.....) over the course of an entire year (in the event of interruptions during the first year, monitoring is extended over the following year until an unbroken period of 365 days is available for analysis).
- Identification of the best location (playout) for the wind blades in a place proposed by the customers and based on wind statistics.
- Surveillance of wind data from anemometric stations located in wind parks in order to certify over a period ranging between 25 to 30 years the wind power during low wind periods and variations in the generation of energy by the wind turbine vanes caused by an overcharge on the electrical grid and required by the electricity distribution company (IDNAMIC client’s end customer) ;
- Video-surveillance of anemometric installations and remote-assistance;
- Breakdown of the technical aspects of the contract for the benefit of the administration, legal office and marketing manager.

Both the wind study surveys (80% of turnover) and the fixed wind surveillance installations in the wind parks (20% of turnover) require anemometric station execution projects (the terms: installations, stations and pylons all have the same meaning here).

An anemometric installation project involves the following activities: 1. Territorial inspection by the project expert, 2. Analysis of existing wind and territory data; 3. Choice of location, number and type of anemometric stations to be installed on the territory; anemometric station type is determined by: pylon height and number, layout and type of the wind detectors, 4. Installation drawing showing : the structural components of the stations (pylons), the instrumental parts, (detectors, software, transmission systems.), electrical supply system parts 5. Dispatching the project to the Production Manager, 6. Detector calibration with software 7. Transmission and operational tests (with the production sector). In terms of output, the fixed stations require storage, statistical processing and formulation of wind data (data loggers) and processing surveillance reports based on continued and/or periodical data output transmission according to contract type.

4.1.2 The “Production” area

The production sector includes a Manager who coordinates project performance set out by the Computing and Technical Department. The anemometric pylons are mounted by crews. Each crew is headed by a foreman who is a specialist in electro-mechanics who directs two or three production operators who are skilled and certified in working on a height in order to mount pylons.

This area has 5 foremen, 14 production operators (who are not included in the organisational chart), 1 operator in charge of the fleet, vehicle and machinery, 2 workhouse operators.

The area Manager also coordinates the operators in charge of the warehouse, the fleet of vehicles and company cars. The latter also report to the Purchasing Department Manager (Administration).

In this sector there are no substantial differences between carrying out installations for anemometric surveys or fixed installations.

The activities in this area are:

1. Site logistics
2. Mounting structural and instrumental installation components in accordance with the project.
3. Mounting and repairing stand-alone tubular structures on the pylons.
4. Monitoring and repairing the electrical supply system.
5. Dismantling anemometric pylons.
6. Coordinating with outside companies to build the foundations.

4.1.3 The results of the GECO experimentation

During the GECO experimentation, reference competences have been developed for the Managers of these two areas. The development of the references was thought provoking in terms of organisation and led to looking at the problems which could be resolved through training. Corporate training policy has been pivoted around training for new technologies working in close collaboration with suppliers. Now new pathways are being explored which affect the entire organisation. Along with the job profile map and with the help of the corporate managers, a map of problems and projects which need a training response and a Management Table of Corporate Plan – in this book we only touch on both of these things briefly but more detail is provided in the CD both in terms of reference competences and more in depth information.

	General Management	Administration			Production			Technical and Project Department			
	Major client marketing	Fixed station marketing	Accounts and invoicing	Purchasing	Warehouse and fleet management	Repairs and maintenance	Mouthing/ Dismantling	Authorisations and permits	Data processing and Layout optimisation	Programming, datalogger and sensors	Monitoring and Video surveillance
Directors	Chairman Managing Director	Corporate advisory specialist									
Full-time technicians and consultants		Administrative Manager			Production manager			Computing and Project Departmental Manager			
		Marketing manager					Permit manager	Computer technician	Computer technician	Computer technician	
White collar workers and blue collar workers	Administrative clerk and secretarial functions										
				In charge of fleet			Technical foreman				
				Warehouse operators			Production operators				

Map of Job Profiles IDNAMIC

	General management.	Administration			Production			Technical and Design Departments			
	Major Client Marketing	Fixed station marketing	Accounts and invoicing	Purchasing	Fleet and warehouse	Repairs and maintenance	Mounting and dismantling	Authorisations and permits	Data processing and layout optimisation	Programming sensors and data loggers	Monitoring and video surveillance
Directors	Improve informal exchanges with the major client managers in English and German.		Interacting with consultants is less effective because of the different in terms and tools.								
Full time technicians and consultants		Make independent use a bookkeeping and balance sheet audit and management programme			Show work in progress to involve the group in verifying the work schedule and any variations thereof.						
			Communication with company managers is not always concise and complete.							Analyzing new software and hardware in the anemometric services area.	
White collar workers and blue collar workers			The additional costs of going on trips and missions are high because not enough information is available.		Communication between the Production, Purchasing and Warehouse Managers are not properly coordinated.	Improve the quality and the system of classifying and analysing crew activity reports.		New legislation to obtain permits and authorisations for anemometric installations has been introduced			
		Improve communication with the major clients in English and German.				Improve technical reports.					
						Supplement safety procedures and devices in quality procedures.					
						Check to see how efficient the safety plans are on site, in the warehouse, in vehicles					

Map of Problems and Projects

The following tables show an extract from the Management Scheme for the Corporate Training Plan developed by the GECO partner in the experimentation of the Tools Kit for the Quality Training.

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MANAGEMENT SCHEME FOR THE CORPORATE TRAINING PLAN	
Problem / Project	Improving informal communication with the managers of major clients in English and German.
Figures earmarked for training	Chairman and Managing Director
Personal Resources in terms of knowledge and skills involved.	Social skills: Consolidating relationships with the managers of major clients. Language skills: Use English to a C2 level and German to a B2 level
Learning methodology	Language laboratory to simulate social situations.
Means and learning backdrop	Full immersion at the weekend Outdoor training
Length and period	30+30 hours; May-December 2013
Expected learning outcome	<i>At the end of the training programme, the participants will be capable of :</i> Communicating in writing or verbally varying terms according to the circumstances and the consolidation goals to be reached or the new relationship to be formed. Using the following criteria: Covering a wide range of expressions, subject matters and varying register to fit with in informal situation.
Desirable impact	More frequent informal encounters and direct communication with managers of potential major clients.

Problem / Project	Confidently use an accounts and balance sheet audit and management programme.
Earmarked for training	Administrative Manager
Personal Resources in terms of knowledge and skills involved.	<p>Scientific, Methodological and Technical Knowledge (in depth and specific):</p> <p>General bookkeeping and financial statements for the financial year.</p> <p>Management audit techniques.</p> <p>Technical and Instrumental skills (<i>Being capable of ...</i>)</p> <p>Drawing up and update a chart of accounts.</p> <p>Analysing the management results.</p> <p>Social skills:</p> <p>Providing the general management with prompt, concise and complete information on the state of accounts.</p> <p>Discussing the data for general bookkeeping, financial statements for the financial year and the foreseen budget during a technical meeting with a financial consultancy firm.</p> <p>Computing skills:</p> <p>Using a software programme for general bookkeeping and management audit.</p>
Learning methodology	<p>Theoretical and practical sessions of distance learning on the supplier's or programme manufacturer's platform with the aid of an expert.</p> <p>Self-learning</p>
Means and learning backdrop	In house learning with the aid of an expert specialist.
Length and period	40 hours – January – June 2013

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Expected learning outcome	<p><i>At the end of the training programme the participant will have acquired new knowledge and/or information on:</i></p> <p>The links between the financial and economical aspect whilst carrying out financial analysis internally on the basis of the accounts system adopted by the company.</p> <p>The analysis techniques of indexes and flows.</p> <p>Functions and potential of the corporate accounts computing system.</p> <p><i>At the end of the training process the participants will be capable of</i></p> <p>Confidently carrying out accounting operations with the accounting computing system.</p> <p>Searching the computing system in order to obtain data on financial indexes and flows in order to assess ...</p> <p>Analysing management results.</p> <p><i>With the following criteria:</i></p> <ul style="list-style-type: none">- Implementing the procedures indicated by the General Management and/or the Management and Financial Advisory Firm.- Checking that the accounting data is properly entered and verified.- Arranging for a report to be drawn up containing additional information on the accounts and balance sheet for the general management and the advisory firm.
Desirable impact	<p>Accounts and bookkeeping are done in house using the acquired computer programme.</p>

Problem / Project	Check the efficiency of safety plans on the sites, in the warehouse, on vehicles on and during operations at height.
Figures earmarked for training	Foremen Blue collar workers
Personal Resources in terms of knowledge and skills involved.	Integrating the Quality, Safety and Environmental Protection systems.
Learning methodology	Focus groups for experience analysis and case analysis.
Means and learning backdrop	Focus groups with the head of company safety.
Expected learning outcome	<p><i>At the end of the training process, the participants will be capable of</i></p> <p>Improving the safety plan, procedures and devices in both practical application or use.</p> <p>Bringing about on-going improvement methods to the Safety Plan.</p> <p><i>With the following criteria:</i></p> <ul style="list-style-type: none"> - Improving Safety Plan implementation. - Organising mutual help and assessment.
Length and period	12 hours – January – December 2013
Desirable impact	Safety Plan on site improved and correctly implemented.

Problem / Project	Analyse any new hardware and software as it becomes available for the anemometric services sector.
Figures earmarked for training	Computer and project department manager Anemometric computer technicians.
Personal resources involved in knowledge and skills.	<p>Scientific, methodological and technical knowledge (<i>in-depth or specific</i>): Technological evolution of wind study and surveillance systems. Technical and instrumental skills (<i>Being capable of ...</i>) Envisaging and proposing technical changes. Integrating Quality, Safety and Environmental Protection systems.</p> <p>Back up resources: Anemometric research web sites of specialised centres. Web sites of anemometric station component manufacturers.</p>
Learning methodology	<p>Hands on training</p> <p>Self-learning</p>
Means and learning backdrop	<p>Corporate focus groups in which production technicians and specialists take part.</p> <p>Taking part in university seminars, manufacturers' exhibitions, professional networks and forums on internet.</p>
Length and period	20 hours – January to December 2013
Expected learning outcome	<p><i>At the end of the training process, the participants will have acquired new knowledge and/or information about:</i></p> <p>New technology in the anemometric studies field.</p> <p><i>At the end of the training process the participants will be capable of</i></p> <p>Proposing plans and projects for technological innovation to the General Management.</p> <p>Introducing technology which fosters Quality control.</p> <p><i>With the following criteria:</i></p> <ul style="list-style-type: none"> - Carrying out a structured analysis on the state of technology in use and on innovation requirements. - Assessing whether it is possible either to patent technician solutions implemented within the company or to acquire patents.
Desirable impact	Technological innovations introduced promptly to meet real needs.

4.2 Easy Energy – background information

Energy Easy is a small company, situated in the Province of Caserta, with 14 workers and 9 stable consultants as part of its network. It is an offshoot from a transfer of business from a family run farm which had branched out in 2005 and expanded from just dealing in the traditional production and sale of farm products to first air conditioners and then photovoltaic installations. Energy Easy underwent rapid growth and soon bumped into a series of organisational problems as a result.

Today Energy easy deals in sale of services for photovoltaic installations and services and activities in the field of green housing (building biology) and creating efficient energy. What is more, the company strategies involve acquiring cogeneration know-how. At the same time, they have launched sales of eco sustainable transport. vehicles

As activities have taken off, this has necessarily lead to a better distribution of tasks and a clear definitions of roles both in terms of company structure and worker organisation and building up a network organisation made up of dealers and assistance centres that avail themselves of external consultants and which can in part be seen as a series of agency agreements.

In order to handle these changes, external consultants were called in who especially set order in the organisational overhaul and provided help in adapting the human resources to the new requirements. The GECO project accompanied them through these changes.

Improving performance standards both for the individual and for the company as a whole was a particularly important goal.

A series of formal and informal meetings were held in order to establish a plan of action and a method of addressing the problems. At this stage, the company decided to look into the possibility of using Fondimpresa, a fund dedicated to on-going worker training and when they came into contact with OBR Campania, this prompted them to take part in the GECO project experimentation with a view to prioritising competence management and development in order to keep ahead of the competitors.

What the company managers and consultants really liked about this methodology is that it allowed them to have operational references which left space to create both company and individual competence development and it had highly practical and operational concepts.

The first thing to be done was to define the Chart of Job Profiles which showed the organisational and operational interactions. At a later stage, the activities and responsibilities of each person were defined and when these were compared to the chart of job profiles some communication inadequacies were discovered in

several areas. Bringing this shortcoming to light was especially important because it revealed whether the way the employees operate is consistent with the corporate goals; moreover, at such delicate time of changes and overhaul, communication was doubly important.

The problem/project map on communication involves several company figures but the salient ones were: .

General Management:

- The strategic and business decision process does not always systematically involve the various people in charge.

Marketing, technical services and production area:

- Those in charge do not systematically communicate with the General Management.

Production area :

- Communication between Crews and Heads is not always rapid and timely.

The Job map, on which there are green parts which show the relationship between job profiles, show a vertical flow of communication which was taken into account when the Management Scheme for Corporate Training Plan was drawn up. .

By examining the job profile and especially the social competences, the following conclusion was drawn: on site activities, and especially those operations which mix green housing operations for energy saving and installations for alternative energy sources, (especially PV systems), the technicians, the foremen and the crew helpers overlap with each other in terms of competences whilst they should supplement and coordinate skills and competences which range from electro-electronic plant design to hydro thermal systems, involving the know-how and ability to use green housing materials and techniques; moreover, albeit "original" specialisation exist at the start, in a small firm each member must be in a position to collaborate and contribute in order to satisfy production requirements which vary according to the circumstances.

A crucial moment was when there was a sudden realisation that it was necessary to challenge previous safety concepts with non-traditional training methods so that pride in work and high professional levels could be turned into an impetus to change working conditions making them safer and so mitigating the risk of accidents on the job.

Last but not least, the company encouraged its workers to see themselves as business agents and especially acting as a flagship by working impeccably well and drawing attention to themselves for the right reasons wherever they went. This was why all the job worker profiles include both performance and skill criteria so that a kind of sales pyramid could be built up. The development of references was the moment when this additional role was carved out officially.

Following you will find a map of job profiles and some extracts from the problem and project scheme as well as an extract from the company training plan scheme.

The map of job profile also includes consultants and freelancers who are part of the firm's regular contacts. It is shown how roles on a par with that of an executive are carried out by technicians or external consultants. The figure of organisational manager, who belongs to the family who owns the firm, has a support role and keeps an eye on the situation.

