



Many training and consulting organizations face three large groups of problems:

1. Human resources: recruitment and motivation qualified personnel
2. Development of products and services to meet customers' needs
3. Implementation of successful marketing strategy

All are related to and dependent on capacity and availability of skilled personnel.



For Diversity



Against Discrimination

DIVERSITY

in small and medium-sized enterprises

EUROPEAN CONFERENCE 2006

Skills oriented hands-on training at a knowledge management SME, Estonia

Anne Randmer
The Center for Development Programs (EMI-ECO)
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An initiative of the European Union

www.stop-discrimination.info



The knowledge management organizations in new member States have also experienced the impact of opened market, and skilled human consultants tending to leave for better paid jobs.

The most vulnerable in new market situation are micro and small training and consulting organizations.





Meanwhile, the unemployment rate is raising within fresh graduates on labor market:
Employers are seeking for experienced staff while graduates have no or little chance to get the experience.



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The Centre for Development Programs EMI-ECO is micro Company providing strategic management consulting and training services to decision makers from private and public sector. Our clients are chief executives of municipalities, school principals and business managers.



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During the period from 1993 – 2000 we have trained and educated on the job 8 consultants who shortly after gaining the competence were head-hunted by large domestic and international companies. The in-company training puts considerable stress on our mentors, both in spent time and psychology, as the result of their work has very little impact on company development.





In 2003 we started to implement new approach in human resources development:

1. Cooperation with universities to select interested graduates offering the both assistance in preparation of graduation/master thesis and challenging job.
2. Cutting operational cost (rental facilities) and saving resources for competitive salaries. We encourage staff to establish work places at home and introduced communication via Skype.
3. Working at home-office gives job opportunity to disabled people.
4. During last 3 years EMI-ECO also changed business strategy – we provide now more in-house training instead of public training.

