



European Social Dialogue (ESD)
Committee



Education and training

Roularta Media Group
Roeselare

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Roularta
Media Group 



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Company presentation:

Roularta Media Group (RMG)

Printing shop - publishing house - multimedia company
Family-run company with its headquarters in Roeselare

- Locations and employees

1. Roeselare, production departments

RMG (newspaper journalists and service staff): 500 empl.

RMG Premedia (workers and service staff): 180 empl.

RMG Printing (workers and service staff): 290 empl.





2. Zellik, national advertising agency

White-collar staff and salesforce: 110 empl.

3. Evere, national magazine editorial teams

Journalists, service and admin staff: 170 empl.

4. Local media offices (10)

Account managers and admin staff: 200 empl.

Total Belgian workforce: 1450

(360 blue-collar and 1090 white-collar employees)



Activities:

- RMG Printing:

2006 – 70/30

Offset printing: 6 - all-purpose presses: 5 - blister presses: 2 - Kolbus presses
The Economist – Bloomberg – Dutch Railways – French Retails

- Magazines:

News and lifestyle magazines: 15

(KN, LV, SP, TR, TEN, ... / Nest, Plus, IGBouw, BTalk, ...)

Specialist magazines:

Medical publications: 4 (e.g. for doctors (Arts-krant) and chemists (de Apoth.), ...)

Technical magazines: 2 (Printing news, DataNews)

- Local Media (freesheets):

'Deze Week' 38 versions – total circulation: 2 100 000

(previously: De Streekkrant/De Weekkrant in 48 versions)

Steps: 15 versions (total circulation: 485 000) - De Zondag: 16 versions (total circulation: 700 000)



- West-Flanders newspaper (11 + 1):
total weekly circulation: 100 000 (De Weekbode, Kort. + Brugs Handelsbl., De Zeewacht)
- TV stations: Regional TV Focus/WTV (1993) –
Kanaal Z business channel (1999)
- Websites
All issues
Search websites: autovlan.be, immovlan.be, streekpersoneel.be
- Digilocal:
regional online communication and digital marketing for small companies
(web design, email marketing and facebook advertising)
- Storesquare (in cooperation with KBC and Unizo):
e-commerce for local traders
Joint e-shops





- Custom Media:

Magazines for business customers:

full-service offer: lay-out, editing, photography, video, formating, printing, distribution, digitalisation, ...

(BMW, Lidl, Veritas, Nestlé, Immo Dewaele, Stand. Boekh., ...)

- Services:

Events, fairs, seminars, travel

(Ondern. Vlaand. / Bedrijv.dag / Beleg.comp / Manag. v/h jaar)

(Kn + Tr seminars) -- (cruises, cycling and bus holidays)

- Joint ventures 50%:

Senior Publications (NL), Bayard Media (D),

De Persgroep - Medialaan (B): TV + Radio + Telecom

- VTM, Q2, VITAYA, KZOOM, CADET
- QMUSIC, JOE
- Jim Mobile, Mobile Vikings



Education and training?

- Digitalisation in the printing sector.
- Today's changes are not those of tomorrow.
- Mapping employee skills.
- Which training measures can be offered?
- How is training organised at Roularta?
Is it future-oriented?



Employer's vision:

- Training policy:
 - a way of supporting and achieving company targets
 - contributes to employees' career development
 - helps to promote personal development
- Training courses offered:

Set forth in a training plan, including a list of courses per job profile
- Future-oriented:

New training-related trends via fairs and events.





‘Learning from each other’ is very important:

- Team debriefings of people who have taken courses (departmental meetings)
- Mentoring programmes
- At RMG Printing (= printing and processing) focus on on-the-job training for operating the machines.
- Strong focus on safety.





Questions and answers

- Has the employer's theoretical vision for education and training been implemented in practice?
- ANSWER:
To a large extent yes, but ... there are still issues
- An overview taken from practice:





Training plan

- Compiled once every 2 years (2016/2017).
- Presentation, communication and assessment in the works council or via the union delegation.
- List is not exhaustive.
- Various types of courses, listed under 8 headings.



8 sorts of courses:

- 1. Process skills**
(project management, time management, induction day, refresher day, ...)
- 2. PC, tablet and smartphone applications** (word, excel, outlook, ...)
(TOL processing)
- 3. Language courses** (Nl. spelling, French, English, German)
- 4. Courses promoting social and commercial skills**
(meeting techniques, print + internet sales, sales coaching, ...)
- 5. Printing courses** (layout programmes, internet ads, digitalisation, etc.)
- 6. Editorial courses** (cross-media: print, online, TV)
- 7. IT courses** (software, programming, etc.)
- 8. Seminars** (specific external workshops)





Basis:

2-year training plan with a list of courses.

In practice:

3 ways of organising training:

- External courses
- In-house courses
(= holding external courses within the company)
- Roularta Academy courses



1. External courses

- at sectoral training providers CEVORA and GRAFOC, but also at other training centres (VDAB, SYNTRA, RVA, ...)
- Abroad at suppliers
MAN printing presses (Germany)
CCI formatting systems (Denmark)
(recent: Kolbus casing-in machine - Germany)

2. In-house courses

- through in-house instructors for staff
- but also:
practice-oriented: on the shop-floor using computers or machines





3. Roularta Academy

- To increase employees' general knowledge and skills (optional).
- Internal presentations, info modules, training courses independent of working situations and inside or outside working hours
Midday courses also offered
- The aim here is to promote occupational and personal development. In association with Digilocal and Storesquare, future digital evolution, Regional Television, Videocel, Business Unit, Apps for tablets & smartphones, 'Vision and strategy' presented by the CEO, etc.





Who determines whether you need training?

The employer:

- Business unit managers.
- In consultation with department heads and the HR department
- In most cases, training is obligatory.



Who is eligible?

What rights do employees have?

- Employees whose functions require additional training for: new working methods, new machines, extensions to existing machines, roll-out of new IT systems, new versions of formatting programs, sales techniques to generate new sales, etc.
- PC 130.01: right to one day per year either individually or collectively
PC 200: right to 4 days every 2nd year individually



Time-off for education:

Procedure when self-selecting training
i.e. not always associated with an employee's work.

- via the Roularta Intranet
- Download the required forms
- Send a request to the HR member responsible for education and training
- Consultation with the business unit manager and the employee's line manager
- Decision to grant/reject the training request
Supplementary requests for time-off for education: sometimes rejected due to the nature and recognition of the training and work organization issues.
- Time-off for union-related courses is always granted.



Remarks:

Discussed in the WC:

- Possibility of obtaining a training overview for each employee.
- Social accounting 2015: 1230 employees received a total of 19403 hours of training.
- The number of training hours is increasing from year to year (external training + in-house training).
- Training subsidies for courses within working hours.
- Anonymous assessment form for each course.
- Not all employees benefit from education and training. Dependent on the type of work done or that should be done.
- Transparency: courses are listed on the Intranet.





Organisation of competence tests and screenings

- Various tests with time limits
- Mapping of staff knowledge and capabilities.
- Face-to-face discussion of the results.
- Provide for job transfers or career opportunities
- Training in the case of major changes to one's job profile.

For lower-scoring participants:

- Limited transfer or career opportunities
- Providing appropriate training gets a lot more difficult

Certain employees are reluctant to take courses
(= opposed)





Issues for employer and employee representatives

- More chances for temp workers.
- Motivating workers showing less interest.
- Get as many employees as possible into individual training
- Provide opportunities for education and training for risk groups:
 - a) 45+ employees in the context of collective agreement 104 (for older workers)
 - b) Employees returning after a long absence
 - c) Employees with sanctions and/or warnings





Conclusion:

- Negotiations on education and training constantly improving
- Roularta anticipated technological changes in the sector well in advance. Its education and training strategy is future-oriented.
- Education and training needs are however fairly limited.
- Remain alert, ensuring that the issues surrounding education and training are properly followed up.
- Look critically at assessments.
- *Are we among the better performers?*





Questions?

Is there anything needing to be clarified?

