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# CVETNET HANDBOOK INDIVIDUAL EMPLOYEE TRAINING PATHWAYS QUESTIONNAIRE

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Innovative Methodology on Digital Transformation and  
Intergenerational Training at SMEs

Assessment and Implementation Methodologies for Individual CVET  
Training Pathways for SMEs

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# INDIVIDUAL EMPLOYEE TRAINING PATHWAYS QUESTIONNAIRE

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## INTRODUCTION

This questionnaire is conceived as a way of detecting each individual skills gap of each member of a team that is being analyzed jointly with the Human Resources Manager or the Company Manager according to the company size.

The company questionnaire is collecting all the background information to understand the context in terms of Digital Transformation and intergenerational learning of the analyzed company. This context that is dynamic will lead to skills gaps and reskilling of the staff members of a team.

The present questionnaire is intended to be used with the members of a team, so it must be filled in by the employees themselves who are members of the team (one questionnaire per employee).

The method of collection of each questionnaire must be agreed beforehand with the HR or Company Manager, with several possibilities:

- 1) Paper questionnaire collected by the company (HR or Company Manager in charge of it).
- 2) Online questionnaire collected by the company.
- 3) Paper questionnaire collected by the interviewer.
- 4) Online questionnaire collected by the interviewer.

These possibilities give way to different degrees of involvement of the company.

All gathered questionnaires of each individual will be analyzed by the team responsible of the Pilot, leading to an individual training pathway of each employee member of the team.

The skills and competences profile of each individual in a team will give us the skills and competences “radiography” of the team. This, together with the digital transformation strategy or processes of the SME will lead us to reskilling and or upskilling individual training pathways.

The individual training pathways will be formulated in terms of learning outcomes.

The CVETNET training pathway result report is a deliverable for the HR/Company manager that will include a set of the individual training pathways.

In the CVETNET Handbook there is an example of template that is also including an excel file template to collect the main information of the skills and the skills needs detected from each individual of the team. The excel file is helping to visualize in the shape of a graph the skills gaps of the team. These graphs will be included as part of the CVETNET training pathway result report.



## EMPLOYEE COMPETENCES IN CURRENT DIGITAL SKILLS<sup>1</sup>

Topic	✓	Beginner	Satisfactory	Average	Above Average	Excellent
<b>DIGITAL SKILLS</b>						
Information and Data Competence						
Digital Teamwork						
Virtual Leadership						
Business Administration and Office Management						
Digital Marketing and Communication						
Dealing with Common Business Software						
Dealing with Sales Enablement Solutions						
Interaction with Different Technologies						

<sup>1</sup> CVETNET SME Human Capital Needs Conclusions Report 2020



## EMPLOYEE COMPETENCES IN SOFT SKILLS IN THE DIGITAL AGE<sup>2</sup> (SOFT SKILLS PART 1)

Topic	✓	Beginner	Satisfactory	Average	Above Average	Excellent
<b>SOFT SKILLS I</b>						
Flexibility and Adaption to Change						
Time Management						
Remote Cooperation with the Team						
Social Networking						
Problem Solving with Clients						
Problem Solving within the Team						
Online Negotiation Techniques						
Customer Relationship Management						
Relationship Management with Institutions						
Empathy						
Appreciative Communication						

<sup>2</sup> CVETNET SME Human Capital Needs Conclusions Report 2020



## EMPLOYEE COMPETENCES IN SOFT SKILLS IN THE DIGITAL AGE<sup>3</sup> (SOFT SKILLS PART 2)

Topic	✓	Beginner	Satisfactory	Average	Above Average	Excellent
<b>SOFT SKILLS II</b>						
Online Self-Presentation and Personal Attitude						
Ethic Skills						
Special Sales Skills						
Workflow and Process-Oriented Thinking						
Critical Thinking						
General Problem Solving						
Digital Bookkeeping in General						
Working with an Accounting Software						
Knowledge of Respective Legislation Including VAT						
Project Management						
Customized Individual Coaching						

<sup>3</sup> CVETNET SME Human Capital Needs Conclusions Report 2020



## EMPLOYEE SELF EVALUATION (PART 1)<sup>4</sup>

### STAFF SKILL SELF-ASSESSMENT TEMPLATE

**NAME**

**DEPARTMENT/UNIT**

**JOB/ROLE**

This form is designed to help you assess your skills in order to determine the following: areas in which you might need additional training; and areas in which you could serve as a resource for your coworkers.

Please assess your level of skill in each of the following areas:

SELF-ASSESSMENT AREAS	Strongly Agree	Somewhat Disagree	Do Not Agree	NOTES
<b>Job-Specific Knowledge</b> I possess and apply the expertise, experience, and background to achieve solid results.				
I work effectively and efficiently.				
<b>Job-Specific Skills</b> I demonstrate the aptitude and competence to carry out my job responsibilities.				
<b>COMPETENCIES</b>				
<b>Adaptability</b> I am flexible and receptive regarding new ideas and approaches.				
In response to the fluctuating demands of my job, I adapt easily to plans, goals, actions, and priorities.				
<b>Collaboration</b> I cultivate positive relationships. I am willing to learn from others.				

<sup>4</sup> Compare: <http://myexceltemplates.com/employee-performance-review-checklist/>





## EMPLOYEE SELF EVALUATION (PART 2)<sup>5</sup>

SELF-ASSESSMENT AREAS	Strongly Agree	Somewhat Disagree	Do Not Agree	NOTES
<b>COMPETENCIES</b>				
<b>Communication</b> I convey my thoughts clearly and respectfully.				
I demonstrate effective listening skills.				
<b>Results</b> I identify goals that are aligned with the organization's strategic direction and achieve results accordingly.				
I persist through significant difficulties to achieve those goals.				
<b>Initiative</b> I anticipate needs, solve problems, and take action, all without explicit instructions.				
I take the initiative to discover new work challenges and to help shape events that will lead to the organization's success.				
<b>Development</b> I am committed to improving my knowledge and skills.				
<b>Growth</b> I am proactive in identifying areas for self-development.				

*Please provide us with any additional thoughts or details regarding your assessment of your skills.*

<sup>5</sup> Compare: <http://myexceltemplates.com/employee-performance-review-checklist/>



## EMPLOYEE INTERGENERATIONAL ASPECTS (PART 1)<sup>6,7</sup>

Topic	✓	Strongly Agree	Somewhat Disagree	Strongly Disagree
<b>EMPLOYEE INTERGENERATIONAL ASPECTS I</b>				
Do You Prefer to Cooperate with Colleagues with a Rich Mix of Skills / Experience / Capabilities to Cope with New Tasks / Change / Opportunities?				
Do You Like to Work as a Team to Achieve a Goal?				
Do You Recognize the Strengths of All Generations / Colleagues, and How Each Person's Unique Knowledge Base and Skills Assists the Team?				
Does Your Company Offer Flexible Work and Flexible Working Times?				
Are You Rewarded for Flexible, Adaptable Thinking?				
Do You Trust Older Colleagues That They Know What Works and What Does Not?				
Do You Trust Younger Colleagues That They Might be an Expert in a Topic You Are Not Skilled in?				

<sup>6</sup> <http://ageactionalliance.org/intergenerational-teams-the-future-of-the-workplace/>

<sup>7</sup> <https://www.gu.org/app/uploads/2018/06/Intergenerational-Report-MMMI-Generations-in-the-Workplace.pdf>



## EMPLOYEE INTERGENERATIONAL ASPECTS (PART 2)<sup>8,9</sup>

Topic	✓	Strongly Agree	Somewhat Disagree	Strongly Disagree
<b>EMPLOYEE INTERGENERATIONAL ASPECTS II</b>				
Does Your Company Have a Skills Pool Where You Have Access to?				
Does Your Company Offer Training Opportunities to Build Your Own Capacity (Workshops, Continuing Education, Conferences, etc.)?				
Do You Have Access to a Knowledge Transfer System to Ensure That the Skills and Expertise of Veteran Employees Remain in the Company (Mentoring, Knowledge Management Systems, Written Documentation, etc.)?				
Are You Allowed to Work Remotely?				
Can You Take Part in Brainstorming Sessions for the Whole Team?				
Does Your Company Set Team Goals with Roles, While Recognizing the Assets Each Member Brings?				

<sup>8</sup> <http://ageactionalliance.org/intergenerational-teams-the-future-of-the-workplace/>

<sup>9</sup> <https://www.gu.org/app/uploads/2018/06/Intergenerational-Report-MMMI-Generations-in-the-Workplace.pdf>



## EMPLOYEE INTERGENERATIONAL ASPECTS (PART 3)<sup>10,11</sup>

Topic	✓	Strongly Agree	Somewhat Disagree	Strongly Disagree
<b>EMPLOYEE INTERGENERATIONAL ASPECTS III</b>				
Does Your Company Help in Selecting New Team Members in Case Your Team Grows or Someone Leaves Based on the Skills Requirement?				
Do You Have to Possibility to Take Part in Job Sharing / Flexible Rotations?				
Does Your Company Allow for Intergenerational Skills Sharing, e.g., When They Recognize the Talent of a Colleague / You and Ask Him / You to Share His / Your Experience with Other Staff?				
Does Your Company Team Staff of Different Generations Together on Projects?				
Does Your Company Offer Feedback Using a Variety of Communication Formats?				
Do You Receive Training on How to Increase Communication Among Generations?				

<sup>10</sup> <http://ageactionalliance.org/intergenerational-teams-the-future-of-the-workplace/>

<sup>11</sup> <https://www.gu.org/app/uploads/2018/06/Intergenerational-Report-MMMI-Generations-in-the-Workplace.pdf>



## EMPLOYEE INTERGENERATIONAL ASPECTS (PART 4)<sup>12,13</sup>

Topic	✓	Strongly Agree	Somewhat Disagree	Strongly Disagree
<b>EMPLOYEE INTERGENERATIONAL ASPECTS IV</b>				
Do You Interact with Colleagues of Different Generations Informally Inside and Outside of the Workplace?				
Can You be Awarded for Exceptional Work with a Variety of Incentives (e.g., Parking Privileges, Newsletter Announcements, Awards, Bonuses, etc.)?				
Does Your Company Offer an Invigorating Environment for Older Employees Where They Can Learn Skills from Younger Members of the Team?				
Can Older Employees Pass Their Experience on by Being a Mentor / Capacity Builder?				
Can Older Staff Change Roles – so Work Becomes Less Onerous – e.g., by Reducing Working Hours?				
Does Your Company Keep Older Employees Working and Earning Their Salaries?				

<sup>12</sup> <http://ageactionalliance.org/intergenerational-teams-the-future-of-the-workplace/>

<sup>13</sup> <https://www.gu.org/app/uploads/2018/06/Intergenerational-Report-MMMI-Generations-in-the-Workplace.pdf>



## EMPLOYEE INTERGENERATIONAL ASPECTS (PART 5)<sup>14,15</sup>

Topic	✓	Strongly Agree	Somewhat Disagree	Strongly Disagree
<b>EMPLOYEE INTERGENERATIONAL ASPECTS V</b>				
Does Your Company Offer Social, Health or Wellbeing Benefits for Senior Employees for Staying Active?				
Does Your Company Offer an Invigorating Environment for Younger Employees Where They Can Learn Skills from Older Members of the Team?				
Can Younger Staff Learn Life Skills in Your Company, e.g., Inter-Personal Skills from More Experienced People?				
Can Youngest Staff Steadily Upgrade Their Role as Older Employees Phase Out Rather Than Find Themselves Promoted Beyond Their Capabilities?				

<sup>14</sup> <http://ageactionalliance.org/intergenerational-teams-the-future-of-the-workplace/>

<sup>15</sup> <https://www.gu.org/app/uploads/2018/06/Intergenerational-Report-MMMI-Generations-in-the-Workplace.pdf>