



On 27th – 28th April 2009, the second transnational meeting of KIMET project was held in Aix en Provence to favour and develop the knowledge formalisation, capitalisation and transmission within the industrial SMEs.

Led by the Federación Vizcaína de Empresas del Metal, and coordinated by Fondo Formación Euskadi, the project is financed by the European Commission, in the framework of Transfer of Innovation of Leonardo da Vinci Program for Vocational Training and it will be developed during 2008-2010 in a coordinated way among Spain, France, Netherlands and Bulgaria.

The Partnership has the participation of important both public and private training, evaluation and consultancy organisations, all directly bond to the Industrial Sector, like: Empresarios Alaveses – SEA (Basque Country), Bulgarian Chamber of Commerce and Industry, KENTEQ Centre of Expertise on Vocational Education, Training and Labour Market for the technical field (Netherlands), and the Public Organization for professional training and improvement GIP-CAFOC, in France.

## KIMET: A PROJECT ORIENTED BY COMPANIES

The general ageing of working population, together with the scarce qualified and experienced people is a brake for the companies' development. In addition, the experienced workers concentrate a great amount of both formal and informal (not officially recognised) knowledge, which represents "power" for them; this makes them often show "passive resistance" to transmit their knowledge, as they consider their knowledge as a way to keep and ensure their post. Finally, the economic globalisation processes make industry in Europe to place itself in the segments of the market with the highest added value, and therefore, innovation and the correct knowledge and experience transmission are basic inside the companies.

All this makes necessary to validate and formalise this learning to make the oldest workers leave their defensive position and to favour their professional development, and therefore develop their employability encouraging the integration of the newly arrived person in the company. The

integration of the newly arrived person in the company. The knowledge transmission is an important question for the survival and development of companies in the present changing context and to reach a learning culture.

From this point of view, encouraging the experienced (the older) workers' participation in the evolution of the Metal SMEs and favouring the integration of the new ones becomes a requirement to achieve the effective competitiveness in companies.

For this reason, KIMET project aims to develop a Didactic guide allowing the Metal SMES to have their workers' experience validated and to transmit their knowledge to the new workers, favouring reciprocal exchange and allowing the knowledge transfer in new situations, encouraging the working places to favour learning.

The aim is to translate into particular actions the reflection on the knowledge transfer in the company. In other words, the aim is to formalize a common methodology and tools in order to encourage:

- The development of the lack of knowledge about age management that exists in the SMEs.
- Increase the motivation and participation of the experienced workers, with knowledge often not recognized but still essential for the future of the company (validation of their experience).
- To facilitate the transmission of this knowledge to new recruits.  
to promote a reciprocal exchange.
- To allow the transfer of knowledge in new situations.

### AIX EN PROVENCE: ANALYSIS OF PREVIOUS EXPERIENCES AND OF THE SMEs KNOWLEDGE ON KNOWLEDGE FORMALISATION AND TRANSFER TECHNIQUES.

The second transnational meeting held in Aix en Provence on 27 and 28 April has been focused on sharing the work carried out in the last months: Identify and analyse the information about the existing practices on knowledge formalisation and transmission in the different countries; as well as the difficulties existing in the implicit knowledge formalisation and transmission in the industrial SMEs.

This analysis has been carried out through secondary sources, as well as by interviews with industrial companies collaborating with the project in each country, having as a reference the practices and tools they use to transfer knowledge.

During the meeting in Aix en Provence, each partner described the results of the fieldwork carried out so far (through interviews): description of the selected company, its interest and the problems found when transferring the knowledge and the techniques they use for this purpose.



In general, the companies recognise that knowledge transmission encourages and boosts the evolution, competitiveness, professionalism and permanent adaptation of HR, as well as the performance and competitiveness of the SMEs. Nevertheless, the results of the research in the metal sector companies in the countries taking part in the project show that most of the SMEs still lack formalised systems and tools aimed at the knowledge transfer, although they all show the need and great interest in knowing and practising some techniques and tools that might help them in this task.

### NEXT STEP: SELECTION AND ADAPTATION OF THE MOST SUITABLE TOOLS AND PRACTICES FOR THE KNOWLEDGE TRANSMISSION IN THE METAL SMES.

In Aix en Provence, we also presented the working proposal and the methodology to follow during the next six months to achieve the objectives planned for the following stage: Evaluation of practices and tools on the knowledge transference in the companies. In order to that, each country will be in charge of selecting one company (with less than 250 workers) to practise and evaluate certain tools for the knowledge formalisation and transmission.



## NEXT TRANSNATIONAL MEETING

In the 3<sup>rd</sup> transnational meeting, which will be held in Sofia (Bulgaria) in October 2009, we will decide, basing on the results of the evaluation of techniques and tools with the companies, which of them are the most suitable for the knowledge transmission in the industrial SMEs.

## PARTNERS OF THE PROJECT

