



European Project
Modelos exitosos e innovadores para el empleo y la inclusión social; patrimonio educativo europeo
Adults' teachers implementing successful and innovative models for employment and social inclusion; enhancing our European educational heritage and their consolidated values



Centro Provinciale per l'Istruzione degli Adulti Padova - Italy www.cpiapadova.it



Panstwowa Uczelnia Zawodowa im. Ignacego Moscickiego-Poland www.puzim.edu.pl



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CAPSA FOOD

CAPSA FOOD is a dairy company with more than 50 years of history; Just last year, he had the honor of having SM Felipe VI at his facilities in Granda, to commemorate that anniversary. 81% of the capital belongs to Central Lechera Asturiana SAT and we currently have about 1,100 employees distributed in 6 work centers.

Our purpose is to give FUTURE to the LIVESTOCK partner, request NATURAL PRODUCTS and SERVICES that improve the HEALTH and QUALITY OF LIFE of people, in a SUSTAINABLE ENVIRONMENT. As Corporate Values we have: Commitment, Professionalism, Leadership and Cooperation. And our CSR Strategy is based on 4 axes: Support to the Primary Sector and Rural World, Promotion of Health and Nutrition, Care of the Environment and Natural Environment and Exemplary Employer.

Since 2017 we assume the commitment to produce 100% natural products, without artificial ingredients. Currently 98% of our products do not have "E"s (ADDITIVES). We are national leaders in liquid milk, cream and butter, being present in more than 11 million homes. In 2018 we obtained our best profit figure, reaching almost 23 million euros. We have different brands: Asturiana, Larsa, ATO, Asana (range of BIO products), 39ytú (personalized nutrition products from a microbiota analysis), participation in RAW (first ecological isotonic), participation in Cantabria Labs (medical nutrition) We are currently present in more than 40 countries.

Very concerned about the origin and quality of our milk, as well as the future of cooperative members, we have other recognitions to our brands: Asturiana "Ganadera Guarantee", Larsa "Pastoral Milk" and Ato "Animal Welfare". We work focused on continuous improvement, through innovation, relying on our human capital. We are EFQM 500 + company, we are certified in ISO 9000, 14000, 45001, Healthy Company, Family Responsible Company, and as Top Employers since 2016. We are also certified in Food Safety Systems such as BRC, IFS, and FSC22 000. We are the Spanish company with the best reputation according to RepTrak 2018

Video (Story text)

The company CAPSA FOOD overcomes the fact of leading the market to be more transcendent to society. To achieve this we try to work with high levels of quality, defending the natural, being faithful to our origin. Our final goal is to give a future for our farmers, who are partners of the company. For this we offer natural products, services to improve health, in a sustainable environment. And to achieve this, our activities are efficient, so we have an excellent raw material. In this sense we have the "Livestock Guarantee" the only high level in the market. Thanks to innovation and development, our products are 100% natural, healthy and sustainable. In this sense, we are proud to offer a totally healthy diet, without artificial ingredients. This is our value, generating trust, being transparent and responsible with the environment. In addition to strengthening our brands and products, we are interested in our corporate values (what we do and how we do it): Commitment, Professionalism, Leadership, and Cooperation.

Being into CAPSA...

- is to support the livestock partner and the rural world,
- is to promote health through nutrition,
- is to respect and protect the natural environment,
- is to work in a place that takes care of its employees

We have the opportunity to be a company that helps society so the people are healthier and have a better quality of life.



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OUR Training. (Brief presentation of Human Resources)

Goals.- From HUMAN RESOURCES (HR) we work to fulfill our Purpose and that is why we encourage employees to reach their maximum professional and personal development through 3 strategic pillars: Talent, Labor Climate and New Technologies. We develop different actions around these 3 pillars, which contribute to our axis of CSR Exemplary Employer. In HR we accompany employees and work adapting together during their entire employee experience; since they are candidates, until their separation from the Company. We have different policies: recruitment, selection, development, training, safety, health and well-being, compensation and benefits, labor relations, internal communication, equality and conciliation... Our are 76% men and 24% women (the growth of women has been very relevant). 92% of our employees have an indefinite contract, 84% of the employees received training last year, we have more than 90 equality and conciliation measures, we barely have voluntary rotation, we have a wide range of health and wellness measures and a absence at work rate of 4.56.

Methodology.- We prepare an Annual Training Plan, we have our own budget, in addition to the funds of Fundae, we provide about 30 h. training per person and more than 80% of the workforce receives training. We train in technical knowledge and skills and accompany the formation of different information campaigns and resources that allow us to consolidate our knowledge.

Examples of formative actions

a. Training in values and skills: "Working as a team the values of CAPSA"

GOALS: To ensure people know and understand the scope of corporate values and skills.

PROFESSIONAL AND CONTEXT RECIPIENTS: about 250 people within the Performance Management System. Each year they self-evaluate and are evaluated by their managers in corporate competencies, so it is essential to know how these competencies are translated in their daily lives, in order to evaluate them in a correct way and set development plans to improve.

RESOURCES / SPACES / TEACHERS: Most of the training is done in CAPSA facilities. We have different rooms, choosing the most suitable depending on the objective pursued in the training (social room, room 45, healthy path, factory spaces, security panels, virtual classroom ...). For this specific action we work with the external provider "Olarde Personas" to help us both in the workshops and in the preparation of the subsequent book.

SCHEDULE: "Teaming the Values of CAPSA FOOD" is 12 h. Into 3 half days separated in time.

METHODOLOGY: PRACTICAL training in classroom and outdoor, group coaching, individual action plan and subsequent monitoring. With card and personal notebook of the student, a book with personal experiences. The training group is heterogeneous: people from different areas.

ASSESSMENT: WE VERIFY how improve the knowledge of our corporate values and competencies. After the Training Program, a survey of knowledge of the values that evidenced its improvement was made. The satisfaction questionnaires of the action have been very positive and people indicate that training of this type helps to eliminate barriers in their day to day.



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b. Leadership training: “CAPSA Leadership Program”

GOALS: To define and consolidate a CAPSA Leadership Model (the CAPSA Leader Decalogue).

PROFESSIONAL AND CONTEXT RECIPIENTS: about 80 people, who are commanders in the company (from Head of Section to Director).

RESOURCES / SPACES / TEACHERS: we combine Consulting sessions (interviews with different managers and the Leadership competence was defined, the concrete behaviors and the level of development), with training workshops to provide knowledge, skills and tools necessary to be a good leader in CAPSA. We use our facilities and another outside in different locations. For this action we work with the external MRC provider and with the help of the students' controls in the subsequent follow-up.

SCHEDULE: the “Leadership Program in CAPSA” was adapted according to the experience or level of maturity of the leaders. In some cases the training took place in 5 sessions plus a sixth follow-up, and in other cases in 3 sessions, plus another follow-up.

METHODOLOGIES: experiential training in classroom and outdoor. Self-evaluation of the participant and assessment of their leadership and collaborators, to have a greater knowledge of their level of leadership. Group coaching, individual action plan and subsequent follow-up, both by the consultant and by the participant's command.

ASSESSMENT OF RESULTS: We try to know how we have been able to improve the Leadership of our managers. The results are evidenced through the Performance Evaluation System.

c. Safety training: “Lacto Program”

GOALS: To strengthen the CAPSA safety culture and contribute to the “Zero Accidents”. We are convinced that, by building a strong culture of prevention, causes can be eliminated and work-related accidents, injuries and occupational diseases can be prevented.

PROFESSIONAL AND CONTEXT RECIPIENTS: the entire Organization

RESOURCES / SPACES / TEACHERS: on-site training sessions, weekly communication campaign (each point of the decalogue), delivery of the mirror card, design and presentation of the LACTO mascot, children's drawing contest for children of employees, safety data sheets, manuals, videos... The training is given by our Prevention Service.

TIMES: 6-hour to staff training, and 1-hour training for the workforce.

METHODOLOGIES: training in the room, with slide show, exercises among the students to impulse the debate, commitment to improvement through safety panels.

ASSESSMENT OF RESULTS: they are still starting, but there is a greater awareness of security.

Colaboración española / Spanish cooperation





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d. Incorporation to labor activity: employment exchange and scholarship and internship program

GOALS: to ensure the people who join the Organization have adequate technical knowledge, experience, skills and values for the performance of work at CAPSA.

PROFILE AND CONTEXT RECIPIENTS:

1) List of candidates to enter this company: personnel trained in medium or higher school cycle in Food Industry, both in employment and unemployment. They have a very general and theoretical knowledge about concepts of the Food Industry and in some cases previous experience. We carried out a first phase of recruitment and filtering of CVs, then we organized knowledge and psychotechnical tests and with all this information we developed a bag with the first 100, which were convened in groups of 15 to a specific classroom training, on- line and subsequent accompaniment to the position together with an experienced person, with whom he completed his training.

2) Scholarships and Internships: each year at CAPSA we have about 100 people between scholarships and internships, of which around 60% were incorporated in 2018. They are profiles that have just finished their studies and have virtually no previous experience. They join their job with the figure of a tutor and a buddy who accompanies them during their time in CAPSA and that provides them, one orientation and training in the position... and another, the most relational and integration part in the company. During their stay at CAPSA they carry out specific training in their work areas and self-training with the resources available to the Organization is encouraged.

RESOURCES / SPACES / TEACHERS: most of the training is done in our facilities. We have different rooms, choosing the most suitable depending on the objective pursued in the training (social room, room 45, healthy path, factory spaces, security panels, virtual classroom ...). We have external help and sometimes external trainers, when the training specialty requires it.

SCHEDULE: the duration depends on the specific objectives and the contents of each course. We never do more than 1 day followed by training and increasingly we are going to micro courses, actions of 2-4 hours with a theoretical-practical approach. In the case of the formation of the Exchange, a 2-week training of technical knowledge was combined with 2 months of accompaniment in the position.

METHODOLOGIES: we have combined classroom, online and accompaniment training for technical training and skills training, experiential methodologies: outdoor, gamification, coaching, etc.

EVALUATION OF RESULTS: knowledge pre and post- tests (before and after training). Evaluation of tasks after a few months of incorporation and evaluation of corporate values and competencies. We rely on forms where the assessor has the job description and tasks, as well as the corporate competencies that apply to him. In the case of training for incorporation through the employment exchange, the result rate was 99/100 and in the case of incorporations after an internship or scholarship program, in 2018 60% of the people were incorporated I had started a scholarship and 100% continue in the company with an appropriate evaluation.



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CAPSA uses different methodologies depending on the objective and collective. We look for innovative and high impact methodologies. The approach is always very practical. Once students have theoretical knowledge, the key is to practice, either in their own position when they are more technical knowledge (accompaniments) or with simulations, when it comes to acquiring skills.

We always work the feeling of belonging and teamwork. When we have a group to train, we carry out initial tests / assessments to identify their strengths and areas for improvement and always invite them to reflect. We work a lot with group Coaching and with outdoor dynamics, which allow us to demonstrate the behaviors, and through the analysis and meditation of the participants, lead to learning.

Cooking workshops, outdoor activities, escape room, mime, or board games, allow students to quickly enter the training. We always close the programs with personalized action plans, to strengthen their strengths and develop their areas of improvement (we seek their commitment and in many cases that of their managers) and we usually develop and deliver to students some symbol that reinforces the work in the program: decalogue, cards, computer mouse, book ... etc.

When it comes to developments at the individual level, we work on individual coaching and to help their inclusion in corporate projects. In 2018 we started the 2020 Talent Program to give visibility and development to the Group of technicians of the Company. They prepare and present to the Steering Committee an innovative project (in their area or another) and they are helped through a tutor and a mentor in its development and implementation.

Colaboración española / Spanish cooperation

