

# ACTIVITY C2

## WORKSHOP ON ATTRACTIVENESS OF DUAL VET

*Turning VET into a smart choice*

# SUMMARY

**Valladolid, 9-11 October 2018**



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## OBJECTIVES OF THE WORKSHOP

This workshop had a double objective:

1. Present in more depth the dual VET model in Castilla y León through a selection of exchange with key actors, mainly VET providers and companies.
2. Exchange views and practices on “attractiveness, primarily on attractiveness for companies, in particular SMEs and in less depth in attractiveness for students and their families.



## DVET IN CASTILLA Y LEÓN: INSPIRING EXPERIENCES

### ASTI: company specialised in mechatronics, automation and robotics



<https://astiacademy.com/>

**ASTi Academy** is a Dual VET project of the company [ASTI](#) targeted at higher VET students of mechatronics, automation and robotics, electrotechnical systems, applications development, and telecommunications systems. The ASTI Technologies Group is a mobile robotics firm: ASTI Technologies Distribution, ASTI Consulting Services and Fundación ASTI.

Students are selected through a recruitment process that involves teachers/tutors from VET providers in coordination with the human resources and talent management department of ASTI.

The strengths highlighted by the apprentices were related with:

- An in-company training based on a “learning-by-doing” methodology. The fact of being able to put in practice what they have learnt from a theoretical point of view makes them better professionals in the future.

- Having the opportunity to receive internal complementary training related to the tasks assigned.
- The possibility of developing a professional career within the company or find a job elsewhere due to the relevant experience and skills acquired within the company.
- A positive and constructive working culture based on trust and involvement of the students in the daily tasks of the company and where young people are valued.
- Positive image of the company within society, which makes it more attractive for students to be motivated to enrol in dual VET.
- Receiving an adequate compensation while being an apprentice.



### Hiperbaric: company specialised in equipment for the food industry



<https://www.hiperbaric.com>

**NC Hiperbaric** develops High Pressure Processing (HPP) equipment for the food industry. The company has committed to dual VET for some years now in the area of electromechanic. In addition and in collaboration with the Metal Federation of Burgos, they are carrying out also a programme of electromechanic by which unemployed people that do not have a qualification can pass what is called in Spain a “professional certificate”. This type of programmes give access to professional training adapted to the needs of the company complemented with theoretical classes offered by a training provider. This programme runs through two years (the first year, students work 75% of the time and study 25%; the second year they work 85% and study 15%). At the end of the training, the person receives an official qualification from the Labour Ministry, which is valid at national level. During these two years, students are paid at the same salary as their colleagues but in proportion to the time they are working (75% the first year, 85% the second year).

According to this company, dual VET is a more effective way to train new recruits, especially to complement theoretical training with practical training more aligned with the company skills needs.



### Leal: company specialised in design and interiorism

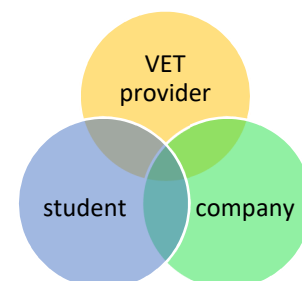


<http://www.lealid.com/>

Leal is operates in the sector of design and interiorism. The company has committed to dual VET in the area of commercial activities.

According to this company, dual VET can be a success only with an effective commitment and involvement from the VET provider, the company and the student and its main benefits are related with:

- It is a more effective and reliable way to recruit staff.
- Dual VET students are generally well qualified and highly motivated.
- Dual VET students can complement theoretical training with practical training more aligned with the company skills needs.



## Industrias MAXI: company specialised in industrial projects



<http://www.industrias-maxi.es/>

Industrias Maxi is a full supplier of complex installations used for carrying out industrial projects with "TURNKEY" solutions. The company is committed to dual VET through its project "Escuela Maxi".

According to this company, the advantages of dual VET are related to:

- It is a more effective and reliable way to recruit staff, especially in a company like theirs that demands very technical profiles that are hard to find.
- Dual VET students can complement theoretical training with practical training more aligned with the company skills needs. It allows us to have professionals with high quality skills.
- A way to increase staff commitment with the company
- A way to be more competitive in the market: the investment in time and training that it requires although it's higher at the beginning is low compared with the good results in terms of development of skills which has a very important added value to the company (it is a cheaper option in the long-term).



## KEY IDEAS AND PRACTICAL RECOMMENDATIONS

### Attractiveness for companies, in particular SMEs

Many companies have no experience with apprenticeships. Even in Member States with a long apprenticeship tradition, many businesses have never been involved in an apprenticeship programme. This means the involvement of more companies, especially SMEs remains a challenge in most countries/regions.

Experience shows that making dual VET attractive for companies is related with:

► **Involvement of companies and chambers of commerce in the design and evaluation of dual VET**

The experience of Austria and Germany shows that proper involvement not only ensures that the requirements of the labour market are adequately taken into account when designing VET systems, but it also creates ownership and commitment for the system by employers. Companies must not be seen as an “add-on” to the system but as being at the heart of the system.



#### Inspiring experience from Spain: [Bankia Foundation for dual VET](#)

The aim of the Bankia Foundation for dual VET is to promote dual VET in Spain, increasing its prestige among society. To do so, it carries out the following actions:

- Promote dual VET projects aimed at young people who are in the compulsory education.
- Collaborate in the implementation of dual VET in the education system.
- Define and implement dual VET programmes also in research institutions (technology centres, R&D departments of companies).
- Collaborate in projects aimed at students who have abandoned the educational system prematurely in order to promote their return to education.
- Promote the transfer of knowledge between institutions or educational centres and companies.

In Castilla y León, the foundation has implemented the following activities:

- First report about [Smart Productive Specialization in Castilla y León](#)
- Clinical investigation in public hospitals through ‘Sanec’ programme
- Foreign trade training, Segovia
- Digital skills training, Aranda
- Lean methodology, Burgos

### ► Adequate financial support programmes

Financial support measures can be an incentive to motivate companies to invest in apprenticeships. Public subsidies can help increase the provision of apprenticeships. Empirical evidence shows that companies' offer is related positively to the size of the subsidy spent on apprenticeships.

However, the effect varies considerably between sectors and professions. Direct subsidies appear to be effective in encouraging firms to start training apprentices but do not increase the demand for apprentices in firms that already have apprentices. Consequently, grading the financial support to companies should be considered i.e. starting with higher subsidies for companies that take on apprentices for the first time. The subsidy level for subsequent apprentices can then be decreased substantially year by year.

### ► Simplifying administrative and bureaucratic procedures

Administrative procedures must be as simple and easy as possible. If it takes weeks to register an apprentice and/or to understand the system, companies won't hire apprentices, especially small and medium-sized which do not have a special human resource department especially.



#### Recommendations to lower the burdens for SMEs

Innovative approaches should be considered:

- Grouping apprenticeships should be made possible in order to facilitate the participation of SMEs who cannot train across the whole apprentice skills set on their own.
- Providing start-up information and tool kits that help SMEs.
- Matching services (students/SMEs).

### ► Specific support initiatives to involve and attract companies, with specific actions targeted especially at SMEs

Non-financial support measures are important to qualify and prepare the training company for the responsibility of hosting apprentices. The support measures may help new training companies with various formalities and administrative tasks of implementing an apprenticeship. Many companies, especially SMEs with no apprenticeship experience, may require external help for the following basic tasks:

- Accreditation as a training company.
- Identification of the company's skill needs.
- Recruitment procedures.
- Training and instruction of in-company trainers including the preparation of training guidelines.
- Administrative procedures.
- Assessment and the certification of apprentices.



These tasks could be used as an inspiration for developing a broad set of support measures that assist companies, particularly 'first timers', in implementing good-quality apprenticeships.



### Inspiring experience from Spain: [Dual VET Alliance](#)

The Alliance for dual VET is a national network of more than 750 companies, VET providers and institutions committed to improving the employability of young people through the development of quality dual VET. The Alliance also aims to bring together the best initiatives and experiences. Most of the members of the network are companies that have started to implement dual VET very recently.

The Alliance carries out the following actions:

- It supports companies in the design of their first dual VET project. The success or failure of the first dual VET project of a company is key to the continuity of its participation in that system.
- Make proposals to improve dual VET through working groups in which members of the network participate. Currently the Alliance has 10 working groups.
- It generates good practices and other activities (such as courses for company tutors). Through these activities it encourages the exchange of practices and experiences among the members of the network.
- Raises awareness and increase the knowledge on dual VET among society to improve its prestige.

#### ► PR and social prestige activities

Social prestige of dual VET programmes and of companies that invest in this type of training should be enhanced. On the other hand, it is also important to facilitate communication activities and matching services between students and companies.

Experience shows that some PR activities are more effective at attracting companies and at connecting students with companies:

- Specific on-line portal or app to match demand of students with demand of companies: for students to be able to apply for an apprentice post and for companies to publish their vacancy (similar to LinkedIn).
- Sharing experiences events that make good practices visible.
- Apprentice award for companies.
- Education and career fairs with a focus on dual VET.
- Skill competition(s).
- Campaigns encouraging enterprises to provide or invest in VET

## Arguments that can be used to convince companies to be involved in dual vet training

### IT MAKES COMPANIES MORE COMPETITIVE

Apprentices can bring new ideas and innovation to the business and contribute to making the workplace more productive.

Apprentices are part of the workforce and as such they are productive if they receive the right training and are supervised correctly. In this sense there is a quick return on investment.

### REDUCES RECRUITMENT COSTS

Apprenticeships allow the business to secure a supply of people with the specific skills and qualities that the business requires and that may not be available on the external job market.

Through dual VET, companies are able to recruit staff that have or can develop the skills that the company requires.

Apprentices are generally more reliable as they tend to be highly motivated.

### THE COST OF THE TRAINING TO DEVELOP THE RIGHT SKILLS IS CHEAPER

Recruiting apprentices enables employers to fill the skill gaps that exist within their current workforce as apprentices begin to learn sector specific skills from day one. This is particularly applicable in companies that require very technical profiles.

Apprentices are generally trained and highly motivated.

### ALTHOUGH IT REQUIRES AN INITIAL INVESTMENT IT IS COST-EFFECTIVE ON THE LONG-TERM

Apprenticeships can help secure a supply of skilled young recruits - especially important for the replacement of an ageing workforce.

Apprentices tend to be more loyal and stay with the organisation as they tend to be more motivated and satisfied, which can reduce labour turnover.

Dual VET students can complement theoretical training with practical training more aligned with the company skills needs.

Establishing a Dual VET programme in collaboration with VET providers is very effective as it allows companies to receive the support of VET providers especially in the initial phase of setting-up an apprenticeship programmes and VET providers receive information on how they can adapt the content of the theoretical training to better prepare students to carry out the tasks within the companies.

### IT HAS A POSITIVE IMPACT ON THE WORKING CULTURE: IT CAN BE AN INCENTIVE FOR OTHER STAFF TO IMPROVE THEIR OWN SKILLS

Apprenticeship training could increase interest in training among other employees and create a 'training culture'.

### **IT GIVES THE COMPANY A BETTER SOCIAL REPUTATION**

Apprenticeship schemes could result in an enhanced reputation for the business both within the industry and in the local community.



# ANNEXES

## AGENDA

**Tuesday, 9<sup>th</sup> October 2018**

Salón de actos. Consejo Económico y Social Castilla y León

This first day will be designed as an open seminar to other participants **100 people**; it will have simultaneous translation English-Spanish.

### 09:30 Welcome words by the host of the event

Germán Barrios, President of Consejo Económico y Social de Castilla y León.

### 09:45 Brief presentation of the project

This session will focus on presenting the project (its aims, activities and partners) so as to give visibility to the work being done and to the partnership built through the project as well as giving an overview of the dual VET models in the partner countries.

Structure:

- ▶ Agustín F. Sigüenza, Director General de Formación Profesional y Régimen Especial.
- ▶ Kurt Schmid. Institut für Bildungsforschung der Wirtschaft ibw Austria - Research & Development in VET.

Round of Q&A

- ▶ Pedro Santos, Diretor de Serviços de Qualificação. Departamento de Formação Profissional. Instituto do Emprego e Formação Profissional. Portugal.
- ▶ Milena Garavini. Servizio Programmazione delle Politiche dell'istruzione, della formazione, del lavoro e della conoscenza. Regione Emilia-Romagna. Italia.

Round of Q&A

### 11:45 Coffee break

### 12:15 Panel of inspiring projects and experiences from Spain

This session will focus on presenting relevant and inspiring experiences in the context of Spain and especially from Castilla y León.

- ▶ Mónica Moso. Centro de Conocimiento e Innovación de Fundación Bankia por la Formación Dual. (20')

- ▶ Debate with the participation of representatives of VET providers and students of Dual FP. Chairperson: José Miguel García.

### 13:15 Dual system in Castilla y León

- ▶ Agustín F. Sigüenza, Director General de Formación Profesional y Régimen Especial. (30')

### 13:45 Closing remarks

Final words by the **Regional Minister of Education** focusing on the progress made since 2016 in DVET in Castilla y León and the current challenges

### 18:00 Visit to winery: BODEGAS ARZUAGA

Bus to Quintanilla de Onésimo - Visit + social dinner with partners

End of day 1

## Wednesday, 10th October 2018

08:00 Meeting at the hotel for the day trip to Burgos

### 09:30 Visit and discussion with company - ASTI

This session will combine a discussion with a representative of the company with a short visit to the areas where DVET training is taking place.

Structure:

- Welcome word by a representative of the company (15')
- Round of Q&A (30')
- Short visit to the areas where DVET training is taking place (30')

10:30 Coffee break

### 11:00 Visit to VET school - CIFP SIMÓN DE COLONIA

This session will combine a presentation of the DVET model in CyL and a visit of the VET school.

Structure:

- Welcome words by a representative of the VET school (15')
- Visit to the VET school and classrooms (30')
- Round of Q&A (15')

### 12:30 Meeting hosted by the Chamber of Commerce

This session aims at having a view from companies engaged in Dual VET in Burgos. Analysis of the situation, advantages and how to overcome barriers to success. Participation of 2 representatives of at least two companies a big one and a SME.

### 14:30 Lunch - CIFP La Flora

### 17:00 Guided visit to Burgos

### 18:00 Return to Valladolid

## DAY 3: Thursday, 11th October 2018

Consejería de Educación- Sala Oscura

### 09:00 - 09:45 Visit to a company: INDUSTRIAS MAXI

### 10:00 - 10:45 Visit to a VET provider: CIFP JUAN DE HERRERA

### 11:00 - 11:15 Coffee Consejería de Educación

### 11:15 - 12:15 Debate session 1. Attractiveness for students and their families

This session will focus on discussing in more depth what practical guidance and recommendations can be proposed in order to make improvements in three of the challenges identified in the concept note:

- ▶ Developing specific quality career guidance services for students and their families.
- ▶ Design attractive education and training pathways that promote permeability between VET and other educational and career pathways (especially tertiary education) and that facilitate mobility of apprentices among sectors.
- ▶ Ensure access and enrolment of disadvantaged students in dual VET

Methodology wise we propose to make three small discussion groups (1 topic for each group) to debate initial proposals that can then be presented to the rest of participants so as to have an open discussion.

### **12:15 – 12:45 Presentation of initiatives “MoVET” and “implementation of dual structures” by BIWE (German partner)**

This session will focus on sharing with the rest of partners two initiatives that are being implemented by BIWE in the areas of dual VET.

Methodology wise, there will be a presentation by the German partner and a round of Q&A.

### **12:45 Debate session 2. Attractiveness for companies, in particular SMEs**

This session will focus on discussing in more depth what practical guidance and recommendations can be proposed in order to make improvements on how to involve more actively companies, in particular SMEs and what initiatives can be more effective.

Methodology wise, we will have an open discussion divided in two parts:

1. Reasons why companies should not join dual training – and how to counterargue.
2. What type of initiatives can be more effective in involving companies and how can they be implemented more effectively.

### **13:45 Final wrap-up: evaluation and next steps**

This session will focus on evaluating the workshop and its added value as well as agreeing the next step and give guidance for the coordination meeting that will take place in Lisbon on November 29<sup>th</sup>.

### **14:15 End of workshop**

## LIST OF PARTICIPANTS

Organisation		Name/Surname	Role
German-Portuguese Chamber of Commerce and Industry		Elísio Silva	Director DUAL
		Fátima Pires	Project Coordinator
IEFP - Instituto do Emprego e Formação Profissional		Pedro Correia Santos	Director of Qualification Services
		Susana Luis	Senior Officer of the Qualifications Department
General Directorate of Vocational Education and Training of the Department of Education of Castilla y León		Agustín F. Sigüenza	General Director of Vocational Education and Training
		José Miguel García	Head of VET
		María A. Hernando	Policy Advisor
Regional Council of Chambers of Commerce and Industry		Víctor García	Director
		Luis Castillo	Project Assistant
		Marian Hidalgo	Communication Manager
IFOA		Giuseppina Scardaci	Project Manager
		Francesca Lusenti	Head of Employment Services Department
		Vita Mercurio	Head of Lombardy Ifoa Branch
Camera di Commercio Italo-Germanica (AHK)		Joana Klappert Franco	Project Manager
Bildungswerk der Baden-Württembergischen Wirtschaft e.V.		Marco Lietz	Head of International Projects
		Astrid Lommek	Project Leader
		Arnd Schultz	Coordinator





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