**Integrated strategy Initiative for**

**Strengthening the supply of**

**APPrenticeships in TEXtile sector TEXAPP – WP3.2, WP3.3 & WP3.4**

|  |  |
| --- | --- |
| **TASK** | * 1. **– Company Assessment Tool**   2. **– Piloting of the Company Assessment Tool**   3. **– Report on piloting of the**   **Company Assessment Tool** |

|  |  |
| --- | --- |
| **Prepared by:** | TexClubTec |
| **Contributors:** | Aldo Tempesti |
| **Work**  **Package:** | WP3.3 – 3.4 |
| **Date:** | 15-03-2018 |

**Table of Contents**

1. [Introduction 3](#_bookmark0)
2. [The pilot phase of the Company Assessment Tool 3](#_bookmark1)
3. [Report on piloting of the Company Assessment Tool 4](#_bookmark2)
   1. [Aim of the CAT 4](#_bookmark3)
   2. [Sample group 4](#_bookmark4)
   3. [Methodology 5](#_bookmark5)
4. [Main findings and action points 5](#_bookmark6)

[Q1. Do you have to meet any legal requirements to ensure a safe working environment for your](#_bookmark7) [employees? 5](#_bookmark7)

[Q2. Do you respond quickly to recruit the right person when a job vacancy occurs? 6](#_bookmark8)

[Q3. Do you have a company succession plan to ensure you have the right person in the right job role? 7](#_bookmark9)

[Q4. Is there a plan to attract new young people into the company moving forward? 7](#_bookmark10)

[Q5. Would your company benefit from the supply of trained young people? 8](#_bookmark11)

[Q6. Do you have people in your company who can provide training and prepare a training programme? 8](#_bookmark12)

[Q7. Do you have an induction programme for new employees? 9](#_bookmark13)

[Q8. Do you have priority areas in your company? 9](#_bookmark14)

[Q9. Do you have priority training areas? 11](#_bookmark15)

[Q10. Do you have training plans in place for: Managers? Production staff? Others? 13](#_bookmark16)

[Q11. Is there a strong company commitment to training and skills development? 13](#_bookmark17)

[Q12. Are the company training needs and priorities for skilled staff being met currently? 14](#_bookmark18)

[Q13. Do you plan for time off work to allow for training and skills development? 14](#_bookmark19)

[Q14. Do you have people in the company that could support a new apprentice? For example, a supervisor/](#_bookmark20) [charge-hand/mentor? 15](#_bookmark20)

[Q15. Would your company benefit from having staff trained to support apprentices to be successful? 15](#_bookmark21)

[Q16. Would your company benefit from having a ‘Standard’/Framework that would provide a structure for](#_bookmark22)

[an apprenticeship training plan? 16](#_bookmark22)

[Q17. Are you acquainted with the legal stipulations regulating the provision of apprenticeships? 16](#_bookmark23)

[Q18. Do you possess the necessary facilities and equipment to provide adequate training? 17](#_bookmark24)

1. [Summary of main findings 18](#_bookmark25)

# Introduction

The following document represent the pilot phase of the company Assessment tool.

In this document, we will make a brief description of the precedent phase of the company assessment tool and explain:

* + Aim of the company assessment tool;
  + Target group;
  + Methodology applied;
  + Main findings and action points.

Regarding the main findings, they will be summarized according to the following risk ratings:

* + Low – requires little or further support or attention;
  + Medium – some support needed to help improve consistency or structure;
  + High – important need for intervention and/or additional advice and support to improve.

# The pilot phase of the Company Assessment Tool

Following the development of our ‘Standard’ we worked with 10 companies to pilot the Company Assessment Tool (CAT) – 4 of the companies are new to apprenticeship training.

The CAT is based on working ‘Standard’ and is designed to allow companies to self-assess their needs and priorities and help them identify any areas where development is required, and apprenticeships will be part of the key to address these developments.

.

# Report on piloting of the Company Assessment Tool

* 1. Aim of the CAT

To gain a better understanding of the needs and priorities of SME companies who are interested in or currently involved with apprenticeship training. Gaining a better understanding of how apprenticeships and a ‘Standard’ will help to meet these needs and priorities.

* 1. Sample group

Ten companies, all from the textile sector ( yarn/filament, fabric/nonwoven, coating/laminating) were contacted. Four have no experience of apprenticeship training and six have extensive experience. The companies are concentrated in the north and central Italy in the main area of textile and clothing Italian industry. The number of employees of the contacted companies is between 15 and 900.

**Apprenticeship experience**

yes no

6

4

15 20 28 50 81 94 130 300 392 900

200

0

coating/laminating

fabric/nonwoven yarn/filament

1000

800

600

400

**Number of Employess**

* 1. Methodology

The methodology used was based on face-to-face contact with the companies with the objective to raise awareness them to the theme and presenting the project and the tasks to be develop.

# Main findings and action points

In this topic, we analyse the main findings regarding each question and we evaluated the correspondences with the aim and purpose of the ‘Standard’

Q1. Do you have to meet any legal requirements to ensure a safe working environment for your employees?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| All companies replied yes to this. There are strict employment laws that require companies to have key arrangements in place to ensure a safe working environment, and wellbeing of their employees. | To ensure that companies meet the 1st key principle of our ‘Standard’ the staff will continue to monitor that these arrangements have been met by all companies before an apprenticeship starts their learning programme. |

NO APPR

APPR

0

0

yes no

4

**Legal requirements for safe**

**working environment**

6

Q2. Do you respond quickly to recruit the right person when a job vacancy occurs?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| All six companies with apprenticeship experience said YES. Also three out the four of companies without experience, said yes and one said NO. The reasons for the company answered No is related with the lack of human resources and a lack of structured recruitment service. | Companies are aware of the importance of quickly replacing the person leaving the company. We believe that as we will be in contact with the registred companies, we will clarified any doubt regarding one job vacancy and that the ‘Standard’ will have a good impact on the companies, mainly in companies who are new to apprenticeship training |

NO APPR

0

APPR

1

yes no

3

6

**Quick recruitment for job vacancy**

Q3. Do you have a company succession plan to ensure you have the right person in the right job role?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| The need to have a company succession plan is highlighted for companies that have experience in the apprenticeship, while in those that do not have, three out of four have not | Retention, success and progression are the requirements of the Standard to have the right person in the right job role. For the companies that sign the protocol for implement an apprenticeship programme the standard will help companies to control company  succession. |

NO APPR

APPR

1

1

yes no

3

**Company sucession plan**

5

Q4. Is there a plan to attract new young people into the company moving forward?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Two companies without apprenticeship experience said no to this question. However, two of the six companies with experience answered as well, no. This data show us the main challenge of the companies in the recruitment of the new young people. It is still missing an improvement in the image of the textile and clothing  sector. | TexClubTec work closely with schools and other Vet Providers to promote and attract more informed and interested people to Textile and Clothing sector. |

NO APPR

APPR

2 2

2

yes no

4

**Young people actracting plan**

Q5. Would your company benefit from the supply of trained young people?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| All companies, answered yes to this question. | Our Standard commits all registered companies to establish effective training and develop their staff. The apprenticeship programme promote an effective way to  build this capacity. |

NO APPR

APPR

0

0

yes no

4

**Company benefit from trained young people**

6

Q6. Do you have people in your company who can provide training and prepare a training programme?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Seven of ten companies said yes to this question. The three companies that answered NO are small companies where managers have already several roles. | The Standard give a clear guidance for supervisors/mentors to provide an efficient follow-up of the training programme/apprenticeship. For companies with lack of experience our ‘Standard’ has specific guidelines that held to better understand the benefits of the training programme/apprenticeship period and,  else orientation for implementation. |

NO APPR

APPR

1

1

2

yes no

**People in the company providing training**

5

Q7. Do you have an induction programme for new employees?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Three of four companies without experience said NO to this question, but also two companies with experience The companies that answered YES indicated induction programmes that vary from very basic consideration to full training programmes   | The Road Map include different sessions with companies, which allows a set of steps and guidelines that ensures that all companies that commits with Standard follow a structured learning plan. |

NO APPR

APPR

1

yes no

2

**Induction programme for new employees**

4

3

Q8. Do you have priority areas in your company?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| **Companies with apprenticeship experience**: The three most important areas are:   * Production management * Commercial technician The areas with middle range are: * Manager | The main selections of the companies, with or without experience, was on the Production management, commercial technician and Operational technician: (mainly spinning).  In this sense, the focus could be on the main areas selected by companies.. |

**Priority areas in tne Companies**

Operational technician (dyeing and finishing) operational technician (spinning and winding) Operational technician ( stamping)

Operational technician ( seamstress and weaving)

manager Hygiene and safety technician Human resources technician

Financial technician Commercial technic Production management

0 0,5 1 1,5 2 2,5 3 3,5 4 4,5

NO APPR APPR

|  |  |
| --- | --- |
| * Operational technician: spinning * Financial technician With one answer * Operational technician: seamstress and weaving * Human resources technician * Hygiene and safety technician   Two companies selected the option other and add the following area:   * textile dyeing & finishing   **Companies without apprenticeship experience**: The most important areas are:   * Production management * Operational technician: spinning and winding * Commercial technician With one answer: * Financial technician * Human resources technician * Hygiene and safety tecnician * Operational technician: seamstress and weaving   One company selected the option other and add the following area:   * textile dyeing & finishing |  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |
|  | |
|  |  |  |  |
|  | | | |  |  |
|  |  |  |  |
|  | |
|  |  |
|  |  |  |  |  |  |
|  | |
|  |  |
|  |  |
|  | |
|  |  |  |  |
|  | | | |
|  |  |  |  |  |  |  |  |
|  | | | | | |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Production management | Commercial technician | Financial Technician | Human resourse technician | Hygiene and safety  technician | Manager | Operat. technician seamstress  & weaving | Operat. technician stamping | Operat. technician dyeing &  finishing | Operat. technician Spinning  & winding |
| APPR | 4 | 4 | 2 | 1 | 1 | 3 | 1 | 0 | 2 | 2 |
| No  APPR | 3 | 2 | 1 | 0 | 1 | 0 | 1 | 0 | 3 | 1 |

Q9. Do you have priority training areas?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| **Companies with apprenticeship experience**: The most important area are:   * health and safety at work * leadership * Production management * Selling and trading techniques * Tools for continuous improvement The areas with middle range are: * Quality * Business | Marketing * Strategic management of human resources * Maintenance * International negotiation * Foreign Language * Project management * Data Base * Electricity * Internet With one answer * Behaviour Sills * Financial Analysis and management * Management * Market studies * Coaching * CAD * Audit * Software Engineering and programming     **Companies without apprenticeship experience**: The most important areas are   * Production management * Business | Marketing With one answer * Selling and trading techniques * Quality | For companies with apprenticeship experience, health and safety at work, leadership, production management, selling and trading techniques, tools for continuous improvement, are the most important area . Similar answer from companies without apprenticeship experience, with a focus on production management.. |

|  |  |
| --- | --- |
| * Financial analysis and management * Health and safety at work * Commercial management and sales * Maintenance * International negotiation * Market studies * Coachin * Environment/energy |  |

|  |  |  |
| --- | --- | --- |
| **Priority training areas** | **APP** | **NON-APP** |
| Leadership | 3 | 0 |
| Production management | 3 | 3 |
| Selling and trading techniques | 3 | 1 |
| Quality | 2 | 1 |
| Behavioural skills | 1 | 0 |
| Business | Marketing | 2 | 2 |
| Financial analysis and management | 1 | 1 |
| Strategic management of human resources | 1 | 0 |
| Tools for continuous improvement | 3 | 0 |
| Health and safety at work | 4 | 1 |
| Management | 1 | 0 |
| Market research and selection | 0 | 0 |
| Organization and professional effectiveness | 0 | 0 |
| Commercial management and sales | 1 | 1 |
| Logistics | 0 | 0 |
| Maintenance | 2 | 1 |
| Accounting | 0 | 0 |
| International negotiation | 2 | 1 |
| Foreign Language | 1 | 0 |
| Instruments to support international trade | 0 | 0 |
| Market studies | 1 | 1 |
| Coaching | 1 | 1 |
| Environment | Energy | 0 | 1 |
| Project management | 2 | 0 |
| Office productivity | 0 | 0 |
| Data base | 2 | 0 |
| CAD | 1 | 0 |
| Graphic design | 0 | 0 |
| Multimedia and web design | 0 | 0 |
| Law (Commercial, Labour, Quality, Environment ...) | 0 | 0 |
| Audit | 1 | 0 |
| Electricity | 2 | 0 |
| Secretariat | 0 | 0 |
| management of computer systems | 0 | 0 |
| Software Engineering and Programming | 1 | 0 |
| Internet | 2 | 0 |

Q10. Do you have training plans in place for: Managers? Production staff? Others?

**Training plans in place**

Operational technician

production staff

NO APPR

APPR

manager

0

1

2

3

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Only three ( all companies with apprenticeship experience ) out of ten said YES. ( Manager, production staff, operational technician ) | The ‘Standard’ requires that all companies that decide to register to have a succession and personal training plan for each apprentice. It will be explain that point and provide orientation. |

|  |  |  |
| --- | --- | --- |
|  |  |  |
|  |  |
|  |  |
|  | |

Q11. Is there a strong company commitment to training and skills development?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Five out of six companies with apprenticeship experience said YES to this question, and we verified that three out the four companies without  apprenticeship experience said NO to this question.. | The standard and the apprenticeship programmes are a good catalyst for this type of activity to be secured. |

|  |  |  |  |
| --- | --- | --- | --- |
| **Strong company commitment to training and skill developmenmt** 5  3  yes no  1 1 | | |  |
|  |  |  |
| APPR NO APPR | | |

Q12. Are the company training needs and priorities for skilled staff being met currently?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Eight out of ten companies said no to this question.  It should be noted that only two companies ( one with experience in apprenticeship and one without), said that the training needs and priorities for skilled staff were covered. | we believe that Standard will help companies focus more in this area. |

NO APPR

APPR

1

1

yes no

3

**Currently satisfaction of training needs**

5

Q13. Do you plan for time off work to allow for training and skills development?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Four companies replied no.  Six out of ten companies said yes to this question. | This theme requires special attention as there is a different vision of companies how implement training and skills development |

NO APPR

APPR

yes no

2 2

2

**Time off work for training**

4

Q14. Do you have people in the company that could support a new apprentice? For example, a supervisor/ charge-hand/mentor?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Only one out of ten company said that it was not possible to identify a supervisor or a mentor. | The ‘Standard’ are very clear in this question. All companies must provide at least a supervisor who must be trained and is responsible for the day-to-day support and monitoring of the apprentice. |

NO APPR

0

APPR

1

yes no

3

**People in the company to support apprentice**

6

Q15. Would your company benefit from having staff trained to support apprentices to be successful?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Seven companies said yes to this question. For companies it is important having staff trained to support apprentices. But we verified that for three companies it’s not a crucial needs | This response suggests a strong awareness of the need for training staff to support the apprenticeship programme. |

NO APPR

APPR

1

yes no

2 2

**apprentices**

5

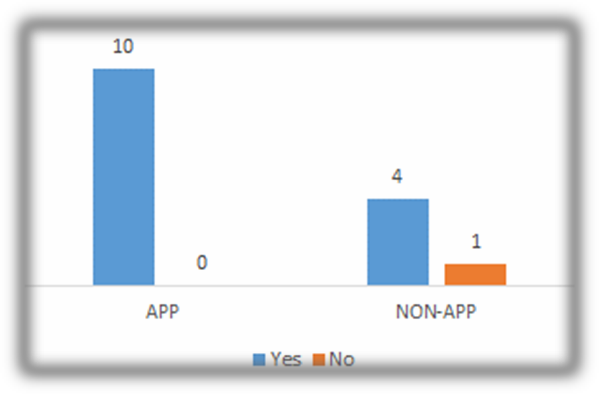
**Benefit from having staff trained to support**

15

Q16. Would your company benefit from having a ‘Standard’/Framework that would provide a

structure for an apprenticeship training plan?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Seven out of ten companies said YES to this question. Three companies, said no to this question. | even if the majority of companies answered yes, for those who answered no, the fear is to have too many bureaucratic problems. the standard must take into account the need for flexibility |



NO APPR

APPR

1

1

yes no

3

**Benefit from having standard**

5

Q17. Are you acquainted with the legal stipulations regulating the provision of apprenticeships?

NO APPR

APPR

1

1

yes

3

**Knowledge of legal stipulations for apprenticeship**

5

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Eight out of ten companies said they know regulations of apprenticeship.  . | In the last years, it was improved the training systems and the knowledge of the companies in this field was improved.  However, there is still much to be done and disseminated in companies, namely to SMEs companies. As we see, the most are familiar with the legal requirements and has already implemented apprenticeship programmes. Our 'standard' features a simple and clear structure that helps companies in this  matter. |

16

Q18. Do you possess the necessary facilities and equipment to provide adequate training?

|  |  |
| --- | --- |
| Main Findings | Action Points and Impact |
| Only two out of the ten companies said no to this question. The companies that said NO are small companies without a specific space to provide a training. | The answers demonstrate that companies are ready to be involved in the pilot testing. |

NO APPR

APPR

1

1

yes no

3

**Facilities and equipment to provide training**

5

# Summary of main findings

**Risk ratings:**

**Low – requires little or further support or attention**

**Medium – some support needed to help improve consistency or structure**

**High – important need for intervention and/or additional advice and support to improve**

* All are aware of their legal obligations for safety and welfare (**Low** risk)
* Nearly all are quick to respond when an apprenticeship vacancy arises (**Low** to **Medium** risk)
* More than half companies have some form of succession plan in place (**Medium** risk)
* More than half companies have a plan to attract young people into the sector (**Medium to High**

risk - some support is advisable)

* All agreed that they would benefit from a supply of young people (**Low** risk area)
* Nearly all said that they have people who can train but the Standard helps to add structure to this role (**Low** risk area)
* More than half companies with apprenticeship experience have an induction programme for new employees (**Low** risk area). However, nearly all companies without experience need support or additional advice (**High** risk– support through the standard needed)
* There is a strong commitment to company training but there are some areas of staff training that needs more planning (**Low** to **Medium** risk some support is advisable)
* All companies identified training needs and priorities for staff are being met generally well. (**Medium to High** risk - some support is advisable)
* Little less than half company said no have a plan time off work to allow for training. (**Medium** to High risk area)
* Nearly all companies could identify a member of staff to support a new apprentice (**Low** risk area)
* More than half companies said they would benefit from having staff trained to support apprentices to be successful (**Low to Medium** risk area)
* Eight out of ten companies said they would benefit from having a Standard/Framework to help them structure an apprenticeship programme at work (**Low** risk area)
* Eight out of ten companies are acquainted with the legal stipulations regulations to provision f apprenticeship. However, for eight companies this is an issue and need some support. (**Low** to **Medium** risk some support is advisable)
* Eight out of ten companies said that they have the necessary facilities and equipment to provide adequate training. (**Low** risk area)