**Integrated strategy Initiative for Strengthening the supply of**

**APPrenticeships in TEXtile sector TEXAPP**

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| **TASK** | **1.2 – National Reports - CITEVE** |

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**1 Framework**

CITEVE is the Technological Centre for the Portuguese Textile and Clothing Industry and it has more than 600 associated companies and more than 2000 customers. The strategy implemented in order to achieve the companies and transmit the main goal of the TEXAPP project and the purpose of the questionnaire implemented was a strategy for communication that included dissemination on the social networker (infomail) and direct contact with companies.

In total, we received 44 answers from companies (34 companies answered all questions and 10 companies not filled all questions).

The following documents were used, for a more detailed analysis of the questionnaires:

* Diagnosis of Training Needs of the Textile and Clothing Sector - 2015/2018 elaborated by CITEVE;
* Textile Strategic Plan 2020 - Design the development of the textile and clothing sector by 2020 published by ATP.

In summary, these documents contain:

Diagnosis of Training Needs of the Textile and Clothing Sector - 2015/2018 elaborated by CITEVE:

* Framework of the object of study and methodology
* Macroeconomic framework
* Evolution of the Textile and Clothing Industry
* Strategy and critical success factors
* Characterization of human resources
* Identification of training needs
* Identification of recruitment needs
* Guidelines for action/training.

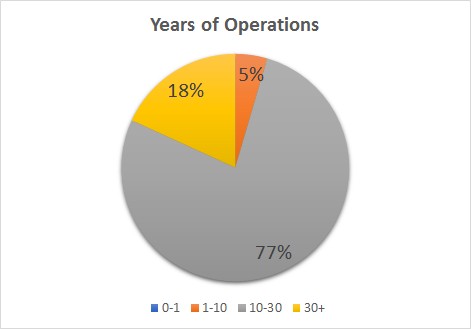
Textile Strategic Plan 2020 - Design the development of the textile and clothing sector by 2020 published by ATP.

* Characterization of textile and clothing sector in the macroeconomic framework (production, turnover, exports);
* Major trends up to 2020 within the framework of regulation, the framework of values, the demographic framework, the technological framework, and the competitive framework;
* 7 structuring axes for the best competitiveness, among them the valorisation of human resources;
* Swot analysis of the Portuguese textile and clothing sector.

# Chapter 1: General Characteristics

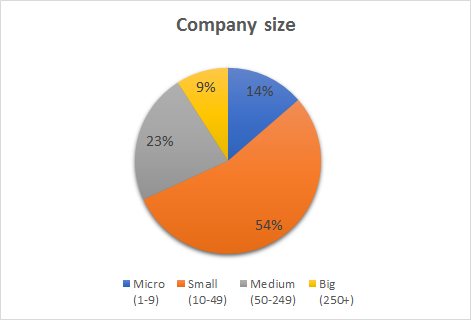
Chapter 1 presents the general characteristics of the companies that replied to the questionnaire. In this chapter, the data of the 44 companies will be presented for the year of establishment, number of employees, sector, turnover evolution, workforce qualifications and recruitment needs and sources.

Graphic 1 - Years of operations



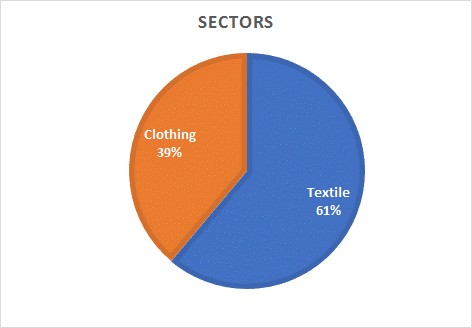
Of the 44 companies that responded 77% of companies’ are established between 10 and 30 years. 18% are established more than 30 years and only 5% are established between 1 and 10 years.

Graphic 2 - Company size



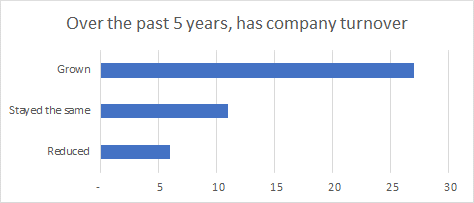
Of the 44 companies that responded, 54% are small companies, 23% are medium, 14 % are micro and 9% are big.

Graphic 3 – Sectors



Mainly the companies are from the textile sector (61%) and from the clothing sector (39%). The 44 companies that responded to the questionnaire are mainly concentrated in the north of Portugal, the Textile and Clothing Sector is a sector with a significant weight in employment and the economy of this region.

Graphic 4 – Over the past 5 years, has company turnover



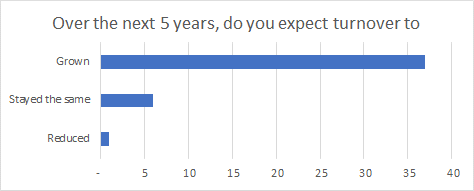
Of the 44 companies that replied to the questionnaire, 27 have increased their turnover in the last 5 years. 11 companies answered that stayed the same and 6 companies stated that the company's turnover was reduced. This answers show us that most of the companies that answered the questionnaire, in the last 5 years, were in permanent evolution. This evolution is in line with ATP (Textile and Clothing Association of Portugal) data: Exports of Textiles and Clothing grew between

2007-2012, in the case of textiles, 5.3% in the case of clothing, 5.8% in Textiles and Clothing 5,6 %. (Ana Paula Dinis et al, 2014, p.21)

The textile and clothing sector represents 9% of the total exports of country, 8% of manufacturing turnover and close to 20% of its workforce. (Ana Paula Dinis et al, 2014, p.60)

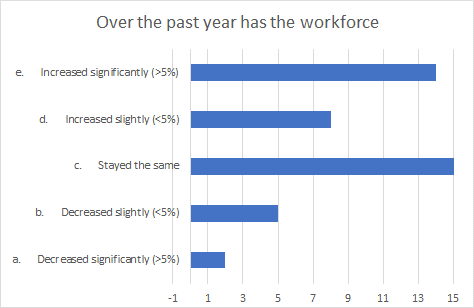
As far as the clothing Industry was concerned, Portugal ranked 6th in turnover, surpassed only by Italy, Germany, France, Spain and the United Kingdom and the 5th place in production, surpassed only by Italy, Germany, France and Spain. (Ana Paula Dinis et al, 2014, p.35)

Graphic 5 – Over the next 5 years, do you expect turnover to



37 of the 44 companies estimate an increase of the turnover in the next 5 years. It is a very significant number and shows the concern of companies in increasing their capacity of expression in the market. However, we consider important to analyse the fact that 6 of the companies consider that the turnover will be the same and 1 company considers that it will reduce.

Graphic 6 – Over the past year has the workforce



Regarding the evolution of the workforce, the data show that 15 of the companies stayed the same; however, it is noteworthy that 14 companies increased significantly and 8 increased slightly. If we look also to the percentage of the graphic 4, we realize that companies have grown both in turnover and in the workforce. 5 companies indicate that the workforce decreased slightly and 2 companies sayed that decreased significantly.

Graphic 7 – What proportion of the workforce is

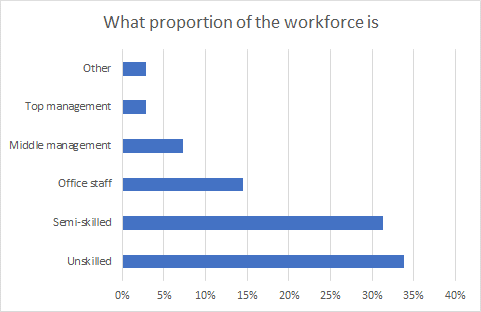
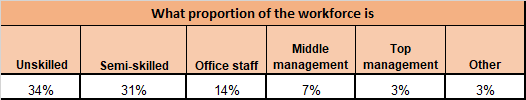


Table 1 – What proportion of the workforce is



The highest percentage of workers in the 44 companies is between the semi-skilled (31%) and the unskilled (34%). There is a percentage of 14% office staff and 7% middle management. Top management is only 3% and 3% represents other workers.

It is not possible to determine all the data, so the presented values can reveal a short margin of error. Some important points about the results of this question:

* some workers have more than one function in the companies;
* some companies didn’t fill all the field of this question.

We contacted some companies to try to understand why they did not fill all questions and the main responses were:

* The company does not have this information in paper or in informatics support;
* They never needed this information;
* The person who answered the questionnaire is on vacation and no one else could provide the necessary information.

In the north of Portugal in December 2015 were registered 15955 people with 3º level of qualification (64,5%), 5429 with secondary level of qualification (21,9%) e 3383 (13,6%) with higher qualification. (INE,2016)

The transition from production in large series to a production of small and specialized series led to changes in the profile of the sector in Portugal. The emphasis on product quality and differentiation had to be accompanied by important investments in vocational training and the admission of senior and middle managers.

It is expected that by 2020 the sector will have no more than 100,000 direct workers in its service, continuing to release less qualified workers in restructuring processes and the closure of less competitive units. On the other hand, it is expected that the number of skilled, more versatile and adaptable workers will increase, and that the sector will acquire a better image as a generator of future careers. (Ana Paula Dinis et al, 2014)

Graphic 8 – What qualifications does the workforce hold

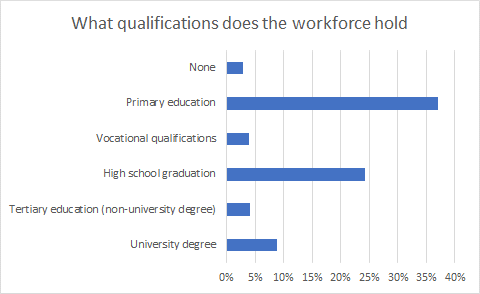
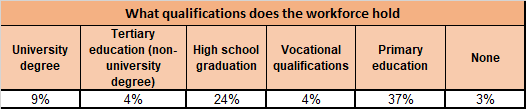


Table 2 – What qualifications does the workforce hold



Regarding the qualification of the workforce, it is verified that 37% only have primary education and 24% present a high school graduation. However, it is found that 9% of workers already have university degree, followed by 4% tertiary education, 4% with vocational qualifications and 3% with none.

It is not possible to determine all the data, so the presented values can reveal a short margin of error. In this question, we found no response from some companies. Some of the reasons mentioned are:

* Lack of data about employee education, this is not a priority for many companies at the time of admission (in particular in the recruitment of operational workers);
* Incomplete and outdated data regarding employees' schooling;
* Some companies refused to disclose schooling data.

At the level of qualifications in the textile and clothing sectors, the percentages show us:

* The high number of low-skilled workers
* Investment in human capital is also necessary because highly skilled people are the ones who are best prepared to work

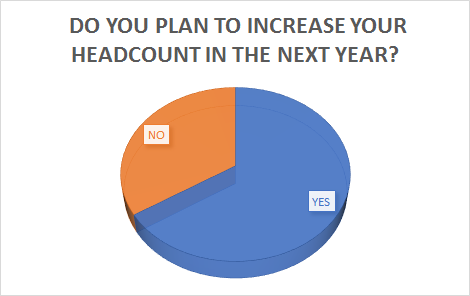
Regarding the valuation of Human Resources, a factor of extreme importance for the competitiveness of textile and clothing sector, data from Strategic Plan 2020 elaborated by ATP, indicate the Low educational level and adequate vocational training at all levels - from management to production.

To improve the competitiveness of the Textile and Clothing Industry, ATP presents 7 structural axes. One of them is the Valorisation of Human Resources: increase productivity (professional training, training in top management) and differentiate by the intensity of the service. Long-range social contract.

In addition to the training of (future / current) workers, it is also very important to qualify managers in strategic thinking, planning and coordinating actions.

In addition to technical training, behavioural training is necessary to change mentalities.

Graphic 9 – Do you plan to increase your headcount in the next year?



The graphic shows that companies plan to increase their headcount, 29 companies answered yes and 15 companies answered no.

In terms of employment, Portugal lost 30% of the workforce in this sector between 2007 and 2012, starting to employ 123,645 workers (39,714 in the textile industry and 83,931 in the clothing industry, which employs 68% of the total).

According to ATP estimates, in 2013, textile and clothing sector registered a growth of 6.4% in production, 6% in turnover and 3.8% in exports.

Graphic 10 – Do you have problems recruiting staff?



28 companies answered yes and 16 companies answered no.

Graphic 11 – What sources do you use for recruiting?

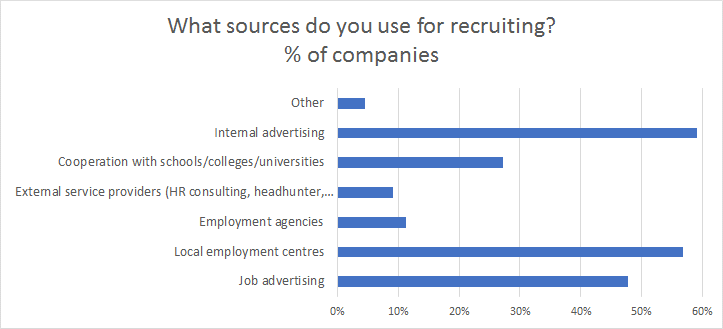
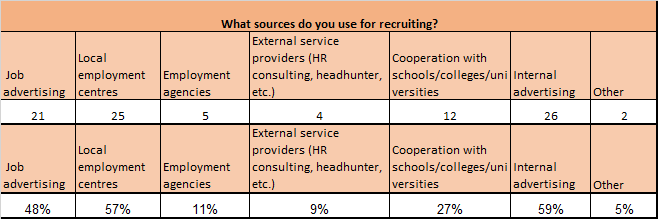


Table 3 – What sources do you use for recruiting?



When questioned about the sources that they use in the recruitment process we found that the most common is ‘Internal advertising’ (59%), followed by ‘Local employment centres’ with 57% and ‘Job advertising’ with 48%. ‘Cooperation with schools/colleges/universities’ were selected by 27% of companies, followed by ‘Employment agencies’ with 11% and ‘External service providers’ with 9%.

If we look at the fact that 28 companies answered that, they have problems in recruitment, it may be important to understand if:

* The sources that are being used for recruitment are the most indicated
* If the procedures and recruitment practices are the most appropriate Data from Strategic Plan 2020, elaborated by ATP, indicate:
* Lack of resource of companies to the vocational training
* Lack relationships between university (research) and companies

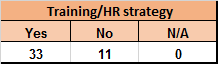
# Chapter 2: Demographics about the company and HR

Chapter 2 analyse the training, human resources and quality companies’ strategies. In this chapter, the data of the 44 companies will be presented.

Graphic 12 – Does the company have a training/HR strategy?



Table 4 – Does the company have a training/HR strategy?

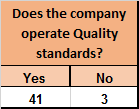


33 of the 44 companies’ answered yes when asked for training /HR strategy.

Graphic 13 – Does the company operate Quality standards?



Table 5 – Does the company operate Quality standards?



Only 3 of the 44 companies answered that operate without quality standards. This number show us that there is a concern in companies with quality process, responding with that to the market demands.

Graphic 14 **–** Type of quality standards?

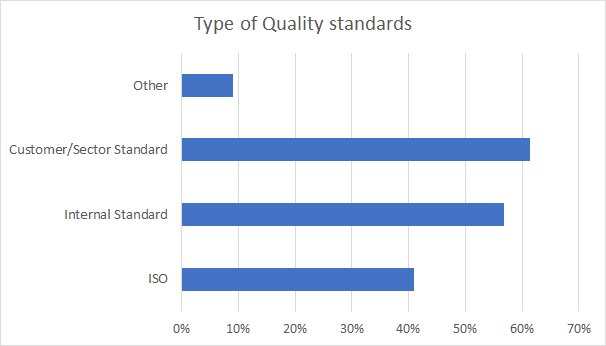
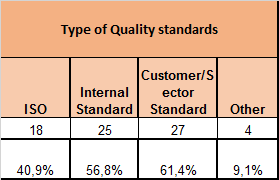


Table 6 – Type of quality standards?



The 33 companies that answered positive regarding the quality standards use mainly customer/sector standard (27), internal standard (25) and ISO (18).

According to ATP, in the last decade, management practices have evolved to incorporate the behavioural and global organization areas, with emphasis on the implementation of measures for total Quality Systems and Process Reengineering.

Having business management and control systems is indispensable in any organization, large or small, simple or complex, to remain viable and capable of what it was created for: to produce goods and services with efficiency; serving the market with quality and generating wealth.

Graphic 15 **–** Usage of internal training capacity?

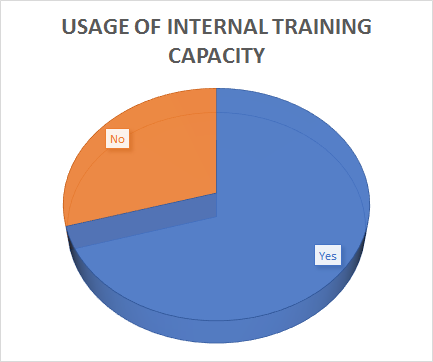
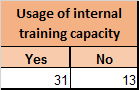


Table 7 – Usage of internal training capacity?



31 companies answered that use their internal training capacity.

Graphic 16 **–** Usage of external training providers?

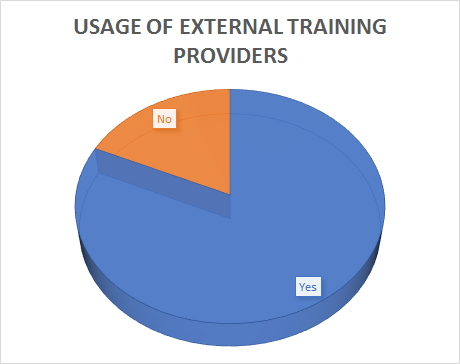
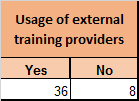


Table 8 – Usage of external training providers?



36 companies answered that usage an external training providers.

This data from this graphic and graphic 15 show that companies appear to have a defined strategy as to how their training offer is structured. However, reality has revealed that most organizations in the sector, absorbed by routines and the urgency of everyday life, do not use all internal/external training capacities. Data that will be better analysed in the following chapters.

# Chapter 3: Apprenticeship characterization

Chapter 3 presents the companies' knowledge about apprenticeships, trying to analyse their involvement with the apprenticeships systems.

In this chapter, we have answers from 44 companies and answers from only 36 companies. In each question it will be identified the number of companies involved.

Graphic 17 **–** knowledge about apprenticeships

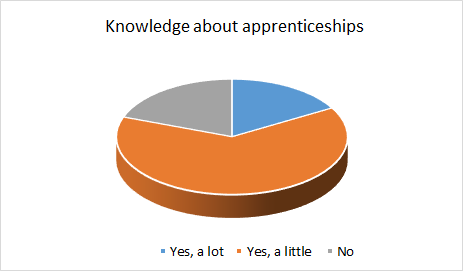
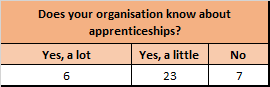


Table 9 – knowledge about apprenticeships



In this question, only 36 companies answered about apprenticeship knowledge. The data indicate that only 6 companies are very informed about apprenticeship, 23 companies have a little knowledge and 7 companies have indicated that there don’t have any knowledge about this issues.

Graphic 18 **–** Source of apprenticeship

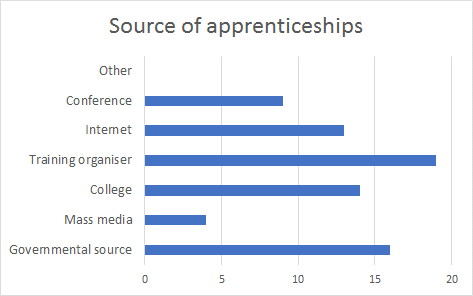
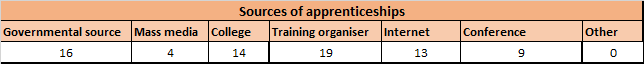


Table 10 – Source of apprenticeship



For the companies that answered that have a little and a lot knowledge about apprenticeships, the main sources of information selected are: training organiser (19); governmental source (16); college (14); internet (13); conference (9) and mass media (4).

Graphic 19 **–** Experience in apprenticeships

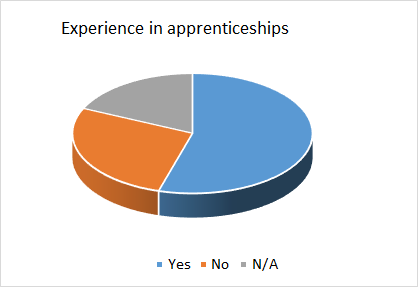
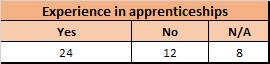


Table 11 – Experience in apprenticeships



In relation to experience in apprenticeships, 44 companies answered this question. The number of companies with experience in this issue is relevant, more than 50% of the total of companies already

have experience with apprenticeships (24). However is important to try understanding why 12 companies do not have experience and 8 indicated N/A.

The change in the productive profile of the companies still underway will continue to have an impact on the qualification of human resources for new challenges that put the textile and clothing sector of Portugal in a position of excellence on the international scene. (Ana Paula Dinis et al, 2014, pp.51-53)

Graphic 20 **–** Possibilities for apprentice’s recruitment

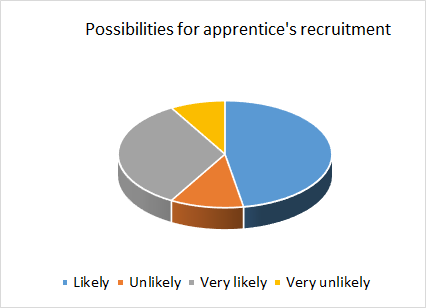
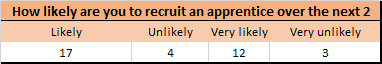


Table 12 – Possibilities for apprentice’s recruitment



Most of the 36 companies that answered this question indicated that exists the possibility for apprentice’s recruitment, (12) very likely, (17) likely. 7 companies say that do not need a apprentice’s in the next 2 years.

Graphic 21 **–** Which of the following areas might you recruit in an apprentice

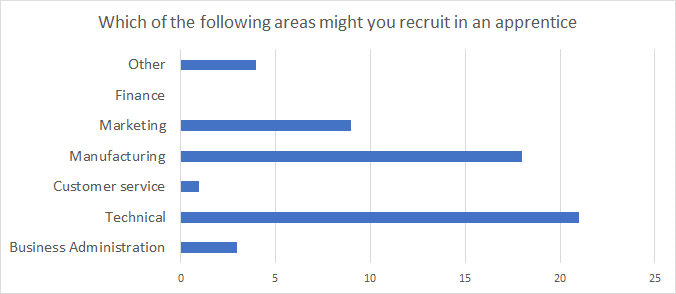
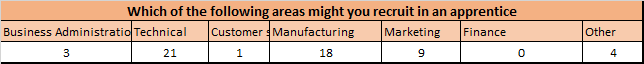


Table 13 – Which of the following areas might you recruit in an apprentice



Regarding to the areas identified by the companies as most important, the following areas are highlighted: technical (21), manufacturing (18) and marketing (9).

CITEVE carried out a study on training and recruitment needs in the Textile and Clothing Sector for 2016-2018 for the north region. The main conclusions were as follows:

* Textile and clothing sector companies to meet the challenges of competitiveness and grow their turnover need more qualified human resources;
* The professional profiles for recruitment most pointed out by the companies, taking into account the qualifications registered in the CNQ (National Qualification Framework) were:
  + Industrial knitwear seamstress
  + Industrial Fabric Seamstress
  + Clothing Modeler
  + Dyeing Operator; Technician of Textile and Technical ennoblement / a Specialist in Processes of Coloration and Textile Finishes;
  + Weaving Operator; Technician of Weaving;
  + Wiring Operator;
  + Confectionery Technician;
  + Commercial Technician; Technical Specialist in Fashion Trade; Technical Specialist in International Trade;
  + Technician/Specialist in Textile Design - Weaving;
  + Technician/Specialist in Product Industrialization Fashion;
  + Technician/Specialist in Technical and Functional Textiles.

We verified that the areas selected by the 36 companies are in line with the study carried out by CITEVE.

Graphic 22 **–** Already participated in apprenticeship or plan recruiting an apprentice

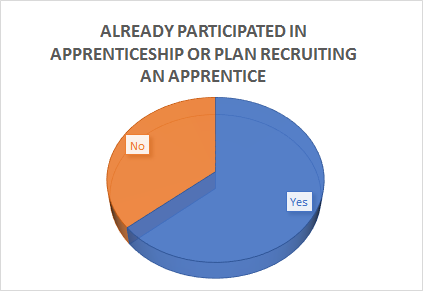
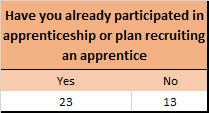


Table 14 – Already participated in apprenticeship or plan recruiting an apprentice



23 of the 36 companies reported having already participated in apprenticeship and indicate that plan recruiting an apprentice.

If we look at graph 17, we verify the agreement in the companies' answers.

Graphic 23 **–** Reason for participation

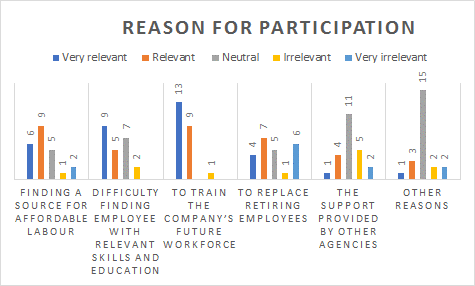
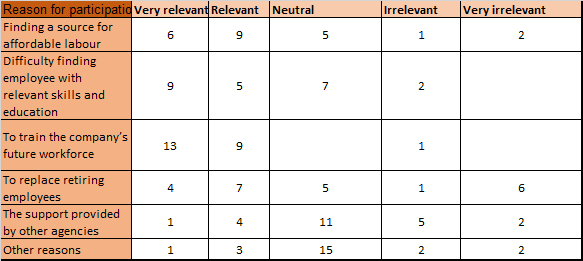


Table 15 – Reason for participation



The main reasons selected by the 23 companies who previously answered that already have participated in an apprenticeship or plan recruiting, are as follows (ordered by relevance):

* To train the company’s future workforce (13 very relevant and 9 relevant);
* Difficulty finding employee with relevant skills and education (9 very relevant and 5 relevant);
* Finding a source for affordable labour (6 very relevant and 9 relevant);
* To replace retiring employees (4 very relevant and 7 relevant).

Graphic 24 **–** To what extent you agree to the following statements, in relation to apprenticeships

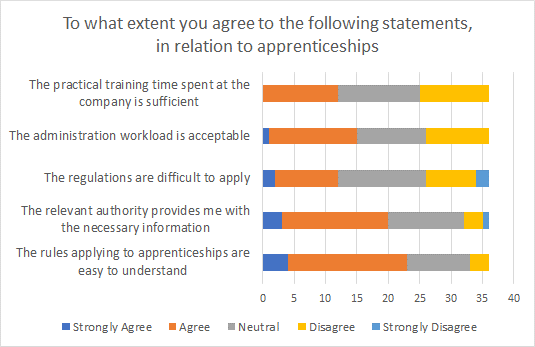
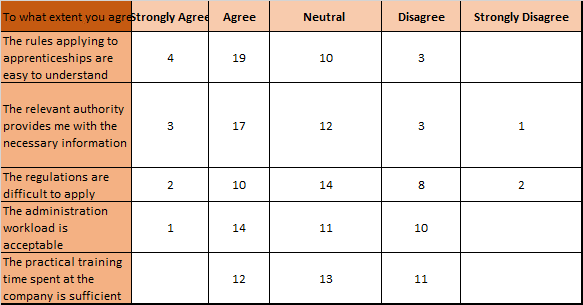


Table 16 – To what extent you agree to the following statements, in relation to apprenticeships



The 36 companies were mostly dividing their responses between agree, neutral and disagree. There is a large divergence of opinion regarding to the statements presented. Note that:

* The rules applying to apprenticeships are easy to understand – 19 selected agree and 10 selected neutral;
* The relevant authority provides me with the necessary information – 17 selected agree and 12 selected neutral;
* The regulations are difficult to apply – 10 selected agree; 14 selected neutral and 8 selected disagree;
* The administration workload is acceptable – 14 selected agree; 11 selected neutral and 10 selected disagree;
* The practical training time spent at the company is sufficient – 12 selected agree; 13 selected neutral and 11 selected disagree.

The last three statements are the ones that met the greatest divergence of answering.

Graphic 25 **–** What are the main challenges that you foresee with apprenticeships?

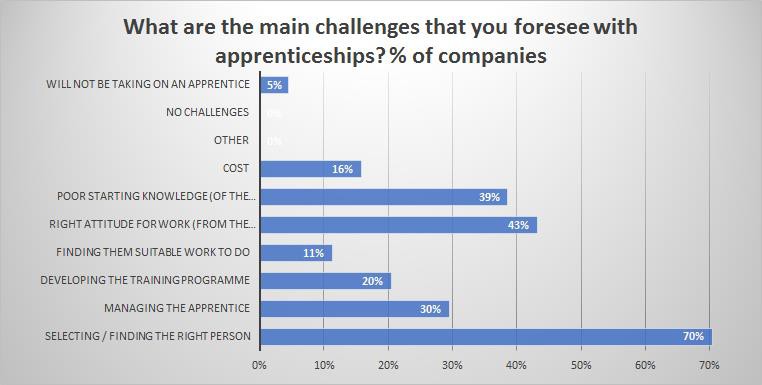
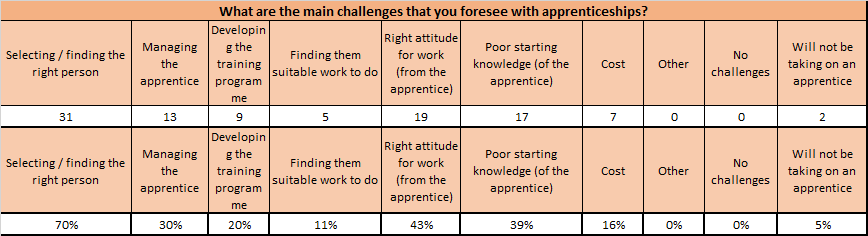


Table 17 – What are the main challenges that you foresee with apprenticeships?



We got the answer from 44 companies in this question.

We verified that the companies identified some challenges with foresee apprentices, the following four was the most outstanding:

* Selecting/finding the right person (31);
* Right attitude for work (from the apprentice) (19);
* Poor starting knowledge (of the apprentice) (17);
* Managing the apprentice (13)

Graphic 26 **–** What help would be useful when recruiting an apprentice?

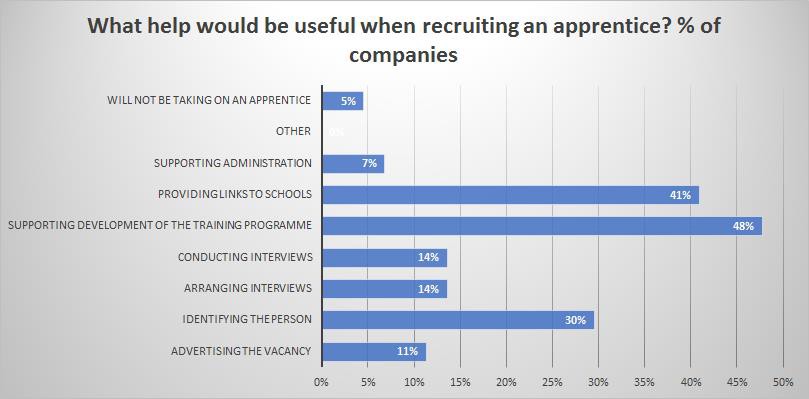
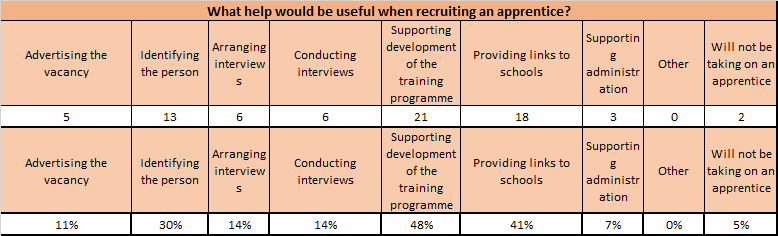


Table 18 – What help would be useful when recruiting an apprentice?



Regarding to the type of help that would be useful to receive when recruiting an apprentice, 21 companies selected "supporting development of the training program", followed by "providing links to schools" with 18 responses and "identifying the person" with 13 responses.

If we relate these responses to graphic, 24 we find that once again several companies identify that they need more knowledge about training programs and supports.

We also verified that, as shown in graphic 25, one of the challenges identified was the identification of the right person. Once again, the companies indicate that this is a concern and a need for identification when recruiting an apprentice.

# Chapter 4: Familiarizing with apprenticeship

This chapter identifies companies' knowledge of eligible support for recruit an apprentice and seeks to identify the training needs of companies as well as to understand the reasons why companies do not recruit an apprentice.

Graphic 27 **–** Experience with apprenticeship and financing support

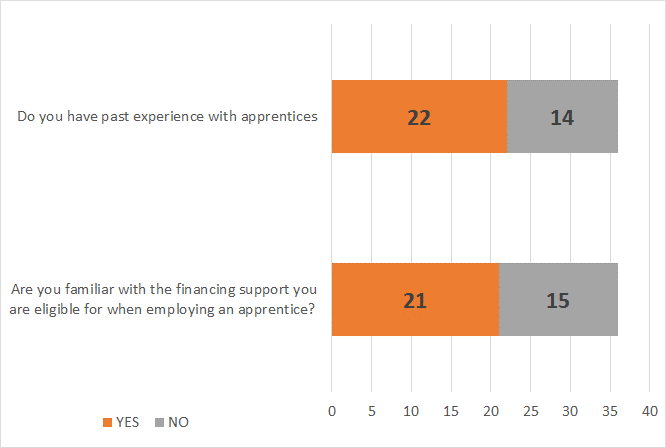
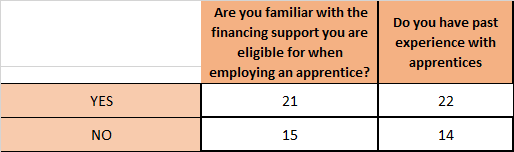


Table 19 – Experience with apprenticeship and financing support



Regarding the knowledge about financing support for employing an apprentice, we verified that 21 companies of the 36 have it. In relation with experience with apprentices, like already verified in the graphic 17 and 19, 22 companies answered yes.

Graphic 28 **–** If you decided NOT to recruit an apprentice, what were your main reasons for doing so?

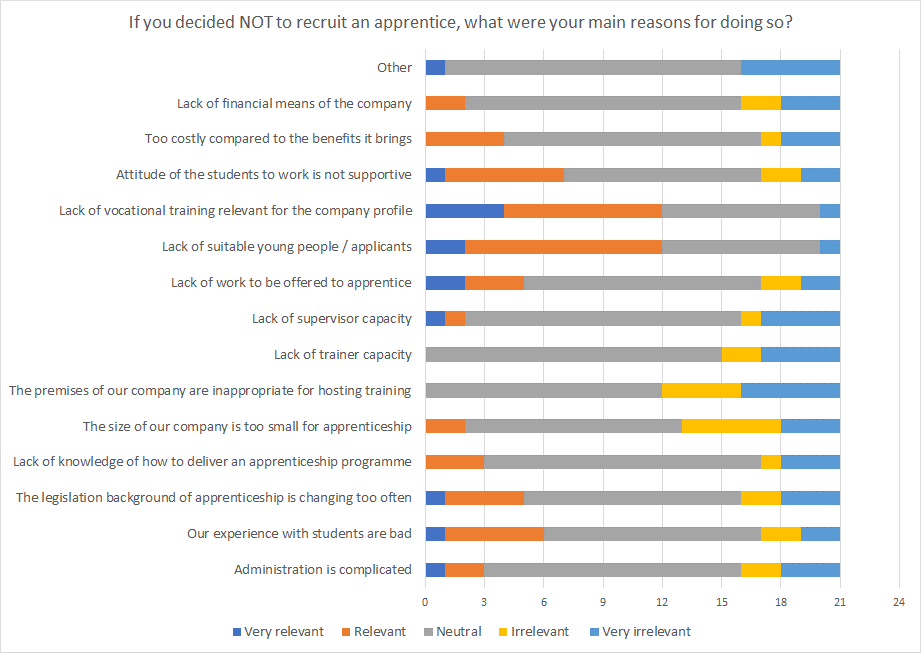
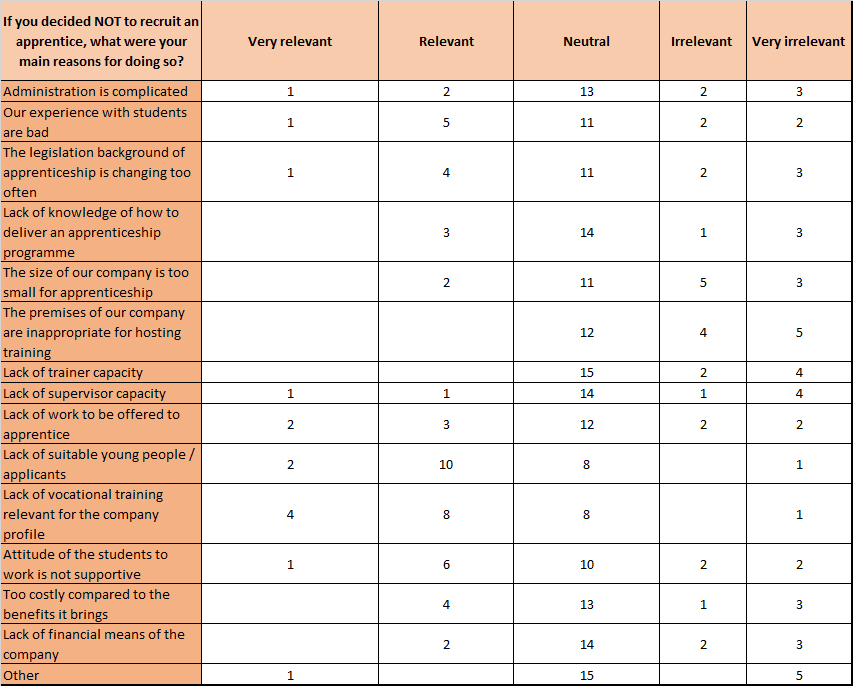


Table 20 – If you decided NOT to recruit an apprentice, what were your main reasons for doing so?



21 company answered the question above, selecting the reasons for not recruiting an apprentice on a scale between very relevant and very irrelevant.

We verified that most of companies choose to select the neutral option for most of the reasons listed for not recruiting an apprentice.

Just the reasons:

* “Lack of suitable young people / applicants” - was selected by more companies as relevant;
* “Lack of vocational training relevant for the company profile” - in which the same number of companies selected as relevant and neutral.

Graphic 29 **–** If you decided NOT to recruit an apprentice, what were your main reasons for doing so (relevant/irrelevant)?

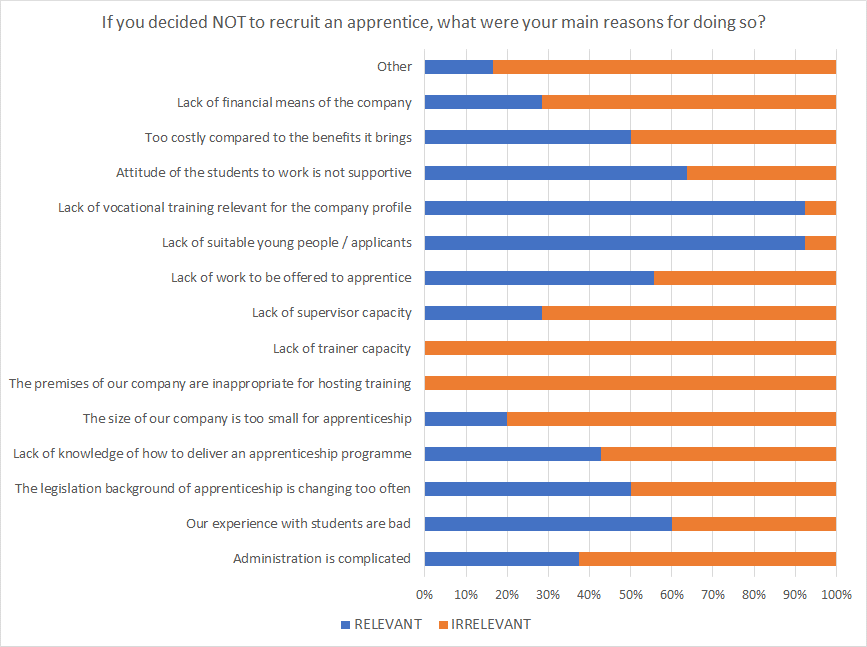
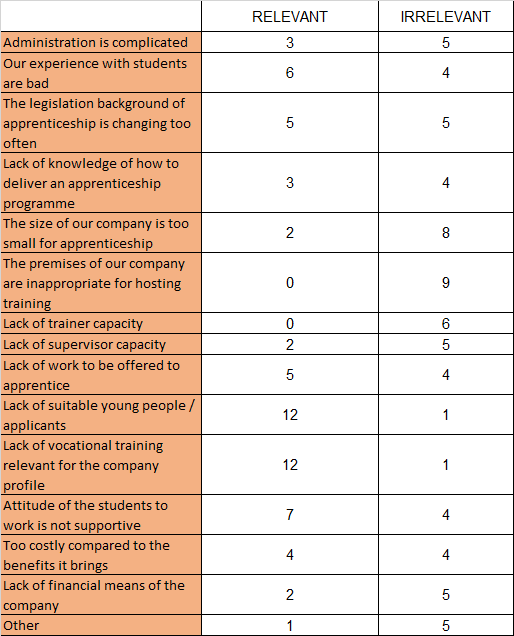


Table 21 – If you decided NOT to recruit an apprentice, what were your main reasons for doing so (relevant/irrelevant)?



If we analyse by relevance, we see as more:

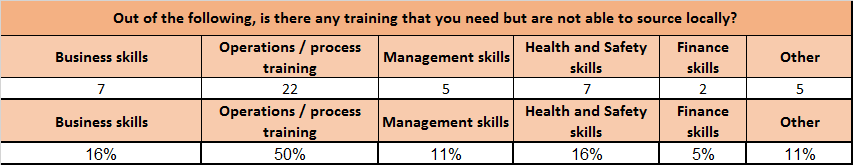
Relevant:

* Lack of suitable young people / applicants (12);
* Lack of vocational training relevant for the company profile (12);
* Attitude of the students to work is not supportive (7). Irrelevant:
* The premises of our company are inappropriate for hosting training (9);
* The size of our company is too small for apprenticeship (8);
* Lack of trainer capacity (6).

Graphic 30 **–** Out of the following, is there any training that you need but are not able to source locally?



Table 22 – Out of the following, is there any training that you need but are not able to source locally?



When questioned about necessary training but not found in a local source, 50% of the 44 companies indicated “Operations/process training” followed by “Business Skills” and “Health and Safety Skills” all with 16% of answered.

# Chapter 5: Apprenticeship in organisation & impact of apprenticeship

In this chapter, the results will be presented for the questions related to the companies' experience with apprenticeships. Namely the number of apprentice who completed a period of apprenticeship and how many were hired, as well as how many remained in the company after one year. It will also analyse the reasons for not hiring apprentices and why they not completed the apprenticeship.

Graphic 31 **–** Past esxperience with apprentices

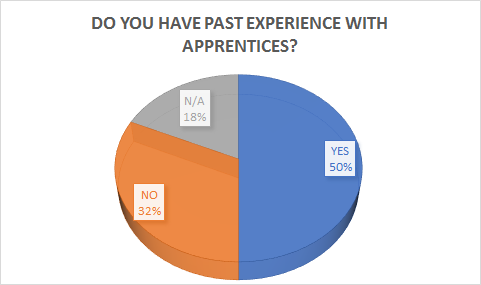
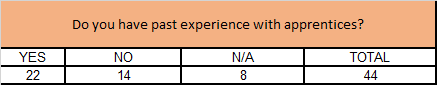


Table 23 – Past experience with apprentices



Of the 44 companies, half (22) have experience with apprentices.

The Textile Strategic Plan 2020 - Design the development of the textile and clothing sector by 2020 published by ATP, in the field of human resources indicate:

* Low educational level and adequate vocational training at all levels - from management to production;
* Weak corporate resource for vocational training;
* Lack relationship between University (research) and business.

Although the companies reveal the need for more qualified workers, there is still some resistance to the apprenticeships programs. The Diagnosis of Training Needs of the Textile and Clothing Sector - 2015/2018 elaborated by CITEVE show in view of job offers and qualifications, that one of the sectors of activity with the highest priority are textiles and clothing. Companies know, but continue to maintain a traditional and resistance mentality.

Graphic 32 **–** Experience with apprenticeship and % successfully finished, directly employ or working

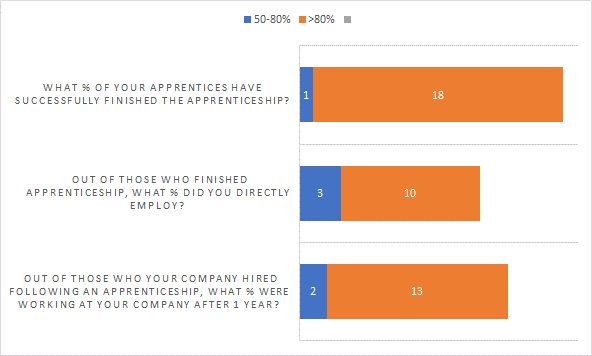
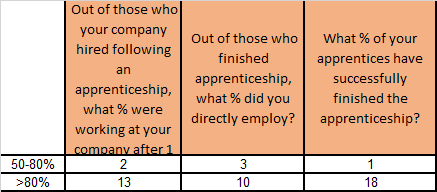


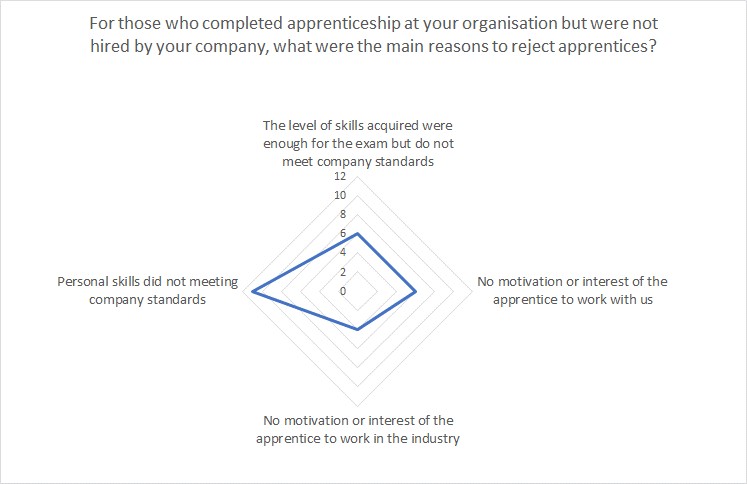
Table 24 – Experience with apprenticeship and % successfully finished, directly employ or working



Of the 22 companies with experience with apprentice, the data presented shows positive values, but still far below what would be expected after an apprenticeship period:

* >80% - 13 companies hired an apprentice and they still working in the company after 1 year;
* >80% - 10 companies declaring that they directly employ after an apprenticeship period;
* >80% - 18 companies declaring that the apprenticeship was successfully finished.

Graphic 33 **–** For those who completed apprenticeship at your organisation but were not hired by your company, what were the main reasons to reject apprentices?



The companies selected the following main reasons for not hiring an apprentice after a period of apprenticeship:

* Level of skills acquired were enough for the exam but do not meet company standards – 6
* No motivation or interest of the apprentice to work with us - 6
* No motivation or interest of the apprentice to work in the industry - 4
* Personal skills did not meeting company standards - 11
* Other – 5

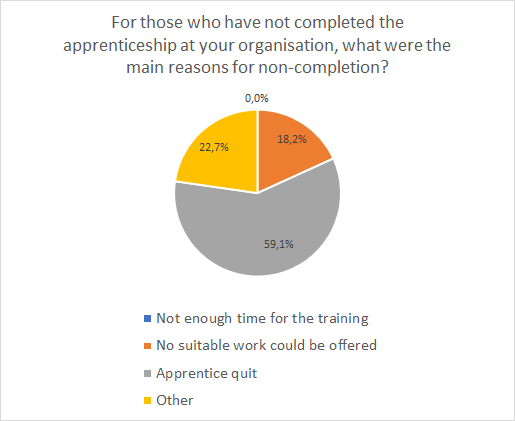
‘Personal skills did not meeting company standards’ was the most reason selected by the companies, followed by ‘Level of skills acquired were enough for the exam but do not meet company standards’ and ‘No motivation or interest of the apprentice to work with us’.

These data show the mismatch between companies’ needs and training offers and/or curriculum plans.

Regarding the valuation of Human Resources (Ana Paula Dinis *et al*, 2014, pp.51-53) identified the following:

* Decline in specialized higher education and vocational training directed at the sector;
* Without qualified human resources the strategic objectives will hardly be implemented;
* The transition from production in large series to a production of small, specialized series led to changes in the profile of the sector in Portugal. The emphasis on product quality and differentiation had to be accompanied by important investments in vocational training and the admission of senior and middle managers. The change in the productive profile of the companies still underway will continue to have an impact on the qualification of human resources for new challenges that put the textile and clothing sector of Portugal in a position of excellence on the international scene.

Graphic 34 **–** For those who have not completed the apprenticeship at your organisation, what were the main reasons for non-completion?



Of the 22 companies answered, the most selected topic (59,1%) was the ‘Apprentice quit’, followed by ‘Other’ (however the companies comments are not a real other topic - ‘never happens’; ‘always finished’; ‘only one case of not hired’) and ‘No suitable work could be offered’.

Over the years there has been a difficulty in attracting young people to work in the sector, data from Diagnosis of Training Needs of the Textile and Clothing Sector - 2015/2018 elaborated by CITEVE indicate:

* The need for awareness-raising, deconstruction of prejudice, demonstration of opportunities and experimentation;
* Low school and professional qualification of the majority of workers who have greater difficulties in adapting to new challenges.

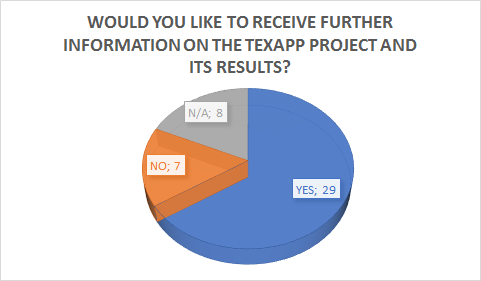
Areas with high employability perspectives such as the textile and clothing industry had a less expressive demand, on the one hand because in 2014/2015 the training supply was insufficient and the financing was residual and, on the other hand, it is necessary to continue a work of sensibilization and appreciation of the image of the sector.

The Diagnosis of Training Needs of the Textile and Clothing Sector - 2015/2018 elaborated by CITEVE indicate:

* The need to deepen/develop skills in areas critical to the success and competitiveness of sector companies: management, I&D, trade, negotiation and sales, internationalization, work planning and organization, sustainability, quality, distribution/logistics, Textile, design and fashion processes and technologies.

It is important that the training courses be developed in partnership with the companies, so that there are offers of training according to the offers and needs of employment.

Graphic 35 **–** Would you like to receive further information on the TEXAPP project and its results?



29 companies want to receive further information about the project and its results, 7 are not interested while 8 companies did not answered.

# Chapter 6: Conclusions

The questionnaire applied allowed the collection of pertinent information about the experience of textile and clothing companies in the apprenticeships.

The data presented allows us to have the following conclusions on the level of growth and characteristics of companies and experience with apprentices.

At the level of growth and characteristics the companies:

* have increased their turnover in the last five years;
* expect to increase their turnover in the next five years;
* have grown at the level of the workforce;
* have low-skilled workers;
* plan to increase their headcount;
* do not use all sources available for recruitment
* majority have a training strategy;
* majority operate with quality standards;
* majority use external training providers.

At the level of apprenticeship the companies:

* have a little knowledge about apprenticeship;
* know different sources of apprenticeships;
* more than 50% have experience with apprenticeship;
* are aware of how to recruit an apprentice;
* technical and manufacturing areas are the most important areas for recruitment;
* more than 50% already participated in apprenticeship and plan recruiting and apprentice;
* the main reason selected by the companies for participation in apprenticeship is to train the

company’s future workforce;

* divergence of statements related to apprenticeships;
* selecting/finding the right person is the main challenges for foresee with apprenticeship;
* need support for the development of the training program;
* need to have link to schools;
* more than 50% know the financing support for employing an apprentice;
* lack of suitable young people and a lack of vocational training relevant for the company profile is the main reasons for not recruiting an apprentice;
* more than 50% indicate the operations/process training as necessary training but do not found it in a local source;
* hired an apprentice;
* personal skills not meeting company standards, was the main reason selected for not hiring an apprentice;
* apprentice drop out was the main reason for not-completion an apprenticeship.

The need for better trained and more highly skilled employees at different levels, and at attracting the younger generation towards a career in the industry is an urgency for the textile and clothing sector.

Is also important a deeper involvement in relation to apprenticeship and that education and training should be a core issue.

There are important measures still to be adopted in order to achieve an ideal apprenticeship:

* ensure better match between qualification supply and job demand;
* establishment of media/information to make the textile and clothing sector better known and more attractive to the general public and potential recruits;
* increased dissemination of Information and apprenticeships.