



WP2 - Best practices and Training Needs Assessment

Template for Best Practice Documentation (Case Study): SMEs in Apprenticeships with focus on role of intermediary organisations

Title	<p>What is the name that best describes the good practice?</p> <p>SEAT Apprentice School</p>
Publication date	<p>When (month and year) was the good practice documented/published?</p> <p>The School was opened in 1957, and from then, more than 2.600 students have received training at the School. It's important to highlight that 11% of the company's current executives completed studies at the Apprentice School.</p>
Source of Information	<p>Who (What) is your source of information?</p> <p>SEAT Media Center</p> <p>http://seat-mediacenter.com/en-stories/corporate/the-seat-apprentice-school-term-begins-with-60-new-dual-vocational-training-students/?v=t&p=1&overview=0&overview=1</p>
Location (Region / Country)	<p>What is the geographical range where the good practice has been used?</p> <p>The School is based in Barcelona although it operates in all the Spanish territory.</p>
Context (appr. 300 words)	<p>What is the context (initial situation) and challenge being addressed? Provide a short description.</p> <p>The context is the need to select young talents for the company, be trained by the own working staff and to have the opportunity of joining SEAT with an open-ended employment contract.</p> <p>Behind this practical objective, the Programme emerges when the company is increasingly worried about finding and holding on to quality, skilled workers and the Spanish economists warn of a widening skills gap in the sector. In this context, apprenticeship—that age-old worker-training model that pairs on-the-job training with classroom instruction—could be a good solution to this employer' woes.</p> <p>In this sense, SEAT's commitment to training activities that enhance the skills and redeployment of the professionals in the sector and of the young people who seek to specialise in this professional sector. The car industry is undergoing changes that will completely transform its activity; therefore it is essential that workers are prepared to respond to these challenges and the new demands of industry.</p>

<p>Methodological Approach (appr. 300 words)</p>	<p>What methodology has been used in order to address the initial issue and lead to a successful outcome and finally to the good practice? What was the process? Who are the beneficiaries or the target group of the good practice? Who are the users of the good practice?</p> <p>The SEAT Apprentice School is a training benchmark in Spain. In 2012 the company pioneered the introduction of the dual Vocational Training System, which is based on the German model (combines theoretical and practical training at its own Apprentices School with on-the-job experience at the company's production facilities).</p> <p>After a selection process that includes psychometric testing, a personal interview and an academic record assessment, in September the 60 candidates will begin the first course of the two middle grade training cycles with 30 students registered in the machining module and the other 30 in the Electromechanical Maintenance of Installations module. The eligibility prerequisites include being born between 1996 and 2000 and completing Compulsory Secondary School education or having an equivalent qualification when formalising their enrolment.</p> <p>SEAT's training system offers more than twice as many hours of theoretical, practical and on-the-job training as other similar initiatives, and the high number of applications it receives every year attests to how successful it is.</p> <p>The syllabus comprises 4.625 hours spread over three years, with students signing a labour contract for training and apprenticeship which enables them to make contributions to Social Security as well as being provided with monthly remuneration based on the practical work performed in the company. In addition, all the training costs are paid for by the company.</p> <p>In 2016, the SEAT Apprentice School begins a new course with the arrival in September of 60 new students, who have been selected among more than 800 applications received from all over Spain. The 60 young talents who met the selection criteria will begin the first course of the two middle grade training cycles with 30 students registered in the Machining Module and the other 30 in the Electromechanical Maintenance of Installations module. In total, the School currently has 168 apprentices.</p> <p>See more at: http://seat-mediacycenter.com/en-stories/corporate/the-seat-apprentice-school-term-begins-with-60-new-dual-vocational-training-students/?v=t&p=1&overview=0&overview=1#sthash.c0m14TTV.dpuf</p>
<p>Impact and key success factors (appr. 300 words)</p>	<p>What are the lessons learned and the key success factors identified? What has been the impact compared to the initial situation / challenge addressed?</p> <p>The success of the School's dual Vocational Training programme lies in the opportunity that young people have to learn a trade, develop it in a real-world work environment and ultimately join the workforce with an open-ended contract when they finish their training programme.</p> <p>The Company offers a complete, practical classroom, laboratory and workshop programme in the School as well as in various areas of the</p>

	<p>company. The high technical level of the facilities and instructors is a great incentive that makes young talent all over the country eager to be a part of the School, like two of this year's successful applicants, who come from Jaén and Ávila cities.</p>
<p>Stakeholders and Partners (appr. 300 words)</p>	<p>Who are the institutions, partners, intermediary organisations involved in the good practice, and what is the nature of their involvement? Explain the different roles and benefits from the good practice!</p> <p>The Department of Education of the Catalan Government and SEAT have signed a four-year extension to their agreement to undertake to enhance professional training in Catalonia by modernising and adapting it to the new challenges of the labour market, with a focus on the needs of the automotive sector.</p> <p>This new agreement will also enable SEAT employees' work experience, non-regulated training and in-company continuous training to be recognized as educational units of initial vocational training. In addition, both parties will contribute to the elaboration and organisation of training curricula of the car sector trades, and at the same time SEAT will collaborate in training the teaching staff of the Generalitat.</p>
<p>Conditions (appr. 300 words)</p>	<p>What are the conditions (institutional, economic) that need to be in place for the good practice to be successfully replicated? Please mention funding and subsidies that were provided!</p> <p>SEAT's training system offers more than twice as many hours of theoretical, practical and on-the-job training as other similar initiatives, and the high number of applications it receives every year attests to how successful it is.</p> <p>The syllabus comprises 4.625 hours spread over three years, with students signing a labour contract for training and apprenticeship which enables them to make contributions to Social Security as well as being provided with monthly remuneration based on the practical work performed in the company. In addition, all the training costs are paid for by the company.</p>
<p>Materials / Tools</p>	<p>What materials and tools were developed?</p> <p>Non accessible.</p>
<p>Replicability and/or up-scaling (appr. 300 words)</p>	<p>What are the possibilities of extending the good practice more widely?</p> <p>The Ministry of Labour already has studied the initiative of SEAT dual vocational training programme to transfer it to other big companies in Spain. As it has been explained before, SEAT and the Catalan Government have signed an agreement to impulse vocational training. The planned measures contribute to deploying the three strategic lines of action to improve vocational training in Catalonia: update the curricular content of</p>

	<p>qualifications, enhance flexibility and accessibility to training programmes and extend dual vocational training.</p>
<p>Conclusion (appr. 300 words)</p>	<p>Conclude specifying/explaining the impact and usefulness of the good practice.</p> <p>The dual Vocational Training offered by the SEAT Apprentice School gives young people a triple opportunity – they learn a trade, they develop it in a real-world work environment and can join the workforce with an open-ended contract when they finish their training programme.</p> <p>Increased female participation in recent years:</p> <p>SEAT’s Apprentice School is a centre of excellence for vocational training. The high technical level of the facilities and trainer expertise, together with practical training work in a real-world environment, have been the School’s key to success. Of the 185 young people who are currently combining learning and work at SEAT’s training school, 10 are women, twice as many as in 2013.</p>
<p>Other remarks:</p>	<p>SEAT car manufacturer in Spain has been awarded an Excellence Award 2014 for the implementation of this dual vocational training. The award made a positive assessment of SEAT’s commitment to dual vocational training, highlighting the fact that, together with innovation, vocational training is key to ensuring and improving the international competitiveness of the Spanish economy.</p>