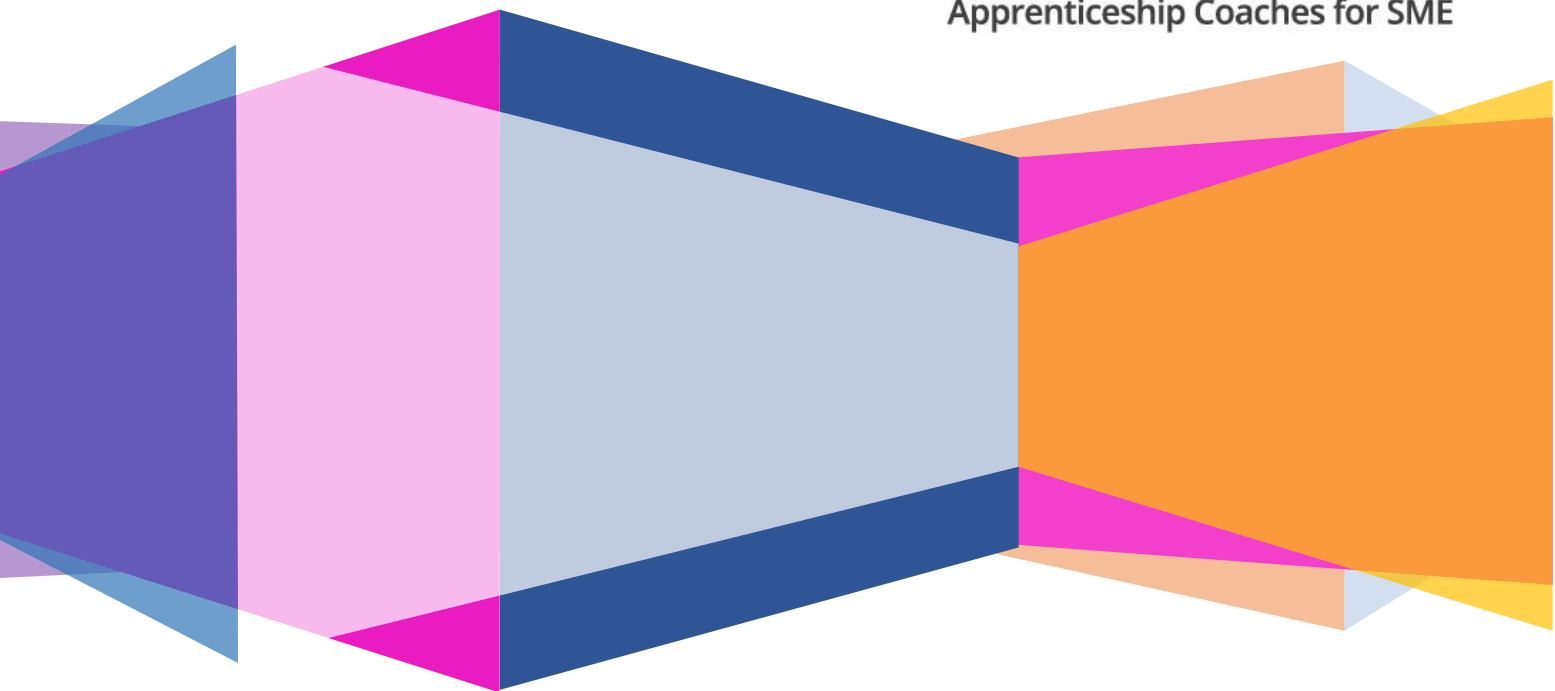


Toolkit for SMEs to host Apprentices



Further information can be found under: www.ac4sme.eu

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Introduction

AC4SME is a large-scale European project implemented by the Chambers of Commerce & Industry in 12 Erasmus+ countries (AT, BE, BG, CY, CZ, ES, FR, IT, LV, RO, RS, TR) and under the coordination of EUROCHAMBRES, the Association of European Chambers of Commerce & Industry.

The final aim of the AC4SME project is to **involve a growing number of SMEs in apprenticeships**. It was observed that the main obstacles encountered by SMEs to offer apprenticeship placements are a lack of time and human resources, scarce knowledge of the legislation, administrative requirements, and the real benefits of taking on apprentices.

Hence, this toolkit presents a **set of tools for in-company trainers or for SMEs wishing to host apprentices for the first time**. The following pages will help you in better understanding the legal regulation in your country and in getting ready to host apprentices. It will also support you all along the period of the apprenticeship and during the final exam. These tools will assist you in monitoring and evaluating the apprentice training.

How to use the toolkit in 4 simple steps?

Step 1: Either alone or with the support of an apprenticeship coach from a local chamber of commerce, brainstorm and answer the 20 questions from the check-list on pages 3 & 4.

Step 2: For each negative answer to an issue, the annexes of the toolkit provide you with a solution, a specific training or a template. Follow very carefully all advice.

Step 3: Contact the chamber of commerce in your region to double-check with them or ask remaining questions.

Step 4: After having completed this process wisely, you are officially ready to host an apprentice.

We hope these tools will be useful for you!

If you have any question or misunderstanding, please do not hesitate to contact the chamber of commerce and industry in your region or [EUROCHAMBRES](#).

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Check List for SMEs wishing to host apprentices

BEFORE THE APPRENTICESHIP	YES	NO
Are you aware of the full potentials of apprenticeships for all stakeholders?		Benefits of Apprenticeship
Are you aware of the legal framework in your country? Do you know the aids or benefits your company can receive?		Context and legal regulation - Technical information – Country XXX
Have you considered the economic / financial aspects (costs and benefits) of hosting an apprentice?		Studies (e.g. Bertelsmann)
Has your SME a potential to host an apprentice?		Explore the potential of your Enterprise
Is your company ready to host apprentices?		Please check the steps needed
Do you know how to interview a young adult?		Interview selection guidelines
Do you know how to select the right apprentice?		Evaluation & selection of apprentice
Is there anyone in your company trained to mentor the apprentice all along the apprenticeship period?		Online training for in-company trainers
Have you already defined the apprentice activity plan for the duration of the apprenticeship?		Apprentice plan inside the company
Have you ever written an agreement contract with an apprentice?		Agreement template
Have you already prepared a folder with all practical information for the first day of the apprentice?		Apprentice's folder

DURING APPRENTICESHIP	YES	NO
On the first day, do you know how to welcome the apprentice?		First day: Requirements check-list
Do you have a clear list of all important aspects of the company which should be introduced to the apprentice on the first day?		First day: Hosting plan
Do you know how to monitor all skills to be acquired and linked it to the activity plan?		Apprentice Activity Plan in the Company – Monitoring
Do you know how to monitor the skills evolution of the apprentice?		Skills Follow-up Evolution
Do you know how to monitor and evaluate the apprenticeship inside the company?		Monitoring and Evaluation of the apprenticeship inside the Company
Do you know what are the main aspects to guarantee quality apprenticeships?		Webinar on quality framework for apprenticeship
AFTER THE APPRENTICESHIP	YES	NO
Have you already organised exams inside the company?		Webinar / Online training (Feb 2018)
Do you know how to evaluate the apprentice at the end of his apprenticeship period?		Final evaluation – Aspects to Assess
Have you ever hosted an apprentice? Or would you like additional information regarding the host of apprenticeship?		Please contact the local chamber

AWARENESS – RAISING AND PROMOTING APPRENTICESHIP

Benefits of Apprenticeship

FOR THE APPRENTICE:

- ✓ He / She is in contact with the real world of the company and acquires professional experience.
- ✓ He / She experiences working in real conditions.
- ✓ He / She checks, in a practical way, if his / her formation in the VET centre corresponds with his / her profile, interests and competences.
- ✓ An apprenticeship inside a company increases his / her motivation.
- ✓ In some countries, he / she can receive some remuneration and benefits from the social security system.
- ✓ Starting to work at an early age in combination with earning money, in some countries, make him / her independent from his parents.
- ✓ Apprenticeships facilitate the transition from school to work and increase the employability of the apprentice.

FOR THE HOSTING SME:

- ✓ SME meets in person the apprentice and grooms potential future employee who has solid theoretical knowledge. Apprentices contribute to the “freshness” of the company and generate dynamism and innovation. Indeed, a change of generation guarantees the future of business.
- ✓ Apprenticeship grooms apprentices according to the SME’s personality and skills needed.
- ✓ Apprenticeship enables continuous adaption of the training contents to the needs of a job market in continuous change.
- ✓ Apprenticeships offer a return on investment: in many cases, the company recovers the apprenticeship cost.
- ✓ Productive work generates necessary products or services for the company.
- ✓ Apprenticeship allows strong integration in the company environment (such as company philosophy, colleagues, customers, equipment) and fosters the identification of the apprentice with the company’s values and required skills. Hosting an apprentice promotes the social responsibility of the company. It conveys an image of dynamism, modernity and commitment to society. In this way, the company can gain media coverage and then increase its visibility.
- ✓ Apprenticeship can identify and train potential candidates for higher qualified jobs.

FOR THE IN-COMPANY TRAINER:

- ✓ Be an in-company trainer is a way to reach higher qualifications for experienced employees.
- ✓ Be a company trainer gives you the opportunity to acquire or improve skills such as teamwork, organisation, conflict management and communication.
- ✓ The in-company trainer can convey his knowledge and professional skills to the new generations as well as his accumulated practical know-how.
- ✓ He / She is constantly updated.
- ✓ He / She is in contact with the educational world.
- ✓ Being assigned with the task of tutoring apprentices is a sign of trust and recognition by which the company means "We trust you. We value your work. And we want you to pass it on to our future employees."

FOR VET CENTRE / VET SCHOOL:

- ✓ They are aware of the company and sector trends and will convey them to the apprentices.
- ✓ Teachers can have access to facilities, machineries and innovative technologies held by the company.
- ✓ Being linked with companies increases the VET centre educational offer along with its prestige.
- ✓ It support to fulfil the vocational mission of "VET schools" to provide necessary skills and qualifications for the labour market.
- ✓ They train motivated, mature and responsible apprentices.

CONTEXT AND LEGAL REGULATION OF THE APPRENTICESHIP SYSTEM

Technical Information – Country XXX

This template aims to synthetically capture the learning situation in each country¹, so that companies can know the basic aspects of the regulation in their country: regulation, financing as well as the role of the different stakeholders that are part of the process.

Regulation	Financing	Role of Government	Role of VET Centre	Role of Companies	Role of the Chambers (or Other Institutions)

¹ This table has to be filled in, by each Chamber, according to the country's own regulation.

BEFORE THE APPRENTICESHIP

Explore the potential of your enterprise to host an apprentice²

Task

Sit with your colleagues and discuss the issues raised on this sheet. Please find the most appropriate answers to the following questions.

- What are the main products or services offered by your SME? Which sector?
- How many employees does your enterprise have?
- What are the main departments composing your enterprise?
- What are the main occupations/professions of your skill labour force?
- How do you recruit employees for these occupations/professions/fields of work?
- Could starting to host apprentices in your company be an option to fill vacancies and to invest in long-term development and therefore provision of your own skill labour force?
- Are there already apprentices inside the SME? If yes, how many? Which job profiles are being taught in your SME? Who is the in-company trainer?
- Describe the most important activities of your work

Possible topics for further questions:

- When was the company founded?
- Ask about responsible persons in various departments (e.g. production manager, plant manager, department manager, market leader, etc.)
- Questions about individual products or services
- Questions about the company name (what does the name of the company stand for, why is it called that way). What is our advertising slogan?
- Who are our main customers or target groups?
- What is our general e-mail address?

² With the support of ibw Austria - Research & Development in VET

Is my company ready to host apprentices?

Steps Needed

Please find below a series of steps or issues to be discussed before hosting an apprentice.

- Know the regulation regarding apprentices' training
- Choose the training specialty in which you want to train apprentices
- Define the number of apprenticeship placements and the type of recruitment
- Establish a relationship with the VET centre or educational administration
- Define the company's requirements from the in-company trainer
- Select and train the in-company trainer
- Plan the training / modules (establish times and stages) of the apprentices
- Find and select the right apprentice
- Discuss some formalities with the apprentice such as accessibility of your company by public transports, means of communication (phone, emails, ...), specific protection equipment or safety regulations inside the company, benefits for the apprentice (free lunch, salary, insurance,)
- Formalize contracts and agreements (as appropriate) between the company and the apprentices (VET centre if applicable)
- Plan the reception of the apprentices in the company
- Plan the monitoring of the achievement of skills by the learner
- Plan partial and final evaluation

How should I select the right apprentice?

Interview Selection Guide

The procedure to select an apprentice will depend on his age and previous experience. If you are recruiting 16 to 18-year-olds, the approach is different than for adults. They do not have the same confidence or ability to communicate their skills than more experienced workers. In this case, conventional interview techniques are not appropriate. As a complement to these techniques, we recommend using more informal approaches assessing their enthusiasm rather than simply focusing on academic credentials and technical skills.

If you are dealing with older candidates or candidates who have experience in the workplace, you may want to ask some more job-relevant questions. Essentially, you don't need to redevelop your recruitment from scratch, but look at what you are doing already and adapt it to apprentices. In some cases, you might already be recruiting 16-year-olds for other roles in your organisation, so you can take those recruitment methods and apply them to your apprenticeship programme. Even if you currently do not recruit young people, you can adapt your adult recruitment methods to your apprenticeship scheme as it will be key that these are right for your organisation.

Below are some sample questions that you can use when interviewing an apprentice. It is important to remember that this may be his / her first job interview, so they may need guidance and support through the interview. It is best if you ask no more than 8-10 questions.

Sample Questions Apprenticeship Interview

Name of the candidate	
Age	
VET centre	
Date of interview	
Interviewer	

Introduce yourself briefly; tell me a little about yourself.	
How would you define yourself?	
Why did you apply for this apprenticeship?	

What do you think we are looking for in an apprentice?	
What makes the field of study you have chosen attractive to you and ensure you complete your work on time?	
How would you organise yourself to balance your study and job?	
How would you rate your organisational skills on a level of 1-5 (1being the lowest)? Please give us an example to illustrate this?	
Can you give us an example of when you have had to work independently and use your initiative either through study or work?	
Can you tell us how you cope under pressure and in stressful situations?	
Can you give an example of when you have had to deal with an inconvenient situation either at work, in life or school, and how you managed it?	
Can you tell us about something new that you have learned in the last 6 months and what you have gained from it?	
What do you understand by working in a team and what are 3 important attributes of a good team player?	
What do you expect from this apprenticeship?	
How and where do you see yourself in 3 to 5 years' time?	
Three strong points	
Three weak points	
Is there anything we haven't asked you that you would like to tell us about yourself to support your application?	

Evaluation & Selection

1. THE INTERVIEW ITSELF

Whilst not always the most reliable, interviews remain the most widely used assessment and selection tool. The key to making interviews a success for you is by asking the right questions, keeping the process consistent for all applicants and remaining impartial throughout the process.

Throughout the interview, the evaluation of the candidate can be done by making a test, based on a checklist of qualifying factors and technical skills required for the placement. This test can be designed and carried out by the company.

Assessment of the candidate. Numerical rating (1: Poor – 10: Excellent)	
Subject knowledge	/10
Technical skills	/10
Methodological skills	/10
Confidence	/10
Communication skills	/10
Team spirit	/10
Punctuality and time management	/10
Creativity and innovativeness	/10
Dedication	/10
Training background	/10
Personal balance	/10
Resistance to pressure / stress / failure	/10

In addition to the interview, other tools for recruitment can be used by the interviewer to assess the candidate and define in more concrete terms his/her skills and abilities.

2. ASSESSMENT FORM BASED ON A TRIAL DAY³

Name of the apprentice:	Date of birth:	Phone:
Name of supervisor: Job profile (Vocational field):		Date of the apprenticeship trial:

³ With the support of ibw Austria - Research & Development in VET

Please tick the appropriate box:

Interest	<input type="checkbox"/> Very interested	<input type="checkbox"/> Interested	<input type="checkbox"/> Moderately interested	<input type="checkbox"/> Indifferent
Sociable skills/Openness	<input type="checkbox"/> Very sociable	<input type="checkbox"/> Sociable	<input type="checkbox"/> Rather shy	<input type="checkbox"/> Withdrawn
Friendliness	<input type="checkbox"/> Very friendly	<input type="checkbox"/> Friendly	<input type="checkbox"/> Moderately friendly	<input type="checkbox"/> Rather unfriendly
Communication skills	<input type="checkbox"/> Very good	<input type="checkbox"/> Express itself well	<input type="checkbox"/> Moderate	<input type="checkbox"/> Language deficiencies
Independence	<input type="checkbox"/> Very independent	<input type="checkbox"/> Independent	<input type="checkbox"/> Not very independent	<input type="checkbox"/> Needs a lot of guidance
Punctuality	<input type="checkbox"/> Over-punctual	<input type="checkbox"/> Punctual	<input type="checkbox"/> Sometimes unpunctual	<input type="checkbox"/> Always unpunctual
Accuracy	<input type="checkbox"/> Very accurate	<input type="checkbox"/> Quite accurate	<input type="checkbox"/> Moderately accurate	<input type="checkbox"/> Sloppy
Uptake / Perceptivity	<input type="checkbox"/> Very fast	<input type="checkbox"/> Quite fast	<input type="checkbox"/> Rather slowly	<input type="checkbox"/> Very slowly
Endurance	<input type="checkbox"/> Concentrate very well on one thing and lead it to the end	<input type="checkbox"/> Concentrate well on one thing and bring it to an end	<input type="checkbox"/> Can be easily distracted	<input type="checkbox"/> Concentrate with difficulty on one thing

<p>Overall assessment of the apprenticeship trial:</p> <p><input type="checkbox"/> Very suitable</p> <p><input type="checkbox"/> Suitable</p> <p><input type="checkbox"/> Rather unsuitable</p> <p><input type="checkbox"/> Not suitable</p>	<p><input type="checkbox"/> I have been satisfied by this apprenticeship trial and would agree to host the student as an apprenticeship in our company.</p> <p><input type="checkbox"/> I have not been satisfied with this apprenticeship trial.</p>
--	---

Date:

Signature of the supervisor:

3. SKILLS TESTING

This tool is particularly useful for positions which require a level of competency in any specific field. The test will depend on the field of the apprenticeship.

4. PERSONALITY / PSYCHOMETRIC ASSESSMENTS

This tool is perfect for assessing team fit, motivation and work styles. It may be excellent to help hone your interview questions and assess appropriateness for your current team.

5. APTITUDE AND COMPETENCY BASED ASSESSMENTS

Similarly, to the two types of testing and assessment listed above, these tests are effective to identify specific skills.

In-Company Mentor Training Course

In-company trainers are usually great professionals but most of the time, they did not receive any specific training to become trainers (e.g. pedagogical competences). In some chambers of commerce and industry, a training program for trainers is offered by the Chamber following the structure below (or other institutions, depending on the country). In case you do not have access to that training, please follow the online training via a webinar available online.

1. What is Dual Vocational Training?

- 1.1. Brief description
- 1.2. Origin and successful examples
- 1.3. Features and benefits
- 1.4. Educational standards/labour law
- 1.5. Roles: apprentice
- 1.6. VET school teacher
- 1.7. In-company trainer

2. Learning in Dual Vocational Training

- 2.1. Adaptation to the level of the learner
- 2.2. The learning climate
- 2.3. Methodological principles

3. Professional, personal and social skills of the in-company trainer

- 3.1. Communication and guidance
- 3.2. Teamwork
- 3.3. Conflict Resolution

4. Programming, reporting and evaluation

- 4.1. The programming and monitoring system of learning in the Dual Vocational Training.

5. Programming and Reporting Apprenticeship

- 5.1. Practical exercises

**(methodology: modular and blended)*

Apprentice Activity Plan inside the Company

Distribution of Work Plan for the Apprentice between VET centre & Company

During their apprenticeship, apprentices acquire a wide range of knowledge and skills both in VET centres, and in companies. To ease communication and coordination between all stakeholders, you can use the template below. This template specifies where each competence will be acquired. It should be signed by you (the company) and the VET centre to ensure good cooperation. Please find below an example for sales services apprenticeships.

Apprentice:		Year of apprenticeship:	
Placement:		Mentor:	

Task in the Company	Theoretical Subject	Content of the Subject
Ensure that the product is properly packed and labelled.	Warehousing techniques	Planning the daily tasks of warehouse operations and good flows
Check that there are enough products in the warehouse.		Implementation of receipt techniques and disposal of goods in the warehouse
Analyse how the sale of various products evolve.		Determine the conditions of preparation orders and dispatch of the merchandise

Agreement Template*

Main Aspects

Depending on the country and on legal regulations, the apprentice will have to sign an agreement or a contract. Please find below some fundamental aspects such an agreement should contain:

- Identification of all parties (company and/or VET centre, apprentice)
- Name, address, etc.
- Agreement between the parties
- Contents (subject)
- Tasks (plan)
- Deadlines/periods
- Resources
- Responsible persons
- Rights and duties (each of the parties)
- Date and place
- Signature of all parties.

**This agreement template must be adapted according to national regulations*

Apprentice's Folder⁴

Welcome to the Team!

Dear apprentice! [or another personalised salutation]

Short introductory text from the management to the team of the company in which the apprentice is welcomed.

On behalf of the whole team, I wish you all the best.

Much success in your apprenticeship!

[First name & last name]

Management

PICTURE OF THE
BOARD

Personal Data

This apprentice's folder belongs to:

Name: _____

Address: _____

Phone: _____

E-Mail: _____

My apprenticeship occupation: _____

I decided to choose this apprenticeship because:

⁴ With the support of IBW - Institut für Bildungsforschung der Wirtschaft in Austria

My Apprenticeship

Facts about the training company at a glance, e.g.:

Foundation:

Management:

Number of employees:

Number of apprentices:

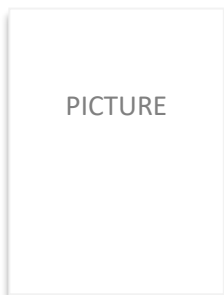
Trained apprenticeship occupation:

Location:

Brief description of the company:

My Contacts in the enterprise

(add as many contact details as required)



Name:

Function:

Phone:

E-Mail:

My Education

Brief description of the training procedure in the company.

Here you can also find the rules and explanations on how to deal with each other, the information on the safety briefings as well as descriptions of seminars, workshops, premium systems, etc.

My Vocational training centre

In the vocational school, theoretical training and general education are taught. The VET centre thus complements your practical training in the company.

My vocational school:

Address:

Phone:

E-Mail:

Website:

Number of days at the vocational school:

1st Year of apprenticeship: _____

2nd Year of apprenticeship: _____

3rd Year of apprenticeship: _____

Hints

- As an apprentice, you are obliged to attend the vocational school.
- In case of illness on a school day, the teaching company and the vocational school must be informed!
- The number of days at the vocational school is counted as working time and paid accordingly.

My Rights and Duties

Through the apprenticeship agreement both the authorized apprenticeship trainer and the apprentice assume certain rights and obligations, please find some of them below. The list below is not exhaustive, it is up to you to adapt it to your company's policy.

My rights/obligations towards the apprenticeship

- Skills and knowledge of the occupation taught must be taught by the authorized apprenticeship teacher, or by an in-company trainer. You have the right to learn the full training content detailed in the job profile during the apprenticeship period.
- The apprentice may neither be assigned work that does not fall under his / her job profile nor work that exceeds his or her competences.
- If it is not clear in the job assignment why this is part of your vocational training, ask your in-company trainer.
- The apprentice must not be physically chastised. He is also protected against ill-treatment by members of the company and the household.
- Parents and school teachers must be informed of important incidents.

- The apprentice must be free of company work for attending vocational school and revising for exams.
- If the boarding costs exceed the apprenticeship remuneration, the additional costs should be paid by the training company.

The apprentice must be given the time necessary to take final apprenticeship examination During the apprenticeship period as well as during the obligatory retention period after the termination of the apprenticeship, the apprentice must be free of examination fee or any possible material costs.

My Duties

- The apprentice must strive to learn the skills and knowledge of the apprenticeship occupation he / she is being taught.
 - *The responsibility for a successful apprenticeship is also with you! You have the right to have a comprehensive education (see rights). Please also make sure yourself that all the knowledge is brought to you.*
- The transmitted tasks must be carried out properly.
 - *Especially, at the beginning, apprentices will have to undertake a 'simple help' which is not so much fun. But these tasks also belong to your profession and help to ensure that the business runs smoothly. Explain clearly why these tasks are important for the company.*
 - *You can economically harm your company if you do not work properly. Remember that your apprenticeship position as well as remuneration will depend on the business success.*
- The apprentice must adapt his behaviour according to the specificities of the company.
 - *In each company, there are guiding principles or behavioural guidelines that must be observed and respected.*
 - *Note that you must not harm your company on the Internet (Facebook, etc.). Do not write any untruths or insulting remarks about other persons!*
- Business and trade secrets must be respected.
 - *Important: This rule also needs to be applied on the Internet. Do not quote people who have not given their permission and do not betray business secrets!*
- Tools and materials must be carefully handled.
 - *Important: Damage to tools and materials will cause economic harm to your business.*
- In case of illness or other prevention, the in-company trainer must be informed immediately.
 - *Tip: Save the phone number directly in your mobile phone!*
 - *In case of illness on a school day, the VET centre must also be informed!*
- Certificates of the vocational school must be submitted to the training company immediately after their receipt, exercises book upon request.

Weekly Review

Name of the apprentice: _____

The weekly review will give you an overview of the tasks achieved during the past weeks. The topics can be discussed with your in-company trainer:

Date
<p>Calendar week: _____</p> <p>What kind of work have I mainly done this week?</p> <div></div> <p>What have I learnt new this week?</p> <div></div>

DURING THE APPRENTICESHIP

First day: Requirements check-list ⁵

Before the apprenticeship (Preparation)	Notes	✓
Are all managers and employees informed of the apprentice's starting day?		<input type="checkbox"/>
Is it determined who will be the responsible trainer of the apprentice?		<input type="checkbox"/>
Is the apprentice working place, cupboard, documents etc. already prepared? (professional clothing, name tag, computer password, ...)		<input type="checkbox"/>
Are the program and procedures for the first day of apprenticeship already planned?		<input type="checkbox"/>
Is each person responsible for the apprentice available on the first day of apprenticeship? E.g.: Who welcomes the apprentice? Who shows his / her workplace?		<input type="checkbox"/>
Is the contact person(s) and the in-company trainer(s) on the first day of instruction in office?		<input type="checkbox"/>
Make sure the apprentice passed the obligatory instructions on the prevention of risks at workplace or, if applicable, that he/she will do it when joining the company		<input type="checkbox"/>
On the first day of apprenticeship	Notes	✓
Welcoming the apprentice Take the time to receive the apprentice. Keep in mind that he / she will probably be nervous. Try to ease the situation with personal conversations.		<input type="checkbox"/>
Company tour / showing premises Take a tour so that your apprentice gets a first impression of the training company. Show him / her the toilets. Maybe your apprentice is still shy in the first few days and some questions are embarrassing.		<input type="checkbox"/>

⁵ With the support of IBW - Institut für Bildungsforschung der Wirtschaft in Austria

Introducing the team Present all relevant employees to the apprentice. Make sure that the apprentice knows who his / her contact persons are.		<input type="checkbox"/>
Introduction to the apprenticeship training Discuss the procedure of the apprenticeship training and the main points of the company's internal regulations (house rules, breaks, lunch etc.).		<input type="checkbox"/>
Introduction to the workplace and initial professional activities Give the apprentice everything he needs to start the apprenticeship in the company (work clothes, passwords, etc.). Show the apprentice his / her workplace. Involve the apprentice in first interesting, but also workable tasks.		<input type="checkbox"/>
Conclusion: debrief discussion and outlook At the end of the first day, review the day. Answer questions. Provide an overview on what the apprentice is expected to be working on in the coming days. Ensure that the apprentice leaves your company with a positive feeling.		<input type="checkbox"/>

First day: Hosting plan

This hosting plan can be used when a new person joins a company. It reminds all important aspects to be considered and discussed during an apprentice's first day.

In general, you should take charge of the apprentice in the same way as you do with the new workers and introduce him / her with all important aspects related to the company.

- The company – brief historical review
- What does the company do?
- Values and mission of the company
- Areas of the company
- Data of contact (e.g. in-company trainer's name & function, telephone number, email...)
- Definition of the apprentice workplace:
 - Objective
 - Position (hierarchical dependency)
 - Profile
 - Tasks
 - Monitoring and evaluation
 - Rights and obligations

Apprentice Activity Plan inside the Company – Monitoring

This template supports you to check the apprentice's skills acquisition.

Prior to the apprenticeship, the skills to be acquired should be defined in relation with the vocational training centre. It should also be clear with whom and with what resources each competence will be acquired in the aim to ensure concrete learning outcomes of the apprenticeship.

					Monitoring date		
Technical Skills	Activities Implemented	When	With Whom	Resources	Acquired	In Process of Acquisition	Not Acquired
Social / Personal Skills	Activities Implemented	When	With Whom	Resources	Acquired	In Process of Acquisition	Not Acquired

Attitudinal Skills	Activities implemented	When	With Whom	Resources	Acquired	In Process of Acquisition	Not Acquired

**In-company trainer's
Signature:**

Apprentice's Signature:

Place and Date:

Follow-Up Evaluation Skills Template*

This tool enables a constant evaluation of the acquisition of learning outcomes that were established in the activity plan. This evaluation must be completed by the in-company's trainer.

Skills	First Assessment date	Second Assessment date	Third Assessment date
Technical Skills			
e.g. Consultation, complaints and complaints telephone management			
Methodological Skills			
e.g. Ability to work autonomously			
Social Skills			
e.g. Participate actively			
e.g. Shows motivation			
e.g. Punctuality			

Additional comments:

VET teacher's Signature

In-company trainer Signature

Apprentice's Signature

Place and Date _____

**The evaluation schedule must be defined a priori weekly, monthly, quarterly and must be signed by the parties.*

The overall time for acquisition and evaluation may vary depending on the competence or knowledge to be acquired.

Monitoring and Evaluation of the apprenticeship inside the Company

This tool can be used for the evaluation of the accomplishment of the tasks foreseen in the plan of activities.

The modules and training activities as well as the evaluation criteria will be adapted according to the requirements of the company and will be based on national expectations. This evaluation should be completed by the in-company trainer.

For Example:

TRAINING MODULE: COMMUNICATION AND CUSTOMER SERVICE				
Training Activities	Assessment			
Consultation, complaints and complaints telephone management	Very suitable	Fairly adequate	Suitable	Not Suitable
Face-to-face consultation, complaints and complaints management	Very suitable	Fairly adequate	Suitable	Not Suitable
Development of documents	Very suitable	Fairly adequate	Suitable	Not Suitable

AFTER THE APPRENTICESHIP

Final Evaluation of the Apprenticeship - Aspects to Assess

To discuss and assess the apprenticeship process and guidance, an evaluation should take place at the end of the apprenticeship. On the one hand, the company evaluates the apprentice and his achievements on social and technical levels. It is important to offer a clear feedback with concrete examples. On the other hand, this final evaluation is also an opportunity for both the apprentice and the trainer to exchange points of view and give each other suggestions to improve the vocational education system.

Assessment from the company

	Very successful	Successful	Less successful	Not successful	Additional Comments
Discussion on the apprentice's strengths					
Discussion on the integration of the learner into the company and the work team					
Discussion on the apprentice own initiative					
Discussion on the compliance of the apprentice with the working plan					
Discussion on the effectiveness of the apprentice in the performance of assigned tasks					

Discussion on the liability of the apprentice.					
Discussion on the commitment and enthusiasm of the learner.					
Discussion on the self-esteem of the apprentice.					
The trainer gives advice about the apprentice's functioning, which the apprentice can benefit from in a subsequent apprenticeship period					
The trainer indicates whether the apprentice will have employment possibility in the company. What he/she should do to maintain or increase such opportunities?					

This following table allows the company to assess the apprentice, per module, according to the skills specific to each module.

	Professional and technical skills associated with in-company apprenticeship	Evaluation
[Title MODULE 1]		
[Title MODULE 2]		

Assessment from the apprentice

	Very successful	Successful	Less successful	Not successful	Additional Comments
Discussion on the apprentice's individual experiences during the apprenticeship period					
Discussion on how the infrastructure (facilities, equipment) and organisational aspects of the apprenticeship were					
Discussion on the apprentice's professional challenges, personal responsibilities or training tasks he/she was offered during his/her apprenticeship in the company					
The apprentice shares his/her personal satisfaction regarding his/her apprenticeship					
The apprentice gives suggestions for improvement to the SME					

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