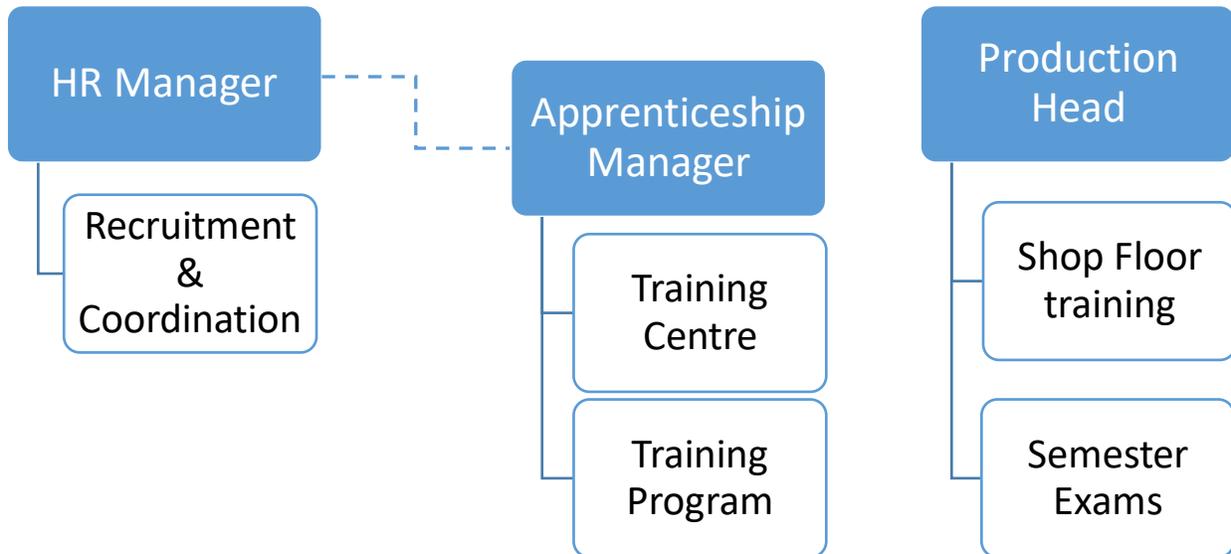


1 Profile Name

VET Manager Code VT-XX

Where XX	AM	Apprenticeship Manager
	PH	Production Head
	HR	Human Relation manager for Vocational Training



1.1 Initial position

In Switzerland the concept of apprenticeship, vocational training is well established. The trained workforce is mostly drawn through this route and many of the executives in companies started their career as an apprentice.

This is not the case in India. The growth from workforce to executive positions is by exception, so the apprenticeship training lacks that focus and appreciation. This is changing with the Government of India taking a challenge of skilling India and has formed the National Skill Development Council (NSDC). The NSDC is coming out with qualification packs that are similar to competence resource catalog used in Swiss VET system. The Indian Government is also working on providing career path through apprentice skilling route.

The ecosystem for Swiss VET training in India can be improved if those who are involved in running the program are well aware of the system and its benefits. These profiles are largely to strengthen this role and are covered in the document below:

1. Apprenticeship Managers: Responsible to run the training center. He leads and trains the instructors, coaches the apprentices and teaches them in general aspects of VET.
2. HR Managers: Responsible for the VET budget, procurement of manpower and training program in the companies, oversee the training center and recruitments of apprentices.

3. Production Heads: Responsible to provide shop floor exposure to apprentices and act as leading Examiners during semester exams carried out by the companies.

2 Apprenticeship Manager Profile (VT-AM)

2.1 Job description

Success of Swiss VET apprenticeship program depends on the management support a sufficient budget, manpower for instruction and proper set up to ensure that the program gets sufficient attention. Apprenticeship Managers play an important role for this success. Apprenticeship Managers run training centres and generally report to HR department in the companies. They are familiar with the Swiss VET system and get the required management approvals and budgets. Coordinate with SkillSonics for TOT, courseware, assessments and course coordination. Facilitate that Teachers and Instructors are properly trained and deliver the training as per Swiss VET standards. Assist HR in selecting the right candidates for apprenticeship program and the company VET Instructors and Teachers. Ensure that the workshop and class room facilities are properly maintained and equipped. Apprenticeship Managers coordinate with purchase to procure the required tools and materials for training. Apprenticeship Managers coordinate with Production Heads to provide sufficient production experience to the apprentices and also coordinate with Production Heads to release the Instructors for training.

2.2. Qualification, Experience and Entry Competency

2.2.1. Qualification

Apprenticeship Manager preferably should have done the Swiss VET Instructor Course CM – Basics of Applied Didactics.

2.2.2. Experience

Apprenticeship Managers should have experience in running a vocational training center and should have worked in factory environment.

2.2.3. Domain competencies

Apprenticeship Managers should be familiar with the domain knowledge required to be imparted to the apprentices so that they can find acceptability in the industry or company where they work.

2.2.4. Entry competencies

Apprenticeship Managers should understand the needs and limitations of apprentices and the demands of production environment. Apprenticeship Managers should be well aware of the processes and procedures of the organization. Apprenticeship Managers should have good administrative capabilities.

2.3. Requirement of prior training in Swiss VET

No such requirements. However, Apprenticeship Managers with Swiss VET certificate or diploma are desirable.

2.4. Working environment and target groups

Apprenticeship Managers head the VET training centres.

The working capacity of Apprenticeship Managers (full time or part time) depends on the number of VET apprentices. A good coaching and instruction of the VET apprentices and Instructors must be assured. At times the training is given on the shop floor as the required equipment may be too expensive. In such cases Apprenticeship Managers need to liaise with the Production Heads and schedule the training accordingly. There could be situation where multiple training batches in different streams will be running simultaneously. Apprenticeship Managers are required to make sure that there is no clash for resources.

2.5. Degree of autonomy

The success of VET training program depends largely on the effectiveness of the Apprenticeship Managers in carrying out his tasks. Apprenticeship Managers are given sufficient freedom to manage the training centres.

2.6. Degree of responsibility

Apprenticeship Managers support with all their efforts the smooth implementation of the VET program. Ensure that apprentices are properly trained and well accepted on the shop floor. Apprenticeship Managers should ensure that classes happen as per schedule and the quality of training is maintained.

2.7. Competencies to be achieved in attending Swiss VET training for Apprenticeship Managers

2.7.1. Pedagogy Competencies & Resources

Apprenticeship Managers are able to explain the Swiss VET system and are able to name and explain different pedagogy techniques.

2.7.2. Instructional Competencies & Resources

Apprenticeship Managers explain how the practical trainings are imparted, as well as how the apprentices are assessed and the important role of production in imparting practical training. They explain the educational plan of courses and the competence levels to be achieved during the training. Apprenticeship Managers are able to explain the importance of Health, Safety and Environment (HSE) and its need to be explained and inculcated in the apprentices at training stage.

2.7.3. Project management Competencies & Resources

Apprenticeship Managers are given training in planning, monitoring and reporting of a training program.

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Apprenticeship Managers are sensitized in counseling and mentoring the apprentices. Apprenticeship Managers are taught basics of costing, budgeting and cost management.

2.7.4. Competency Resource (CoRe) matrix

Competence	Resource
Manage the VET training centre	<ol style="list-style-type: none"> 1. Follow Swiss VET standards in training 2. Get required budgets and manpower to manage the centre 3. Ensure that the equipment, tools and fixtures are properly maintained and consumables provided for 4. Ensure the high quality of the VET training 5. Direct the Instructors
Oversee training activity	<ol style="list-style-type: none"> 1. Ensure that the training calendar is adhered to 2. Ensure that Teachers take the classes as planned 3. Ensure that the Instructors are released from production floor to provide practical training 4. Plan TOT, TOI programs with SkillSonics to keep the Teachers and Instructors trained in Swiss VET training methodologies 5. Plan refresher training from time to time
Assessment and examination	<ol style="list-style-type: none"> 1. Plan and schedule company assessment exams in consultation with SkillSonics 2. Plan TOE training for examiners 3. Assign chief examiner role to production head for company semester exams 4. Provide support to SkillSonics assessment team for final assessment exam
Reporting & liaison	<ol style="list-style-type: none"> 1. Regularly report to management and SkillSonics on training activities 2. Maintain liaison with production head, Teachers and Instructors
Counselling and teaching	<ol style="list-style-type: none"> 1. Regularly counsel the apprentices to keep them motivated 2. Collect regular feedback on Teachers, Instructors and the performance of apprentices and takes corrective action 3. Leads and teaches instructors 4. Teaches apprentices in general aspects of VET (behavior, mind-set, company culture and processes, communication, team work, IPERKA)

2.7.5. Summary list of resources Apprenticeship Managers should have.

See paragraph 4.8.5 for common resources for three profiles

3. HR Manager Profile (VT-HR)

3.2. Job description

Success of Swiss VET apprenticeship program depends on the management support a sufficient budget, manpower for instruction and proper set up to ensure that the program gets sufficient attention. HR Managers play an important role for this success.

Apprenticeship training program is generally managed by HR department. HR Managers oversee the progress of training and reports to the management. HR Managers are familiar with Swiss VET system of vocational training. Support Apprenticeship Managers in getting the required management approvals and budgets. Coordinate with SkillSonics on annual training plan and commercials. Select the right candidates for apprenticeship program and the company VET Instructors and Teachers.

3.3. Domain Knowledge

Not applicable

3.4. Qualification & Experience

Not applicable as these are company positions

3.5. Requirement of prior training in Swiss VET

Not applicable

3.6. Working environment and target groups

HR Managers oversee the apprenticeship training program and coordinate with Apprenticeship Managers for this.

3.7. Degree of autonomy

Not applicable

3.8. Degree of responsibility

Responsible for the success of VET training program, the VET budget and the procurement of manpower for instruction. Placement of apprentices post training.

Tracking the performance and their career progression post training.

3.9. Competencies to be achieved in attending Swiss VET training for HR Managers

3.9.1. Pedagogy Competencies & Resources

HR Managers are able to explain Swiss VET system and are able to explain pedagogy techniques.

3.9.2. Instructional Competencies & Resources

HR Managers explain how the practical trainings are imparted, as well as how the apprentices are assessed and the important role of production in imparting practical training. They explain the educational plan of courses and the competence levels to be achieved during the training. HR Managers are able to explain the importance of Health, Safety and Environment (HSE) and its need to be explained and inculcated in the apprentices at training stage.

3.9.3. Project management Competencies & Resources

Optional

3.9.4. Competency Resource (CoRe) matrix

Competence	Resource
Oversee the VET training centre	<ol style="list-style-type: none"> 1. Follow Swiss VET standards in training 2. Get required budgets and manpower approvals to manage the centre 3. Draw annual training plan and recruitment 4. Get requisite approvals from Govt. of India on apprenticeship scheme
Training activity	<ol style="list-style-type: none"> 1. Report to management on VET training activities 2. Initiate disciplinary actions when necessary
Recruitment & Placement	<ol style="list-style-type: none"> 1. Plan and recruit the apprentices in time for next batch 2. Provide induction to apprentices on company policies and procedures 3. Placement of apprentices post training 4. Tracking of career progression post placement

3.9.5. Summary list of resources HR Managers should have.

See paragraph 4.8.5 for common resources for three profiles

4. Production Head Profile (VT-PH)

4.2. Job description

Success of Swiss VET apprenticeship program depends on the management support and proper set up to ensure that the program gets sufficient attention. Production Heads play an important role for this success.

Production Heads are familiar with Swiss VET system of vocational training. They coordinate with Apprenticeship Managers to provide sufficient production experience to the apprentices. Production Heads act as examiner during semester exams. They track the progress of apprentices during production training and rate them. Provide regular feedback to Apprenticeship Managers on quality of trainings and courses. Release Instructors for training as per training calendar. Production Heads also ensure that apprentices are given product, process and equipment specific training as per the company needs during shop floor training.

4.3. Domain Knowledge

Production Heads should be familiar with the domain knowledge required to be imparted to the apprentices so that they can find acceptability in the industry or company where they work.

4.4. Qualification & Experience

Not applicable as these are company positions

4.5. Requirement of prior training in Swiss VET

No such requirement however Production Heads with Swiss VET certificate or diploma are desirable.

4.6. Working environment and target groups

Not applicable

4.7. Degree of autonomy

Not applicable

4.8. Degree of responsibility

Production Heads should ensure that apprentices are given proper induction prior to trainings on the shop floor.

Release production machines for training under proper supervision.

Design the right on the job training with the help of Instructors so that apprentices are shop ready after they complete their apprenticeship.

4.9. Competencies to be achieved in attending Swiss VET training for Production Heads

4.9.1. Pedagogy Competencies & Resources

Production Heads are able to explain Swiss VET system and are able to explain pedagogy techniques.

4.9.2. Instructional Competencies & Resources

Production Heads explain how the practical trainings are imparted, as well as how the apprentices are assessed and the important role of production in imparting practical training. They explain the educational plan of courses and the competence levels to be achieved during the training. Production Heads are able to explain the importance of Health, Safety and Environment (HSE) and its need to be explained and inculcated in the apprentices at training stage.

4.9.3. Examination Competencies & Resources

Production Heads or their assigned managers can conduct semester exams (must attend Examiner training). Production Heads have an overview of Swiss VET assessment process.

4.9.4. Competency Resource (CoRe) matrix

Competency	Resource
Production exposure	<ol style="list-style-type: none"> 1. Plan and use apprentices on production floor 2. Ensure that right training is given to the apprentices 3. Provide feedback on apprentice performance and suggestions for improvements 4. Provide the record of apprentice productivity improvement during the training and also after they join the work force post training for 1 year 5. Act as chief examiner for company conducted semester exams and send the reports to SkillSonics chief examiner

5. Summary list of resources VET Managers (Apprenticeship Managers, HR Managers and Production Heads) should have.

5.1. VET Section Common (for Apprentice Managers, HR Managers and Production Heads)

Resources		
Knowledge	Abilities	Attitudes
<ul style="list-style-type: none"> • Vocational Training system as practised in Switzerland • The educational plan for courses offered in India • Pedagogy and Instructional teaching methodologies • Competency testing • Examination process • Company products and production methods • Company policies and regulations • Leading people of different age 	<ul style="list-style-type: none"> • Follow the Swiss VET training standards 	<ul style="list-style-type: none"> • Flexibility and adaptability • Encouraging self-esteem • Patience • Positive Reinforcement (reveal competences not mistakes) • Encouraging self-esteem • Conflicts: solution-orientation • Self-criticism

5.2. VET Section Apprenticeship Managers

Resources		
Knowledge	Abilities	Attitudes
Same as common section.	<ul style="list-style-type: none"> • Manage the training facility • Manage Training Programmes efficiently • Counsel apprentices • Communicate to apprentices and Management • Report status and progress to the management • Plan everything related to the training centre • Recruitment of apprentices 	Same as common section.

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5.3. VET Section HR Managers

Resources		
Knowledge	Abilities	Attitudes
Same as common section.	<ul style="list-style-type: none"> Counsel the prospective apprentices Recruitment of apprentices Communicate to apprentices and Management Report to the management 	Same as common section.

5.4. VET Section Production Heads

Resources		
Knowledge	Abilities	Attitudes
Same as common section.	<ul style="list-style-type: none"> Monitor the progress of apprentices with apprenticeship managers Assign mentors to the apprentices in the production shop and review progress Review with Apprenticeship managers and HR Managers the functioning of the training centre Adopt the role of Chief Examiner for semester exam 	Same as common section.