

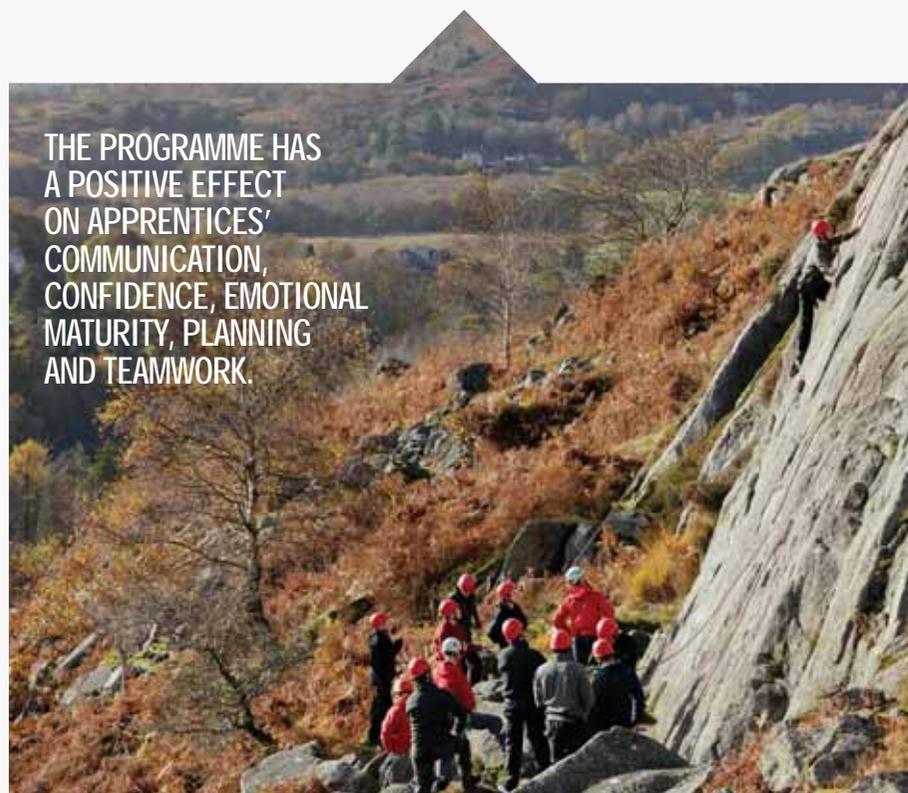
## APPRENTICE DEVELOPMENT PROGRAMME: VOLKSWAGEN GROUP UK LTD.

We've worked with Volkswagen Group for ten years to help develop their franchise networks apprentices. Whilst the company is able to develop the apprentices' technical skills through internal training, we work with them to help develop their key skills, such as teamwork, planning and communication, and in particular to develop customer-focused behaviours.

In 2013, 250 apprentices took part in a five-day programme during the second year of their three-year apprenticeship. An internal evaluation of the programme, conducted by Volkswagen Group's Learning and Development Team, shows that the programme has a positive effect on the apprentices' skills in a number of areas, including communication, confidence, emotional maturity, planning and teamwork<sup>61</sup>.

Between one and three months after the programme, line managers were asked to rate any changes they had observed in their apprentices' skills and behaviours at work. Changes in skills were reported from partially through to wholly improved (see opposite for a summary of the results).

We thank Volkswagen Group for allowing us to present the results of their internal programme evaluation in this report.



# 94%

OF LINE MANAGERS REPORTED IMPROVED COMMUNICATION TO STAFF AND 87% REPORTED IMPROVED COMMUNICATION TO CUSTOMERS.

**“Apprentice has shown improvements in his interaction with his work colleagues. He has also shown improvements with his communication skills when dealing with customers.”**

# 94%

OF LINE MANAGERS REPORTED IMPROVED CONFIDENCE AND EMOTIONAL MATURITY.

**“Apprentice has returned from this Outward Bound week a more confident person. I am both delighted and a little amazed that such a change can occur in one week.”**

# 96%

OF LINE MANAGERS REPORTED IMPROVED PLANNING AND PREPARATION.

**“Apprentice appears to plan ahead better now and his time management has improved.”**