

vocational education  labour market

The success of systematic cooperation
VET-industry:
an example from the Netherlands

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Topics

- Triple helix: government - industry/labourmarket - VET
- What is SBB?
- Challenges in retail industry and consequences for VET
- Cooperation industry/labour market and VET in sector committee



Triple helix

- Goals of government:
 - sustainable employability
 - linking VET to the labour market
- Industry, labourmarket and VET working together in education:
to reach the goals of government
- SBB: means to reach the goals and platform for cooperation between
labourmarket and VET



What is SBB?

- Cooperation organisation for Dutch VET-organisations:
 - VET schools
 - Labour market organisations
- Public organisation, funded by Dutch Ministry of Education
- Legal tasks
- Active at different levels:
 - Policy level (national, regional and sectoral)
 - Practical policy implementation



SBB: goals

Within SBB, VET and labour market cooperate at national, sectoral and regional level

- **students** receive the best possible practical training, with prospects for a job
- **companies** can employ the professionals that they need, now and in the future



How does SBB work?

Three legal tasks:

- accreditation, coaching and advice for work placement companies
- maintenance and development of (parts of) qualifications
- research: labour market, work placement and efficiency
- credential evaluation

Policy advice:

- four thematic advisory committees



SBB governance

Board:

- 12 members
- Equal representation education and labourmarket parties (6/6)
- Education: government funded education (schools and VET council), private education (NRTO), Union of teachers
- Labourmarket: employers organisations and unions



Accreditation of work placement companies

- Practice placement protocol between all stakeholders
- SBB checks the following aspects:
 - Safe learning environment
 - Sufficient training opportunities
 - Experienced in-house workplace trainer
 - Willingness to cooperate with VET institute and SBB
- All accredited companies in www.stagemarkt.nl
- Contract between student, company and school
- At least once every four years quality check



Qualifications and examination

- one structure for both pathways and for all levels
- shared responsibility by VET and labour market
- 'Toetsingskamer': independent quality assurance of the qualifications structure

481.896 students | 176 qualification files | 489 qualifications | 1000 optional subjects

What does SBB do?

- develop occupational profiles into qualifications
- maintenance and publication of qualifications and optional subjects
- offer expertise
- teachers' and practical trainers' panel for qualifications
- sectoral examination agreements in exam profiles



Labourmarket information

VET and professions

Pharmacist assistant

- Rate of satisfaction among students
- Rate of students who passed exam
- Continuation study in higher professional education
- Possibilities for work
- Possibilities for workplacement
- Starting salary

		deze opleiding ▼	landelijk gemiddelde ▼
Studententevredenheid rapportcijfer	★	7,6	7,3
Percentage geslaagde studenten in afgelopen schooljaar	📖	71%	67%
Doorstroom naar het hbo na afgelopen schooljaar	📈	18%	22%
		deze regio ▼	landelijk gemiddelde ▼
Kans op werk in jouw vakgebied na je opleiding	👜	★★★★☆	★★★★☆
Kans op stage	🏢	★★★★☆	★★★★☆
Startsalaris gemiddeld bruto uurloon	€	-	€ 11,71

1 september 2015 Meer informatie: <http://studieincijfers.s-bb.nl>

Studie in Cijfers is ontwikkeld door SBB in opdracht van het ministerie van OCW.
Aan de gegevens kunnen geen rechten worden ontleend.



SBB policy advice

Designed by 4 Advisory Committees

- Workplacement and apprenticeships
 - Efficiency
 - Entry level education
 - Qualifications and examination
-
- Advice to SBB general board
 - VET and labour market equally represented



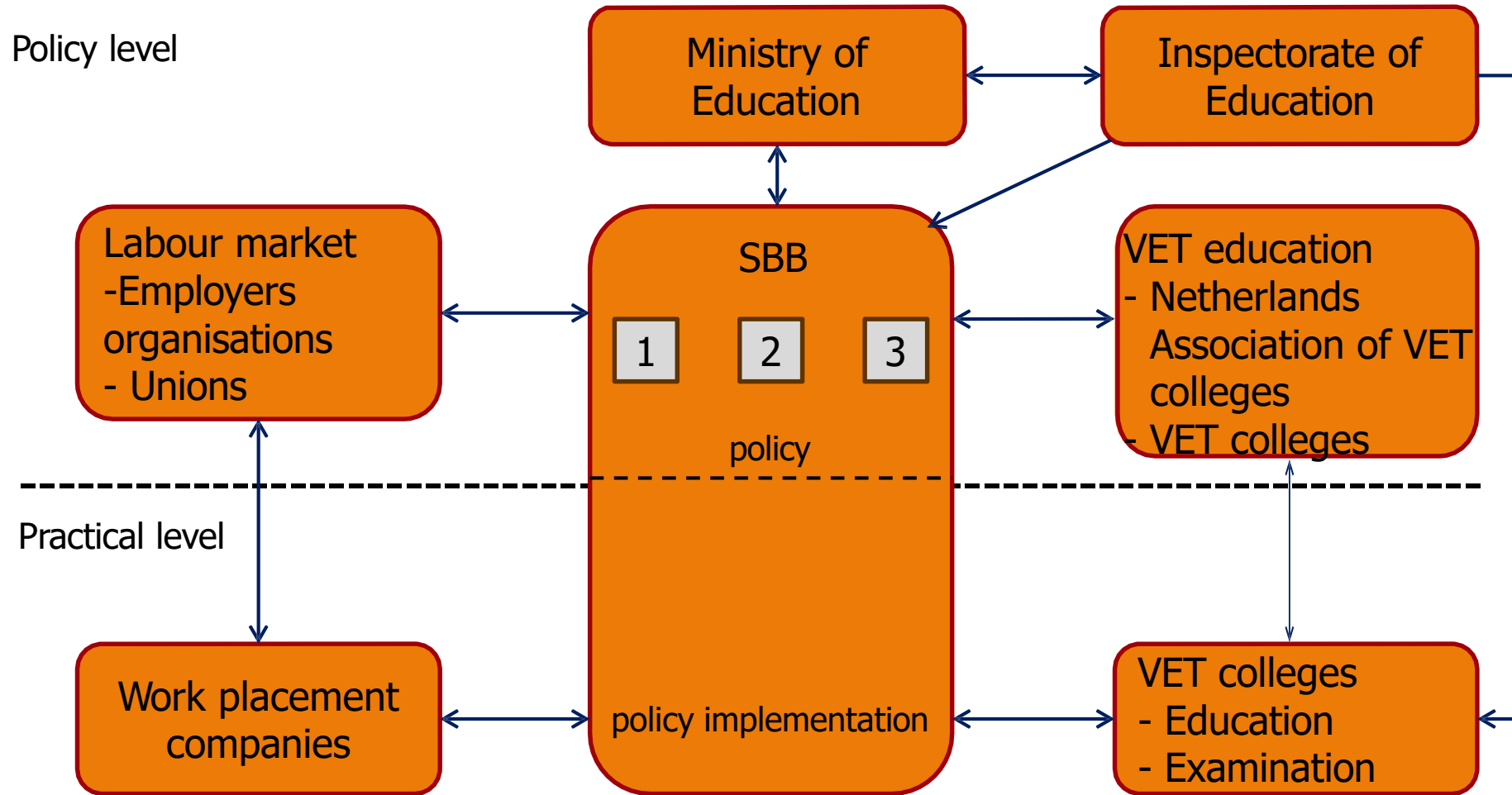
SBB at sectoral level

Sectoral policy is designed by sectoral committees

- 8 sectoral committees ([sector committee technology and build environment](#))
- advice to SBB general board about legal tasks
- VET and labour market equally represented



Organisations within Dutch VET



Some VET facts and figures

- 481,896 students (2016-2017)
 - 100,946 work-based, 380,950 school-based
 - <https://www.s-bb.nl/feiten-en-cijfers/basiscijfers-jeugd/basiscijfers-jeugd-studenten>
 - 40% of the level 4 students continue studying at higher education
- 40% of the Dutch work force has a VET-diploma
- 489 qualifications (176 qualification files)
- 67 educational institutes
 - 43 regional colleges, 12 agricultural colleges, 12 specialised colleges
- 247,000 accredited training companies
 - 9,500 international firms (80% Europe), 300,000 in-company practical trainers





Do you have any questions?

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Jules van Well

CBL, manager P&O

Centraal Bureau Levensmiddelenhandel

Het CBL is de belangenbehartiger en spreekbuis van de supermarkten en foodservicebedrijven in ons land.

- Albert Heijn
- Aldi
- Bidvest Deli XL
- Boni Markten
- Boon Sliedrecht
- Coop Supermarkten
- Deen Supermarkten
- Detailresult
- EMTÉ Supermarkten
- Hoogvliet
- Jan Linders
- Jumbo Supermarkten
- De Kweker
- Lekkerland
- Lidl Nederland
- Metro Nederland
- Nettorama
- PLUS Retail
- Polesz Supermarkten
- NS Stations Retailbedrijf
- Sligro
- Spar
- Vakcentrum
- Groothandel in Levensmiddelen Van Tol
- Vomar Voordeelmarkt



Centraal Bureau Levensmiddelenhandel (CBL)

CBL is a compact organisation comprising 8 employees with a board and 3 steering committees.

We represent the interests of food retail and food wholesale in four areas:

- Public Affairs en Public Relations
- Food safety and food quality
- Logistics
- Human Resource Management

Foodmarket in the Netherlands

17,1 mln inhabitants

Total turnover Food and Drink
€ 59,5 bln (+3,6%)

Out-of-home channels
€ 19.051 mln (+4,1%)

At-home channels
€ 40.431 mln (+3,4%)

restaurants etc
€ 9.701 mln (+)

catering
€ 3.269 mln (+)

Fast service
€ 6.081 mln (+)

New retail
€ 2.852 mln (+)

Supermarket
€ 31.764 mln (+)

Specialty store
€ 5.815 mln (-)

Supermarkets in The Netherlands

DE BRANCHE IN CIJFERS



Aantal medewerkers

300.000+

Supermarktomzet incl. non-food

€ 35.9 miljard

Aantal winkels
4.300



DE CONSUMENT



Heeft gemiddeld
3,8
supermarktformules
goed bereikbaar



Legt per week
gemiddeld
2,6
bezoeken af

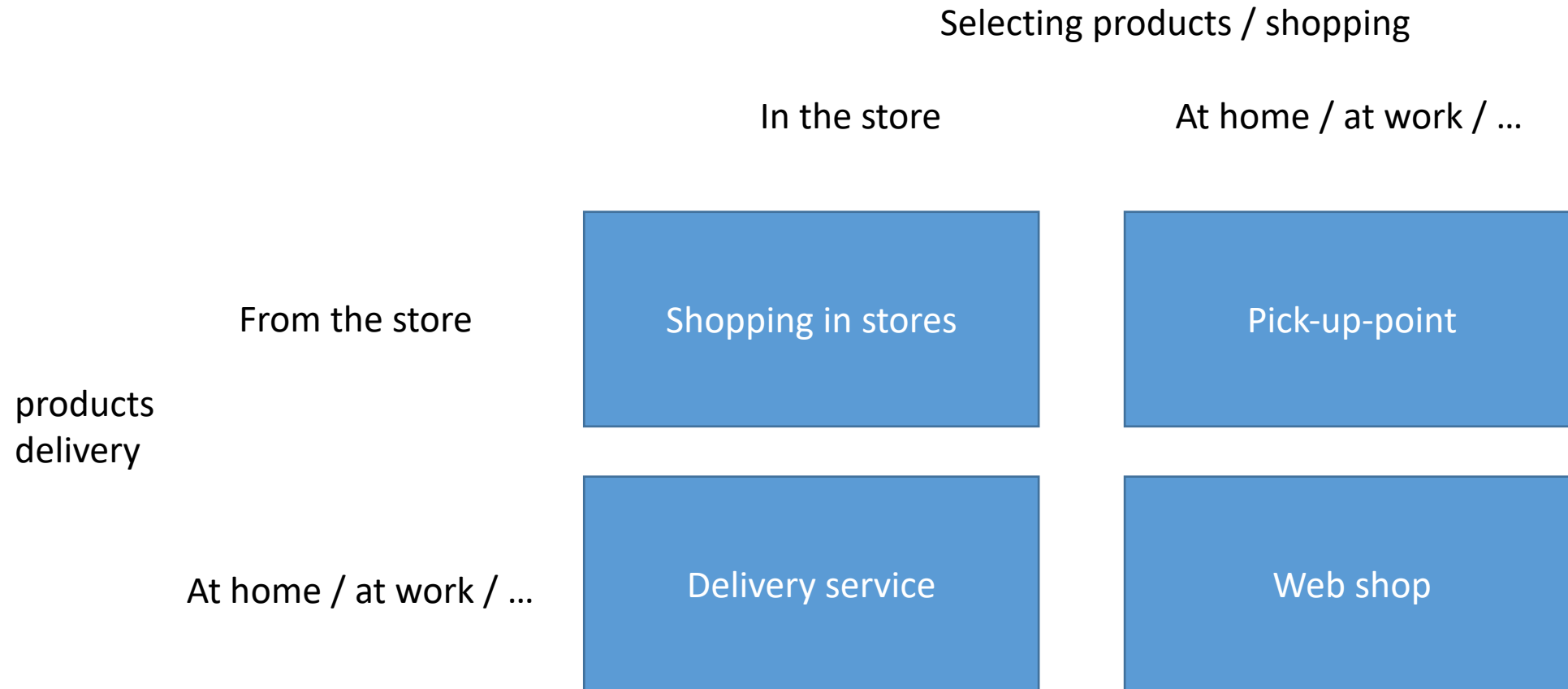


65%
vindt
boodschappen
doen leuk



Bezoek duurt
gemiddeld
26
minuten

The supermarket aims to serve the customer anytime, anyplace, anywhere



Online Food sales

- about € 900 mln, 3% market share (10% in 2025)
- Home delivery reaches about 95% of households
- about 1000 pick-up-points

accelerators:

- Online shopping “more normal”
- New devices and technology
- New start-ups, more supply

decelerators (for Food)

- No lower prices
- No broader assortment
- Less difference in convenience

Retail transition to attract customer to the store

- Increase attractiveness of stores
 - One stop shopping in bigger stores
 - Neighbourhood stores at walking or bicycle distance
 - Convenience outlets: city stores, in office areas, in universities and high traffic points (railway stations, petrol stations)
- More convenience, more surprise, more fun in stores

More convenience



Centrum Bergen



More surprise



More fun, blurring





Consequences for supermarket employees

- More customer oriented, inspirational, passion for food
- Flexible, pro-active approach
- More knowledge about “their” assortment (specialism)
- Not only retail and selling, also hospitality and cooking!

Collective effort by CBL-members

- Standard Job profiles:
 - what, how (competences)
 - behavioural indicators
- Embedded in EQF / NLQF
- Transition requires
Life long learning!

HBO (Higher prof. edu)	Bachelor (6)	Supermarket manager / Food retail entrepreneur
	Associate degree (5)	Manager: Department or floor
MBO (intermediate vocational)	Web 4	Department specialist: 1 st sales / product specialist
	Web 3	Sales / checkout
	Web 2	
	Introductie	Flexwerk

Retail employers prefer public professional education

- Dual learning form most suited for developing employees
- Standardised levels of learning
- Government supervision on quality of professional education
- Transfer value of education and including general knowledge (sustainable employability of workers)
- Courses contents are practical and recognisable in daily store practice

CBL invests in (public) schooling

- Development of learning aids
 - E-learnings
 - Books, caterns
 - Train-the-teacher workshops
- Exams, level 1 – 4
- Certificates and diploma's level 1-6
- Partner of schools, regional (individual schools) and national (SBB)

CBL represents food retail and wholesale

At national level with SBB-partners

- Sectorkamer Handel (sector committee trade)
 - Trends and developments in retail sector
 - Changing job profiles
 - Cooperation in improvement of qualification framework
- TAC BPV (advisory committee learning in practice)
 - Improvement of quality of learning in apprenticeships or “on the job”