

SKILL GAPS IN THE AUTOMOTIVE SUPPLY CHAIN IN THE WEST AND EAST MIDLANDS 2005

APPENDICES

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		Page
One:	Numbers in each occupational group among the vehicle manufacturers	209
Two:	Numbers in each occupational group among the 1st tier companies	210
Three:	Numbers in each occupational group among the SMEs	212
Four:	The most significant factors in driving changes in the knowledge and competences that people need to do their jobs. Key drivers for vehicle manufacturers, 1st tiers, SMEs and firms overall	214
Five:	The significance of a range of factors in driving changes in the knowledge or competences that people need to do their jobs	215
Six:	The incidence of skill gaps within vehicle manufacturers, 1st tiers and SMEs: number of firms affected by gaps or limitations in the specified skills among the occupational groups listed	218
Seven:	Underlying factors for tackling skill gaps or limitations in each occupational group within vehicle manufacturers, 1st tiers and SMEs	225
Eight:	The distinction between leadership skills and management skills	233
Nine:	Key business objectives	235
Ten:	The extent that leadership development and management development presented challenges for the company	236
Eleven:	Priorities for addressing current and evolving skill needs	238
Twelve:	Qualifications held	242
Thirteen:	Qualifications in course of study	245
Fourteen:	Current training and workforce development – breakdown by occupational group	248
Fifteen:	Definite plans for training and workforce development due to commence within the next year – breakdown by occupational group	270
Sixteen:	The Toyota Way 2001	277
Seventeen:	The internal Brilliance Programme of an SME	279
Eighteen:	Training that firms had been unable to do, and the reasons given for not doing it	280
Nineteen:	Firms in organizations' global supply chains that were thought to represent best practice in their industry or activity, or were key competitors of the SMEs interviewed	284

Appendix 1: Numbers in each occupational group among the vehicle manufacturers

Occupational groups among the vehicle manufacturers	No. of cases	Total no. of employees (all cases)	Average no. of employees per company
Directors and Senior Managers	6	308	51
Manufacturing Operations	6	9,856	1,643
Technical, Design and Engineering including Maintenance	6	3,755	626
Purchasing	6	216	36
Receivals, Stores, Despatch, Supply Chain Logistics	5	529	106
Quality	4	217	54
Systems and IT	6	219	37
Sales and Marketing	5	568	114
Finance and Administration	5	275	55
Human Resources	5	276	55
Dedicated Training personnel	5	43	9
Other occupational groups:			
Development (of workforce)	1	Not known	-
Aftermarket/replacement parts logistics	1	485	-
Distribution	1	9	-
Aftersales service and repair	1	5	-
Showroom on-site (retail)	1	17	-
Sport and racing section	1	34	-
Legal	2	15	8
General services	1	26	-
Security	1	17	-
Call centre	1	90	-
Holding company	1	21	-

Cases: 6 (max.) Totals may not sum to total employees (as section 1) due to multiple roles.

Notes (numbers of firms in brackets):

Functions include departmental heads, other managers and team leaders.

No Design personnel, though did have Technical and Engineering (2 firms).

No Parts/Materials Purchasing personnel (2).

No Marketing personnel (though did have Sales) (1).

Payroll function within Human Resources (1).

Maintenance included among Manufacturing Operations (1).

A Publications function included within the Systems and IT department (1).

Overseas nationals sitting in a parallel role with each GB manager teaching them how to operate and making links back to the mother plant overseas (1).

Appendix 2: Numbers in each occupational group among the 1st tier companies

Occupational groups among	the 1st tiers	No. of cases (all cases)	Total no. of employees Average no. of employees per company
Directors and Senior Managers	10	88	9
Manufacturing Operatives	10	2,016	202
Technical, Design and Engineering, including Maintenance	10	630	63
Purchasing	10	54	5
Receivals, Stores, Despatch, Supply Chain Logistics	10	205	21
Quality	9	97	11
Systems and IT	9	38	4
Sales and Marketing	10	78	8
Finance and Administration	10	73	7
Human Resources	9	49	5
Dedicated Training personnel	9	8	1
Other occupational groups:			
Health and Safety	1	1	1

Cases: 10 (max.) Missing one large overseas-owned group.
Totals may not sum to total employees (as section 1) due to disaggregation and multiple roles.

Notes (numbers of firms in brackets): Functions include departmental heads, other managers and team leaders.

Of 12 Senior Managers and Directors, 5 directed the 7 group companies (1 firm).

Maintenance was a separate function from Technical, Design and Engineering (but combined here) (1).

Maintenance was included within Manufacturing (1).

No Design staff, but did hav

e Technical/Engineering personnel whose role included Development (1).

No separate Purchasing function. This formed a combined Supply Chain Logistics, Purchasing, Receivals, Stores and Despatch function (1).

Combined Purchasing with Goods Inwards and Stores, but had a separate Despatch function (1).

Receivals, Stores and Despatch included Fork Lift Drivers on the Shopfloor and the Stores, as well as

Administration/Despatch. Supply Chain Logistics was outsourced (1).

Logistics was a separate function from Stores and Despatch (but combined here) (1).

No Quality personnel. This was done through Administration, Stores or Technical and Engineering functions (1).

Systems and IT functions were outsourced (1).

No Systems and IT personnel (1).

No Sales function (though did have Marketing), as this was off-site (1).

50 Sales and Marketing staff based at their site who formed the global group's division for this function and whose remit was worldwide. They are not included in employee numbers because they were not employed by the Midlands firm (1).

No Human Resources division. This was done by Plant and other Managers (1).

Human Resources division was also the base for the company's 16 apprentices who worked on the Shopfloor, as well as 13 Security staff (1).

Trainers were usually located within the Human Resources division.

An external Trainer (IT) based outside the Midlands at another of the group's sites (1).

Finance, Administration and Human Resources were combined in one employee (1).

Staff included ex-pat staff from the group's overseas base(s) or hq but numbers are only known for one of these cases – 2 Directors (2).

Appendix 3: Numbers in each occupational group among the SMEs

Occupational groups among the SMEs	No. of cases	Total no. of employees (all cases)	Average no. of employees per company
Directors and Senior Managers	7	47	7
Manufacturing Operatives	7	305	44
Technical, Design and Engineering, including Maintenance	7	33	5
Purchasing	6	9	2
Receivals, Stores, Despatch, Supply Chain Logistics	6	33	6
Quality	6	24	4
Systems and IT	5	4	1
Sales and Marketing	6	16	3
Finance and Administration	7	16	2
Human Resources	5	3	1
Dedicated Training personnel	0	-	-
Other occupational groups:			
Shareholders	1	3	-
Health, Safety and Environment	1	1	-
Production and Materials Control	1	3	-
Engineering customer's staff	1	1	-

Cases: 7 (max.) Totals may not sum to total employees shown in section 1 due to disaggregation and multiple roles.

Notes (numbers of firms in brackets):

Functions include departmental heads, other managers and team leaders.

Technical and Engineering staff were also part of the Production section (1 firm).

In the smallest firm, the Managing Director managed all functions (1).

In a small firm there was no separate Quality function, but this was the responsibility of all the workforce (1).

Systems and IT work was outsourced (1).

One of the Quality staff was also responsible for IT and an external consultant was also used (1).

IT responsibility was undertaken within Finance and Administration (1).

Technical/Engineering, Toolroom, Design and Quality were combined, while Maintenance was a separate function (1).

Continued next page

One very small firm stated that Design, also Administration, were done off-site.

Finance and Purchasing were combined (1).

3 Sales and Marketing staff in-house, and also used another 3 externally (1).

Human Resources staff was also the Company Secretary (1).

A staff member from a customer's engineering firm was seconded to them for 2 days a week (1).

No firms had a dedicated Training Manager who had no other role. But training was a multiple role, often held by the Managing Director, in another case by the Toolroom Manager.

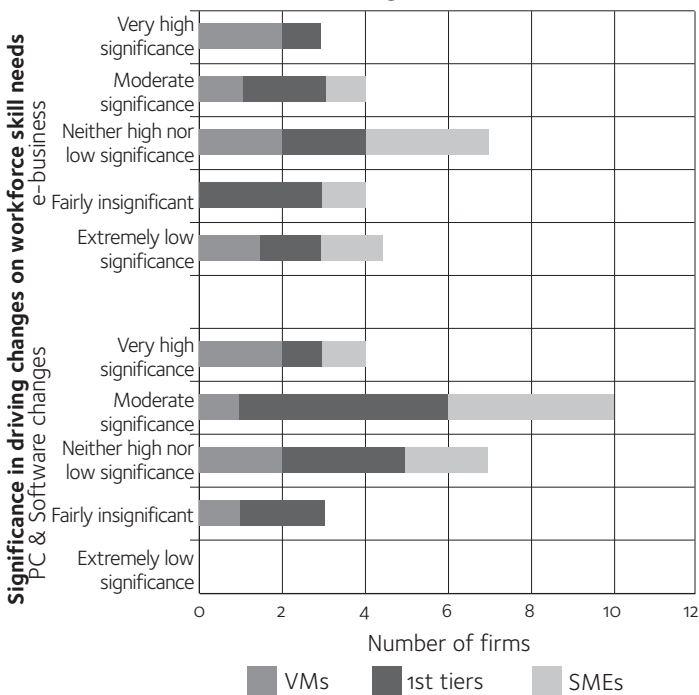
Appendix 4: The most significant factors in driving changes in the knowledge and competences that people need to do their jobs. Key drivers for vehicle manufacturers, 1st tiers, SMEs and firms overall.

OVERALL		Vehicle manufacturers		1st tiers		SMEs	
Rank	KEY DRIVERS	Rank	Key drivers	Rank	Key drivers	Rank	Key drivers
1	Cost reduction	=1	Cost reduction	1	Cost reduction	=1	Greater customer service
2	Lean manufacture	=1	New products or changes	2	Lean manufacture	=1	Changing customer product requirements
=3	New technology	=2	Lean manufacture	=3	New technology	=2	Cost reduction
=3	Greater customer service	=2	New technology	=3	New products or product changes	=2	Lean manufacture
=4	New products or product changes	=2	Competition	=3	Greater customer service	=2	New technology
=4	Changing customer requirements	=2	Emissions standards	=3	Competition	=3	New services
5	Competition	=3	Greater customer service	=3	Emissions standards	=3	Project management for customers
		=3	Changing customer requirements	=4	Changing customer requirements		
				=4	Market diversification		

Cases: 6-7 vehicle manufacturers, 10-11 1st tiers, 7 SMEs (max.). Refer to Appendix 5(a) – (i) following.

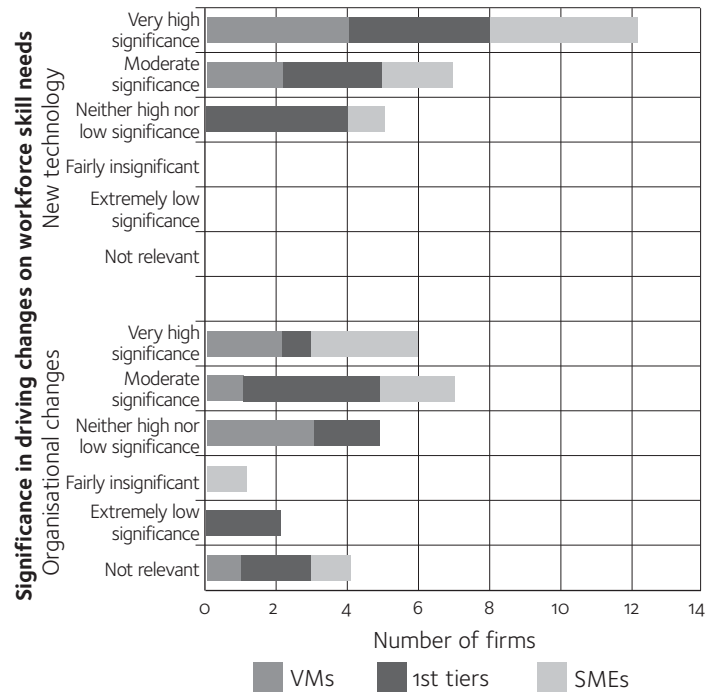
Appendix 5(a) – (i): The significance of a range of factors in driving changes in the knowledge or competences that people need to do their jobs.

(a) E-business & PC software changes

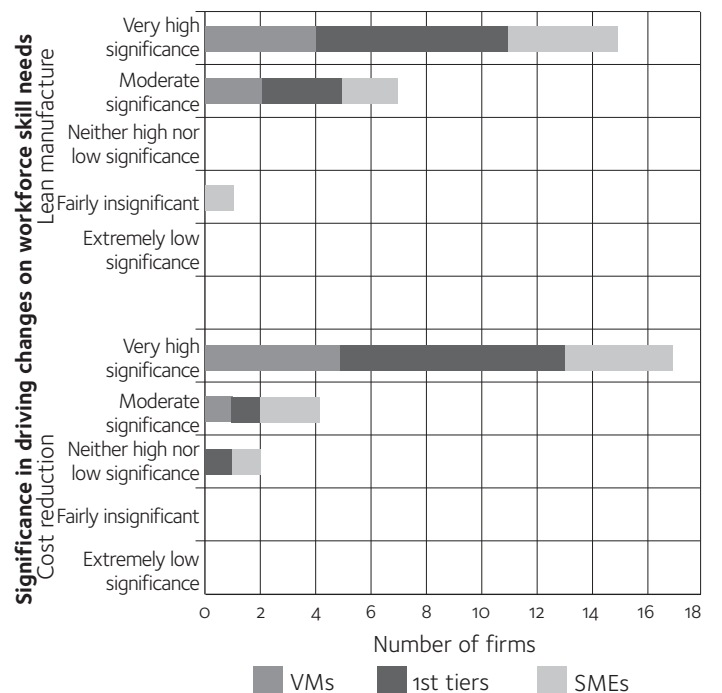


Cases for figures in Appendix 5(a) – (i): 6-7 vehicle manufacturers, 10-11 1st tiers, 7 SMEs.

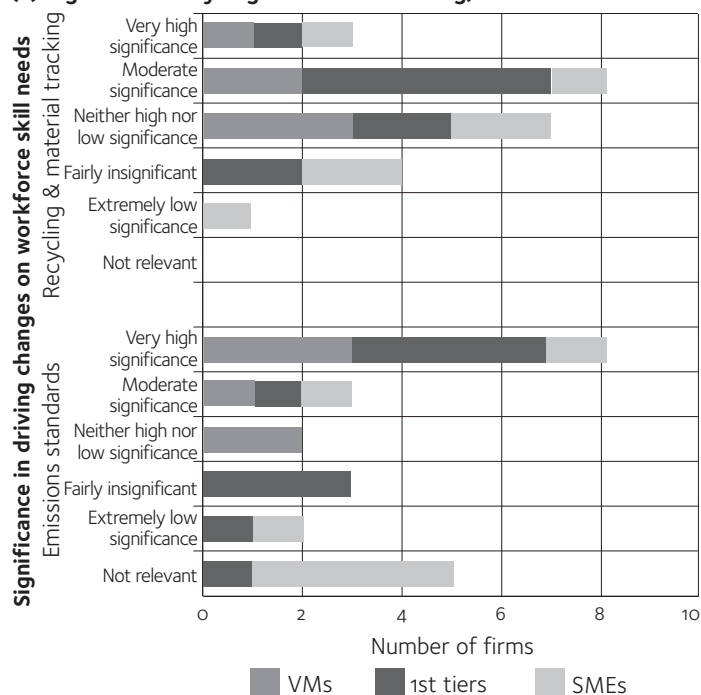
(b) New technology, processes or materials; organisation changes



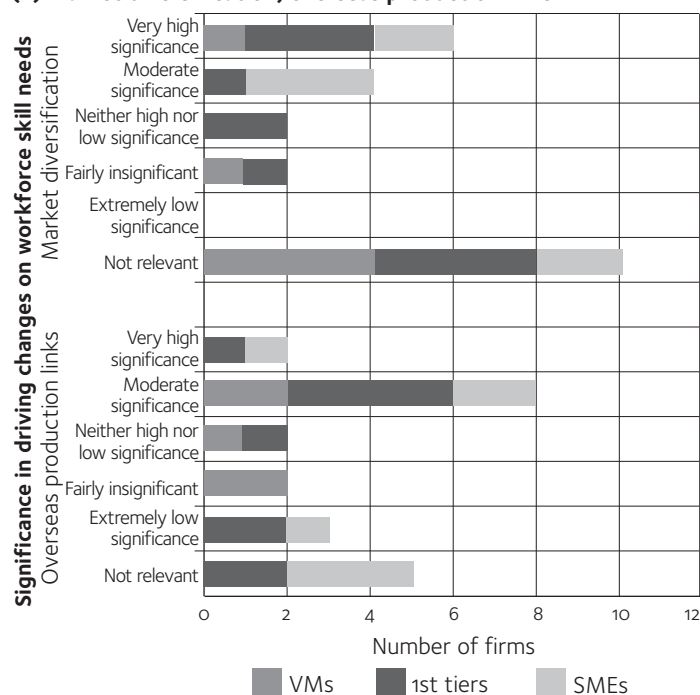
(c) Lean manufacture; cost reduction



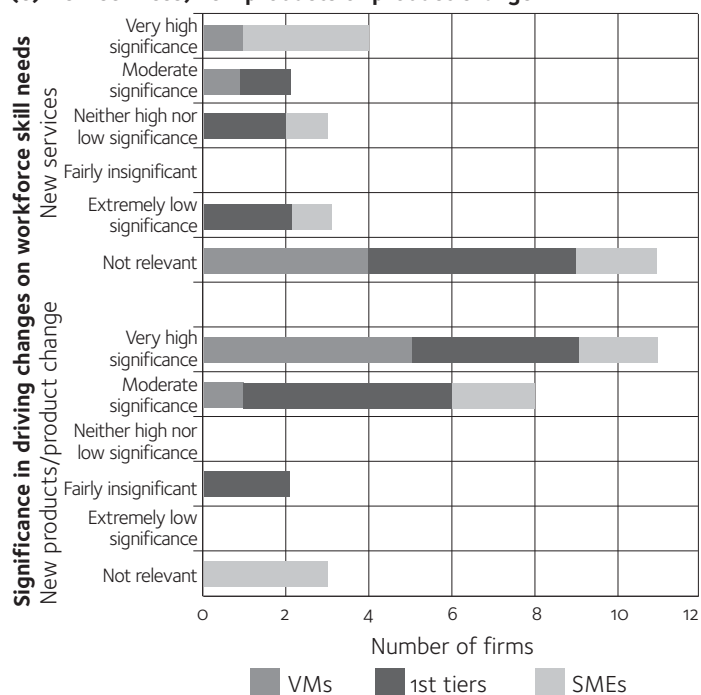
(d) Legislation on recycling and materials tracking; emissions standards



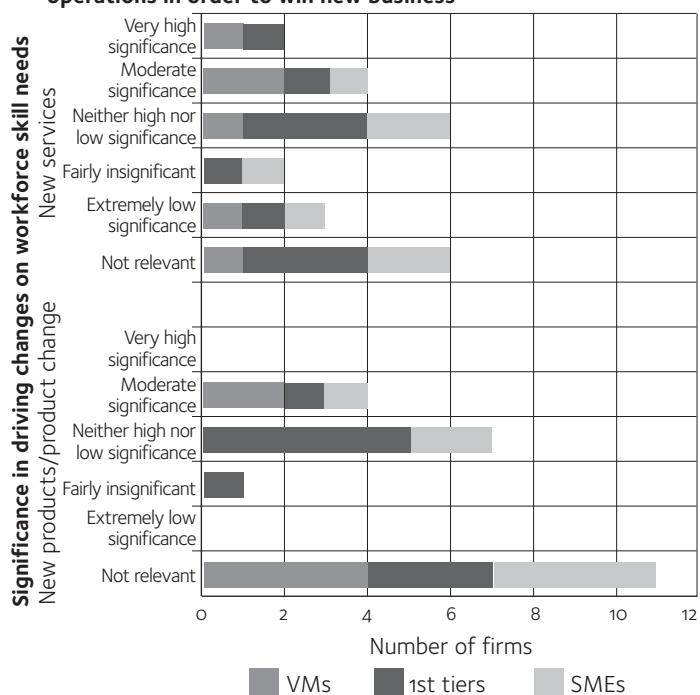
(f) Market diversification; overseas production links



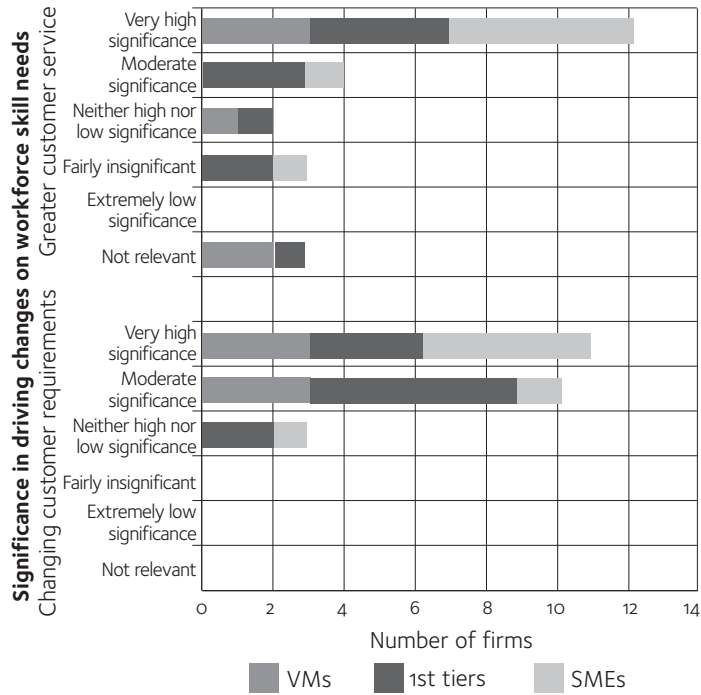
(e) New services; new products or product change



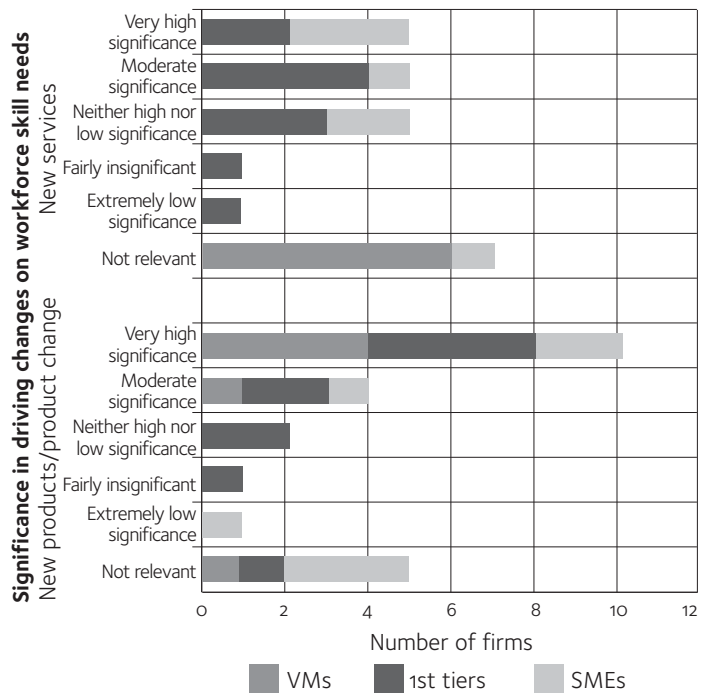
(g) More exporting; knowledge of overseas manufacturers' operations in order to win new business



(h) Greater customer service; changing customer requirements



(i) Project management for customers; competition from other firms



Appendix 6: The incidence of skill gaps within vehicle manufacturers, 1st tiers and SMEs: number of firms affected by gaps or limitations in the specified skills among the occupational groups listed

a) The number of firms which reported skill gaps: vehicle manufacturers, 1st tiers and SMEs combined (max. 25 cases).

Skills in which gaps could occur	Directors/ Snr Mgrs	Manfr. Operations	Tech/Des /Engineering	Purchasing	Stores/ Despatch	Quality	Systems & IT	Sales/ Marketing	Finance/Admin	Human Resources	Training
Basic Skills	-	8	-	-	4	-	-	-	-	-	1
Health & Safety skills	5	6	1	-	3	-	-	1	-	3	-
Leadership skills	6	5	1	-	2	3	-	2	1	4	1
Management skills	5	4	4	-	-	2	3	1	2	2	1
Team working skills	11	7	4	2	5	2	1	1	2	2	1
Language skills	7	1	1	3	1	1	2	5	2	1	1
Communication skills	6	6	4	2	1	3	2	1	3	4	3
Personal & relationship skills	8	4	1	-	1	2	2	1	2	3	1
Customer contact & care skills	2	1	-	1	3	2	2	3	1	-	-
Business planning & dev. skills	4	2	4	3	-	1	-	4	3	3	1
Technical and design skills	1	4	7	1	-	5	1	1	-	-	1
IT and PC skills	6	6	8	2	5	4	7	-	7	2	2
Process, technical, production skills	3	15	13	3	5	5	2	4	2	2	3
Other skill gaps	4	5	1	5	2	6	2	9	6	8	5

Note: a horizontal dash (-) is used in cases where no skill gaps were reported.

b) The number of firms among the vehicle manufacturers which reported skill gaps (max. 7 cases).

Skills in which gaps could occur	Directors/ Snr Mgrs	Manfr. Operations	Tech/Des /Engineering	Purchasing	Stores/ Despatch	Quality	Systems & IT	Sales/ Marketing	Finance/Admin	Human Resources	Training
Basic Skills	-	3	-	-	2	-	-	-	-	-	-
Health & Safety skills	1	1	1	-	2	-	-	-	-	1	-
Leadership skills	2	1	-	-	-	-	-	1	1	2	1
Management skills	1	2	2	-	-	1	1	-	1	1	1
Team working skills	5	3	1	-	1	1	1	1	2	1	1
Language skills	3	-	-	-	-	1	2	1	1	1	1
Communication skills	1	1	2	1	-	1	2	1	2	2	2
Personal & relationship skills	2	1	-	-	1	1	1	-	2	1	1
Customer contact & care skills	-	-	-	-	-	-	-	-	1	-	-
Business planning & dev. skills	1	1	2	1	-	1	-	-	1	1	1
Technical and design skills	-	2	2	1	-	1	-	-	-	-	1
IT and PC skills	1	3	1	1	1	2	1	-	1	1	2
Process, technical, production skills	1	3	3	2	2	2	2	1	1	2	2
Other skill gaps	1	1	-	-	1	2	1	2	2	1	2

Note: a horizontal dash (-) is used in cases where no skill gaps were reported.

c) The number of firms among the 1st tiers which reported skill gaps (max. 11 cases).

Skills in which gaps could occur	Directors/ Snr Mgrs	Manfr. Operations	Tech/Des /Engineering	Purchasing	Stores/ Despatch	Quality	Systems & IT	Sales/ Marketing	Finance/Admin	Human Resources	Training
Basic Skills	-	3	-	-	1	-	-	-	-	-	-
Health & Safety skills	1	4	-	-	1	-	-	1	-	2	-
Leadership skills	2	2	1	-	2	2	-	-	-	2	-
Management skills	1	-	2	-	-	-	2	-	1	1	-
Team working skills	3	1	2	2	3	-	-	-	-	1	-
Language skills	2	-	1	1	1	-	-	2	1	-	-
Communication skills	3	2	1	-	1	1	-	-	1	1	-
Personal & relationship skills	3	-	-	-	-	-	1	1	-	2	-
Customer contact & care skills	-	-	-	1	3	1	2	1	-	-	-
Business planning & dev. skills	1	-	2	1	-	-	-	2	2	2	-
Technical and design skills	1	-	3	-	-	3	1	1	-	-	-
IT and PC skills	-	1	2	1	3	1	2	-	2	1	-
Process, technical, production skills	2	8	7	1	3	2	-	3	1	-	1
Other skill gaps	1	2	1	3	-	2	1	5	3	6	3

Note: a horizontal dash (-) is used in cases where no skill gaps were reported.

d) The number of firms among the SMEs which reported skill gaps (max. 7 cases).

Skills in which gaps could occur	Directors/ Snr Mgrs	Manfr. Operations	Tech/Des /Engineering	Purchasing	Stores/ Despatch	Quality	Systems & IT	Sales/ Marketing	Finance/Admin	Human Resources	Training
Basic Skills	-	2	-	-	1	-	-	-	-	-	1
Health & Safety skills	3	1	-	-	-	-	-	-	-	-	-
Leadership skills	2	2	-	-	-	1	-	1	-	-	-
Management skills	3	2	-	-	-	1	-	1	-	-	-
Team working skills	3	5	1	-	1	1	-	-	-	-	-
Language skills	2	1	-	2	-	-	-	2	-	-	-
Communication skills	2	3	1	1	-	1	-	-	-	1	1
Personal & relationship skills	3	3	1	-	-	1	-	-	-	-	-
Customer contact & care skills	2	1	-	-	-	1	-	2	-	-	-
Business planning & dev. skills	2	1	-	1	-	-	-	2	-	-	-
Technical and design skills	-	2	5	-	-	1	-	-	-	-	-
IT and PC skills	5	2	3	-	1	1	4	-	4	-	-
Process, technical, production skills	-	4	3	-	-	1	-	-	-	-	-
Other skill gaps	2	2	-	2	1	2	-	2	1	1	-

Note: a horizontal dash (-) is used in cases where no skill gaps were reported.

e) Other skill gaps reported by vehicle manufacturers, 1st tiers and SMEs (refer to tables a – d above).

Other skill gaps in each occupational group	Number of firms		
	Vehicle Manfrs	1st tiers	SMEs
Directors and senior managers:			
Our group's continuous improvement way of working	1	-	-
Marketing skills	-	1	-
Coaching skills	-	-	1
Time management and delegation	-	-	1
Manufacturing Operations:			
Deploying lean manufacture	1	-	-
Forklift truck driving	-	1	-
Instructional techniques so they can train others	-	1	-
Self-discipline/timekeeping	-	-	1
Ability to conduct self-improvement	-	-	1
Technical, Design and Engineering:			
Problem solving – understanding the Toyota Production System	-	1	-
Purchasing:			
Purchasing skills including negotiation	-	1	-
Understanding of Europe/international awareness/cultural differences	-	2	1
Supplier development skills	-	-	1
Receivals, Stores and Despatch, Supply Chain Logistics:			
Lean manufacture	1	-	-
Self motivation and ability to work hard	-	-	1
Quality:			
Ability to be proactive and forward-looking, analyse and propose improvements	1	-	-
Ability to keep up with incoming quality standards/regulations	1	-	1
Keeping up with change	-	1	-
Latest quality improvement techniques	-	1	-
Ability for self-improvement e.g. through 5 'S' for lean/quality	-	-	1

Continue next page

e) Other skill gaps reported by vehicle manufacturers, 1st tiers and SMEs (refer to tables a – d above).

Other skill gaps in each occupational group	Number of firms		
	Vehicle Manfrs	1st tiers	SMEs
Systems and IT:			
Formal qualifications in IT	1	-	-
Appraisal training	-	1	-
Sales and Marketing:			
Financial skills	1	-	-
Import/export and overseas shipping of equipment	1	-	-
Sales and marketing skills	-	1	-
Internal inter-departmental organisational procedures for agreeing pricing	-	1	-
Negotiation skills	-	1	-
Knowledge of Europe/overseas	-	1	-
Knowledge of the business environment/impact on supply chain of decisions made	-	1	-
Showcasing the company e.g. on our website	-	-	1
Ability to clinch the business deals with customers	-	-	1
Finance and Administration:			
New financial legislation	1	-	-
Accountancy/billing	1	1	-
Human Resources	-	1	-
Report writing and presentations	-	1	-
Ability to keep up with legislation	-	-	1
Human Resources:			
Employment legislation	1	3	-
Legislation updates (not specific)	-	1	-
Counselling	-	1	-
Awareness of best practices	-	1	-
Professional skills in Human Resources	-	2	1
Training:			
E-learning methods	1	-	-
Knowledge of NVQ syllabuses and training	1	-	-
Evaluation of training needs	1	-	-
Training skills	-	2	-
Ability to source appropriate courses	-	1	-

Note: some firms mentioned multiple gaps.

Appendix 7: Underlying factors for tackling skill gaps or limitations in each occupational group within vehicle manufacturers, 1st tiers and SMEs.

a) Number of firms citing specific underlying factors for each occupational group: vehicle manufacturers, 1st tiers and SMEs combined (max. 24 cases).

Skills in which gaps could occur	Directors/ Snr Mgrs	Manfr. Operations	Tech/Des /Engineering	Purchasing	Stores/ Despatch	Quality	Systems & IT	Sales/ Marketing	Finance/Admin	Human Resources	Training
Staff recruitment problems	1	6	7	-	-	2	-	2	1	-	1
Staff retention problems	1	3	1	1	1	2	-	-	-	1	1
Can't afford to recruit high salaried staff	4	1	2	-	3	1	-	-	1	1	-
Older workforce	4	7	1	-	2	2	-	2	1	-	-
Outdated skills	4	5	2	-	3	3	-	2	1	-	1
Lack of hands-on/right experience	4	4	3	3	3	1	1	3	4	4	2
Employees reluctant to train	1	7	2	-	1	2	-	1	-	-	-
Can't keep abreast of fast pace of change	2	4	4	2	1	4	4	2	2	4	2
No suitable training available	2	6	1	2	-	2	-	-	1	1	1
Don't know where to access suitable training	-	3	1	-	-	-	-	1	1	-	-
Cost of training	2	5	8	2	6	3	7	2	1	3	1
Lack of time to train	5	7	10	4	6	6	5	3	3	4	6
Other factors	14	12	6	3	3	5	1	4	8	3	1

Notes: a horizontal dash (-) is used in cases where no underlying factors were cited.

Missing case: one vehicle manufacturer.

b) Number of vehicle manufacturers citing specific underlying factors for each occupational group (max. 6 cases).

Skills in which gaps could occur	Directors/ Snr Mgrs	Manfr. Operations	Tech/Des /Engineering	Purchasing	Stores/ Despatch	Quality	Systems & IT	Sales/ Marketing	Finance/Admin	Human Resources	Training
Staff recruitment problems	-	2	3	-	-	-	-	1	1	-	-
Staff retention problems	-	-	-	-	-	1	-	-	-	1	1
Can't afford to recruit high salaried staff	-	-	-	-	-	-	-	-	-	-	-
Older workforce	-	3	1	-	1	1	-	-	1	-	-
Outdated skills	-	1	-	-	1	1	-	-	-	-	2
Lack of hands-on/right experience	1	-	1	1	1	-	-	1	2	1	2
Employees reluctant to train	-	3	1	-	1	-	-	-	-	-	-
Can't keep abreast of fast pace of change	-	1	-	1	-	1	-	-	1	2	-
No suitable training available	1	1	1	1	-	1	-	-	1	-	-
Don't know where to access suitable training	-	-	1	-	-	-	-	1	1	-	-
Cost of training	-	1	4	-	2	1	4	-	-	1	1
Lack of time to train	2	3	4	2	2	4	4	1	2	3	4
Other factors	4	3	1	1	-	2	-	1	3	1	-

Note: a horizontal dash (-) is used in cases where no underlying factors were cited.

c) Number of 1st tiers citing specific underlying factors for each occupational group (max. 11 cases).

Skills in which gaps could occur	Directors/ Snr Mgrs	Manfr. Operations	Tech/Des /Engineering	Purchasing	Stores/ Despatch	Quality	Systems & IT	Sales/ Marketing	Finance/Admin	Human Resources	Training
Staff recruitment problems	-	3	2	-	-	-	-	1	-	-	1
Staff retention problems	-	2	1	1	1	1	-	-	-	-	-
Can't afford to recruit high salaried staff	1	-	-	-	1	-	-	-	-	1	-
Older workforce	-	2	-	-	-	1	-	1	-	-	-
Outdated skills	1	2	1	-	1	1	-	1	-	-	-
Lack of hands-on/right experience	2	2	-	1	2	1	1	2	2	2	-
Employees reluctant to train	-	2	1	-	-	-	-	-	-	-	-
Can't keep abreast of fast pace of change	1	2	4	1	1	2	2	1	1	2	2
No suitable training available	1	4	-	1	-	1	-	-	-	1	1
Don't know where to access suitable training	-	1	-	-	-	-	-	-	-	-	-
Cost of training	-	3	3	1	3	1	2	1	1	1	-
Lack of time to train	1	2	3	1	2	-	-	1	-	-	1
Other factors	7	4	2	1	2	2	1	2	3	2	-

Note: a horizontal dash (-) is used in cases where no underlying factors were cited.

d) Number of SMEs citing specific underlying factors for each occupational group (max. 7 cases).

Skills in which gaps could occur	Directors/ Snr Mgrs	Manfr. Operations	Tech/Des /Engineering	Purchasing	Stores/ Despatch	Quality	Systems & IT	Sales/ Marketing	Finance/Admin	Human Resources	Training
Staff recruitment problems	1	1	2	-	-	2	-	-	-	-	-
Staff retention problems	1	1	-	-	-	-	-	-	-	-	-
Can't afford to recruit high salaried staff	3	1	2	-	2	1	-	-	1	-	-
Older workforce	4	2	-	-	1	-	-	1	-	-	-
Outdated skills	3	2	1	-	1	1	-	1	1	-	-
Lack of hands-on/right experience	2	2	1	-	-	-	-	-	1	-	-
Employees reluctant to train	1	2	-	-	-	2	-	1	-	-	-
Can't keep abreast of fast pace of change	2	1	-	-	-	1	2	1	1	-	-
No suitable training available	-	1	-	-	-	-	-	-	-	-	-
Don't know where to access suitable training	-	2	-	-	-	-	-	-	-	-	-
Cost of training	2	1	1	1	1	1	1	1	-	1	-
Lack of time to train	2	2	3	1	2	2	1	1	1	1	1
Other factors	3	4	3	1	1	1	1	1	2	-	-

Note: a horizontal dash (-) is used in cases where no underlying factors were cited.

**e) Other underlying factors mentioned by vehicle manufacturers,
1st tiers and SMEs (refer to tables a – d above).**

Other skill gaps in each occupational group	Number of firms		
	Vehicle Manfrs	1st tiers	SMEs
Directors and senior managers:			
Exposure to other businesses/organisations is limited	1	-	-
The marketplace is geared to courses, but we are geared to performance management	1	-	-
People are in positions that they are not trained for	1	-	-
We are a young company and we have not had to concentrate on our group's continuous improvement way before	1		
Evolutions in legislation	1	-	-
Complexity of the business	1	-	-
The market equation and having to deal with what we are currently going through	1	-	-
Capacity to change	-	1	-
People don't concentrate on how they deliver the messages, need soft skills not mechanical/too dictatorial	-	3	-
Mixing of an ex-pat workforce with our own	-	1	-
Cultural/historical [legacy] of the organisation	-	1	1
Moving more to sales and distribution	-	1	-
The division between the business unit and the operations team	-	1	-
The pressure we are under, so we are just fire-fighting, and are not delegating	-	1	-
Moving from a focus on the shopfloor to the organisation as a whole	-	1	-
Managing Director nearing retirement, so there is a succession issue	-	-	1
We need to think smarter	-	-	1
Manufacturing Operations:			
People don't learn about continuous improvement at school	1	-	-
Moved from project work to cell working, so different skills are required	-	1	-
Need to train some people in instructional techniques so they can train others	-	1	-
It is a trust issue because people think they will lose their jobs if they set/changeover faster	-	1	-
People don't believe the plant would shut, issue is how we communicate that message	-	1	-
Increasing expectations of the customer	-	1	-
The company is focused on growth not people development	-	1	-
It is difficult to find time to keep the 5 'S' lean/quality system going	-	-	1
Men can't multi-task	-	-	1
There are useless graduates in the labour pool	-	-	1
People do A levels rather than vocational training	-	-	1

Continue next page

e) Other underlying factors mentioned by vehicle manufacturers, 1st tiers and SMEs (refer to tables a – d above).

Other skill gaps in each occupational group	Number of firms		
	Vehicle Manfrs	1st tiers	SMEs
People are not educated in engineering at school. We need to put people into schools to teach this	-	-	1
There is a shortage of people in the labour pool	1	-	-
We need to continually upgrade people	-	-	1
The local technical college (West Notts) does not work with employers	-	-	1
Technical, Design and Engineering:			
Getting Government funding for the training we want to do for Production people into Maintenance is a problem because it depends on the age of trainees (under 25)	1	-	-
We need to break the culture of 'this is they way we do things here'	-	1	-
The roles are not clear, expectations are not high enough	-	1	-
Males are not very 5 'S' orientated	-	-	1
The next generation of trained engineers is not appearing	-	-	1
Need to bring in some apprentices so they will be able to replace Maintenance when they retire	-	-	1
Purchasing:			
Managers don't know enough about IT to have awareness of what company needs/they need to know	1	-	-
Changing market conditions	-	1	-
We are trying to improve the skills of our existing person, rather than recruit someone	-	-	1
Receivals, Stores and Despatch, Supply Chain Logistics:			
Increased customer expectations	-	1	-
They need to understand what is required to provide good customer service, e.g. right time, in full, right quality	-	1	-
We need a new IT system, issue is how people would adapt to it	-	-	1
Quality:			
Our changed expectations of quality engineers re being proactive, analysing, making suggestions etc	1	-	-
People are mobile so we are losing skilled people	1	-	-
People don't learn about technical skills re quality at university	1	-	-

Continue next page

e) Other underlying factors mentioned by vehicle manufacturers, 1st tiers and SMEs (refer to tables a – d above).

Other skill gaps in each occupational group	Number of firms		
	Vehicle Manfrs	1st tiers	SMEs
There is a gap in the numbers who have done apprenticeships	1	-	-
Having less employees and more automation creates a different quality management process	-	1	-
Firms that people have come from have done things differently from us	-	1	-
Males are not very 5 'S' orientated	-	-	1
Systems and IT:			
We have not recently recruited to meet our current requirements	-	1	--
Issue about how we would adapt to a new IT system	-	-	1
Sales and Marketing:			
The person who did import/export has left and others know less about this	1	-	-
Conflict between operations and sales/marketing re agreeing the price: organisational problem	-	1	-
More sophisticated customer base	-	1	--
Success is contingent on other new systems being successful	-	-	1
Introduction of new legislation	1	-	1
Lost a skilled person, replacement is in training	1	1	-
Skill gaps in leadership/communication are a cultural issue	1	1	-
We introduced new systems	-	1	-
There is a spotlight on cost control	-	1	-
We are struggling to find people to do things because we are so lean	-	-	1
Human Resources:			
Introduction of new legislation, especially re employment	1	-	-
No longer just 'hire and fire': now right hand man to the Plant Manager, must challenge their methods	-	1	-
Lack of formal qualifications	-	1	-
Training:			
No additional factors	-	-	-

Note: some firms mentioned multiple gaps.

Appendix 8: The distinction between leadership skills and management skills.

Leadership skills	Management skills
Vehicle manufacturers: The values and culture and how we want the company to be in the future. Doing the right things. Is about people.	About day to day tasks people have to do, allocation of tasks, command and control, doing things right It works through management, which is about processes
A leader understands what's going on internally and knows what to do to get the best out of them. Gives strategic direction, planning, is innovative and challenges them to be innovative.	Management skills have day to day transactional relevance
With leadership skills the manager needs both hands on and knowledge as well, as they have moved off the day to day still hands on, working on the factory floor, running of the factory and systems	Leadership and management skills are very similar re admin and management. shopfloor and are organising the At shopfloor level management skills are
Are broader than management skills, are about motivating and encouraging people and managing the resources they have to get a job done, inspiring, identifying talent and developing that talent.	Management skills – involve technical ability of people to run the functions they are responsible for
Leadership skills – the ability to direct your people in the way of the business and [our continuous improvement way which involves respect for people], to work to high standards and remain motivated etc e.g at team leader level. <i>[The sixth vehicle manufacturer provided no definition but did speak about 'emotional intelligence' in relation to leadership skills]</i>	Are about dealing with the process you're involved with, dealing with improvements as they are needed, managing people
1st tiers: Rises to the fore, more people oriented. To be a good leader you must get people behind you.	Decision making.
Setting the vision for the organisation and influencing the culture for the whole organisation, and is more difficult to achieve.	Is managing skills like resources, department interfacing techniques, processes, inter-personal skills to do that
Trying to win the hearts and minds of people, to understand why things have to be done and responding to these things.	Managing resources efficiently to get things done
For team leaders and supervisors i.e. line managers have leadership to put in the discipline, making improvements, getting components out on time, making manpower flexible.	Management skills = managing the company, oversee things, do projects, same goal at a higher level

Continue next page

Appendix 8: The distinction between leadership skills and management skills.

Leadership skills	Management skills
Vehicle manufacturers:	
Ability to move the plant productively forward to meet its challenges, demonstrating that in a clear and visible way to the rest of the plant.	Ability to run the plant on a day to day basis
Providing direction and making people move in that direction.	More day to day management of task or person or objective
You can be an effective leader and this can get you through any changes. You can get the bits out of the doors and be able to get people to do that and have strong motivational skills.	A leader can drive change. Management skills involve a more rounded individual
Are more day to day, organising a team, being able to organise the day's requirements.	Involve thinking ahead, getting down to the bare bones of it, anticipating future requirements.
Showing employees what to do, monitoring this, helping them to do it. Leadership is the doing part.	Are core, are making sure everything is happening in employees. Managing overall training and workflow within the department
You have a group of employees who can relate to you so you can get clear direction of what their responsibilities are on a day to day basis.	Management of the workforce from a business environment point of view. By leading the business you get an output, management clarifies/queries what you are getting from that output
SMEs:	
Being accessible not remote, everything that management isn't, listen to people, 'how can I help you to do the job better?'	Generally lacks leadership skills. This bedevils British industry. They just tell people what to do
(e.g. team leaders) Need to have self discipline. Leaders have clearly defined goals, working to maximum efficiency. Very hands-on. First hand supervision of the work in hand.	Will look at the task strategically. Management issues = more on strategy, not related to work in hand but outside of this
People factor things, motivating, touchy feely skills.	Tools and techniques, budgets, reporting methods, information gathering and disseminating, project management
Setting policies and strategies and nominating actions necessary to meet shareholders and company's requirements.	Managing teams below that to deliver the company's policy and mission statement.
Is about motivation.	Management skills are putting the right building blocks in place
The way we want to drive the business.	How we operate the business on a day to day basis
Role in promoting innovation in the company, are the change agent. Setting the standards you want people to follow in trying to drive the company forward.	In accordance with the standards and procedures that the leadership has dictated

Note: responses are shaded yellow which show a mix-up in their appreciation of the distinction between these skills, mainly because they focus on leadership at team level.

Appendix 9: Key business objectives.

Specific objects	Number of firms			TOTAL
	Vehicle manufacturers	1st tiers	SMEs	
Increase turnover/growth	2	2	3	7
To stay in business/earn money	-	2	2	4
Sales stabilisation/maintain the customer base/sustainability	1	2	-	3
Improve profitability/be profitable	2	4	3	9
Reduce our costs	2	4	-	6
To have the best team/develop our people	2	1	1	4
That our people are as well paid as possible	-	-	2	2
Improve Health and Safety/ensure a safe working environment	1	1	2	4
Meet our delivery schedules [through right process/right first time]	1	1	-	2
Improve our efficiency	1	-	-	1
Increase productivity	1	1	-	2
Product innovation	1	-	-	1
Technical improvements through new technology	-	-	2	2
Vehicle safety	1	-	-	1
Best in class/high quality products/components	2	1	2	5
Continuous quality improvement	1	2	-	3
Meet customer requirements/customer satisfaction	1	3	-	4
Understand the market equation	1	-	-	1
Grow market share/win new business	1	4	1	6
To break into new markets/diversify	-	1	-	1
To be worldwide competitive	-	1	-	1

Cases: 5 vehicle manufacturers, 11 1st tiers, 7 SMEs (missing 2 vehicle manufacturers). Note: multiple responses were possible.

Appendix 10: The extent that leadership development and management development presented challenges for the company.

Issues for leadership development and management development	Number of firms				
		VMs	1st tiers	SMEs	ALL
Issues related to lack of time and resources:	ALL:	3	4	1	8
Lack of time for leadership development/management development/we are so lean/firefighting		2	2	-	4
Lack of sufficient resources/cover to implement any development		1	2	-	3
Lack of funds to do any development is an issue		1	1	-	3
We would need to get more business so can recruit more management		-	1	-	1
We are growing the business, but have not increased our numbers		-	2	-	2
We need to focus on this/need to prioritise this		3	2	-	2
We have other priorities			1	-	1
Cultural, attitudinal and methodological issues:	ALL:	2	2	2	6
We need our leadership to change [their methods/approach]/accept that they need to change		1	2	1	4
Our managers are well developed, but issues are due to their personalities		-	1	-	1
We need them to have better communication skills etc		-	1	1	2
Older managers need to change/understand the need for change		-	-	1	1
Need them to balance stretched targets with achievable outputs/better planning		1	-	1	2
We are studying 'emotional intelligence'		1			1
Issues for commencing a development programme/training:	ALL:	3	2	3	8
Need an appraisal system to identify where/how to improve		1	-	-	1
Intend to establish our own development centre, not yet started		2	-	-	2
Issue of succession planning – development an issue		1	-	1	2
The development of leaders to operate within an international context is not easy		1	-	-	1
The Board needs to have a strategy for management development to implement it		-	1	-	1
Older managers need new skills				1	1
Our managers lack professional skills/have done no management training		-	-	1	1
We need to do team leader training to get better ones working in cells		-	-	1	1
It is difficult for us because it conflicts with interests of our overseas ownership		-	1	-	1
We need to spot talent early and develop people quickly		-	1	-	1
Professional skills acquisition under way:	ALL:	3	2	1	6
We have individual manager(s) studying for management degrees though no development programme currently		-	1	-	1
We are encouraging and enabling our leadership group to study/train internally through consultants/commercial providers and/or externally		2	1	1	4
Already identified development need and managers and staff are going through a development programme, including at our own training centres		1	-	-	1

Cases: 6 vehicle manufacturers, 10 1st tiers, 6 SMEs.

Note: multiple responses were possible.

Appendix 11: Priorities for addressing current and evolving skill needs.

Priorities for addressing skill needs VMs	Number of firms				
		1st tiers	SMEs	ALL	
a) CURRENT PRIORITIES (and if ongoing priority = shown in bold italic)					
Leadership development:	ALL:	3	4	1	8
Leadership development at all levels		2	1	1	4
Leadership development of supervisors, junior/line managers (anywhere)		1	1	-	2
Supervisory/line manager/team leader development on the shopfloor		-	2	-	2
Basic skills:	ALL:	1	1	-	2
Literacy, numeracy for whole workforce		1	-	-	1
Better basic skills (literacy, numeracy, communication) for Manufacturing Operators		-	1	-	1
IT skills:	ALL:	1	2	2	5
[Better] IT skills for whole workforce		1	-	2	3
Possible employment of mature women for electronics operations: IT skill issue		-	1	-	1
Skills/training in the use of the company's new software system		-	1	-	1
Improvements to our Information Management System		-	-	1	1
Process skills:	ALL:	3	4	2	9
Apprenticeships		1	-	-	1
Raising skills in Manufacturing Operators re operative/process skills		2	3	-	5
New process skills		-	1	-	1
NVQs in production		-	1	-	1
Better skills in welding and tube manipulation		-	1	-	1
To find and recruit good skilled operators		-	-	1	1
Establish training centre in-house for cold forging and internal technology transfer of this expertise		-	-	1	1
Technological change and innovation (unspecific):	ALL:	3	1	-	4
Training to keep up with [innovation and] technological changes		3	1	-	4
Health and Safety:	ALL:	-	1	-	1
Health and Safety, in response to legislation		-	1	-	1
Engineering and design/product development skills:	ALL:	4	1	1	6
Project management skills		-	1	-	1
Improving the skills and expertise of Maintenance Engineers/Operators		2	-	-	2
Basic mechanical engineering knowledge		-	-	1	1
Digital engineering		1	-	-	1

Appendix 11: Priorities for addressing current and evolving skill needs.

Priorities for addressing skill needs VMs	Number of firms				
		1st tiers	SMEs	ALL	
Lean product development		1	-	-	1
Improved quality and continuous improvement/ cost reduction/waste elimination:	ALL:	4	3	2	9
Train operators to do their own maintenance		-	1	-	1
Developing teamwork to involve people in improvement activities		-	1	-	1
Raising skills in Manufacturing Operators to do own quality control		1	-	-	1
Improving the skills and expertise of Quality Engineers		1	-	-	1
Engage workforce in reducing our production costs		-	1	-	1
Improved quality/[continuous improvement] throughout the company		2	-	-	2
At Senior Manager and Manager level, skills to implement our group's continuous improvement way of working		1	-	-	1
Lean manufacture		-	-	1	1
Non-production-related waste elimination		-	-	1	1
International knowledge and expertise:	ALL:	2	-	-	2
Understanding of global economics		1	-	-	1
Global purchasing		1	-	-	1
Marketing, Distribution, Sales and Retail:	ALL:	1	1	1	3
[Up-to-date] Marketing and sales skills		-	1	1	2
Logistics		1	-	-	1
Retail		1	-	-	1
Training and development company-wide:	ALL:	1	1	1	3
Most cost-effective way of delivering production-related and other training		-	1	-	1
General upskilling		-	-	1	1
Increased investment in training and development		1	-	-	1
b) FUTURE PRIORITIES (but if the same as current priorities, see (a) above)					
Leadership development:	ALL:	-	1	-	1
More effective team leadership skills		-	1	-	1
Process skills:	ALL:	1	3	2	6
Apprenticeships/trainees		1	1	1	3
Establish a training cell on shopfloor for leather technology/fitting		-	1	-	1
NVQs for Manufacturing Operators		-	1	-	1

Appendix 11: Priorities for addressing current and evolving skill needs.

Priorities for addressing skill needs VMs	Number of firms				
		1st tiers	SMEs	ALL	
Establish a library of information [on cold forging] and cascade knowledge		-	-	1	1
New/advanced technology:	ALL:	-	1	2	3
Obtain information from MIRA about materials testing and stress calculations		-	-	1	1
Laser technology		-	-	1	1
Increased technological capability		-	1	-	1
Engineering and design/product development:	ALL:	1	2	-	3
Improvement in [graduate] engineering capability		1	1	-	2
Increased design capability re software 3-D modelling & electronic design transfer		-	1	-	1
Improved quality:	ALL:	1	1	1	3
More systematic approach to quality management and development		1	-	-	1
Person to take responsibility for company's attainment of TS 16949		-	1	-	1
ISO quality standard		-	-	1	1
Electronics/IT:	ALL:	-	1	1	2
Electronic communications between customer-supplier		-	1	-	1
Greater use of the internet		-	-	1	1
International knowledge and expertise:	ALL:	-	1	-	1
[Global] purchasing skills		-	1	-	1
Human Resources Management:	ALL:	-	1	-	1
Human Resources Management [succession/recruitment/retraining issue]		-	1	-	1
Training (other):	ALL:	1	1	3	5
Pre-promotional training (i.e. before a recruit is placed in a specific function)		1	-	-	1
Upskilling workforce in general/more training (unspecified)		-	1	2	3
Not sure until results of our training analysis are known		-	-	1	1

Cases: 7 vehicle manufacturers, 11 1st tiers, 7 SMEs.
Note: multiple responses were possible.

Appendix 12: Qualifications Held

Level	Qualification	Subject	No. of employees
Masters degrees and above			
Vehicle manfrs:	No information		
1st tiers:	No information		
SMEs:	No information		
First Degree			
Vehicle manfrs:	BSc/BA	Engineering, management or other	50
?BSc	Engineering		4
1st tiers:	?BSC/BA	Electronics, management, etc	90
BA	Business studies		1
BA	History		1
BA	Economics		1
?BSc	Engineering		180
SMEs:	?BSc	Engineering	2
BSc	Production engineering		2
BSc	Mechanical engineering		2
BSc	Engineering (metallurgy)		1
Other business /technical			
Vehicle manfrs:	HNC	Not specified (?technical/engineering)	11
	HNC	Not specified (?technical/engineering)	50
	HNC	Technical/engineering	5
1st tiers:	BTEC/HNC	Electronics etc	60
Postgraduate diploma	Marketing management		1
SMEs:	CIPS	Purchasing and supply	2
	?	(related to human resources)	1
	HNC	Engineering	5
	HNC	unspecified	5-10
	HND	Engineering	4
	?	Accountancy	1
	AAT level 3	?accountancy	1
	NEB SM	?	
	?	Supervisory management	
	ONC/HNC	?	
	OND/HND	?	
	HND	?	Total 28
	?	Mechanical engineering practice	(1 firm)
	?	Mechanical engineering craft	
Certificate	Engineering craftsmanship		

Appendix 12: Qualifications Held

Level	Qualification	Subject	No. of employees
Masters degrees and above			
	CIPS		
	BTEC	Business Studies	
	GNVQ	Advanced business	
Apprenticeships			
/City & Guilds/			
NVQs			
Vehicle manfrs:	Apprenticeship	IT	1
	Stockton apprenticeship	Technical	3
	Graduate apprenticeship	Engineering	5
	Apprenticeships	(?Shopfloor)	100
	Learning Dept.	Administration	1
	Graduate apprenticeships	?	?
	Apprenticeships	(?shopfloor)	40
1st tiers:	NVQ2	(team leaders)	?
	Apprenticeships		20
SMEs:	City & Guilds	unspecified	2
	City & Guilds	Joinery	1
	Apprenticeships		
/NVQ2	(?shopfloor)	Approx 50	
	NVQ2-3	Customer service, administration	1
	City & Guilds	various	21
	City & Guilds	IT	3
	NVQs	various	8
	?	Quality assurance	2
	?	Technical subjects (unspecified)	2
Other NVQs, excluding apprenticeships			
Vehicle manfrs:	NVQ2 & 3	unspecified	300
1st tiers:	No information		
SMEs:	NVQ1-2		15-20
	various	Manufacturing (various)	30

Appendix 12: Qualifications Held

Level	Qualification	Subject	No. of employees
Masters degrees and above			
Other			
Vehicle manfrs:	Certificate	Fire Marshall	3
	Certificate	Health and Safety	2
	Certificate	First Aid	6
	Certificate	NVQ Assessors	1
1st tiers:	No information		
SMEs:	Certificate	Basic computing	20
	?	Basic skills (LearnDirect)	20
	?	Networking	1
	Certificate	Fork lift truck driving	30
	Certificate	First Aid	6
	?	Coded welders	12
	?	Non destructive examination techniques	?

Cases: 3 vehicle manufacturers, 4 1st tiers, 7 SMEs.

Virtually no information on qualifications held was supplied by the vehicle manufacturers. Three supplied a few sketchy and incomplete details.

One vehicle manufacturer provided no specific details of qualifications held, but stated that 70% of their salaried workforce had a degree – no level or subject specified.

Virtually no information was supplied by the 1st tiers, though 4 firms supplied very sketchy and incomplete details.

Appendix 13: Qualifications in course of study

Level	Qualification	Subject	No. of employees
Doctorates			
Vehicle manfrs:	No information		
1st tiers:	PhD	Quality management	1
SMEs:	No information		
Masters			
Vehicle manfrs:	MSc	Engineering	1
	MBA	Business administration	1+
1st tiers:	MBA	Business administration	4
	MSc	Engineering	?
	MSc	Engineering	4
	OtherSMEs:	No information	
First degrees			
Vehicle manfrs:	BSc	Engineering	1
	BA	Engineering related (unspecified)	1
1st tiers:	?BA	Management	1
	?BSc	Electronics	1
	?BA	Human Resource Management	1
	?BSc	Design Engineering	1
	?BSc	Quality [Management]	1
SMEs:	?BSc	Engineering	1
Other business			
/technical			
Vehicle manfrs:	CIPS	Purchasing and supply	4
	ACCA	Accounts	1
	EDM	Technical	3
	HNC	Business	5
	CIMA	Finance	?
	IMechE	Engineering	?
	CIPD	Personnel and development	3+
	HNC	Unspecified (?technical/engineering)	10
1st tiers:	IOSH	Health and Safety management	
	1		
	CIPS	Purchasing and supply	1
	?	Accountancy	2
	BTEC/HNC	Electronics/production engineering	3

Appendix 13: Qualifications in course of study

Level	Qualification	Subject	No. of employees
Doctorates			
CIPD	Personnel and development	1	
	HND	Quality	?
	HND	(Manufacturing)	3
	IQA	Quality engineering	1
	?	Project management	1
	ONC	Engineering	2
	CIMA	Finance/accounts	4
	Diploma	Logistics (stores & supply chain mgt)	4
	Diploma	Payroll (administration)	1
	Diploma	Design engineering	1
SMEs:	?	Management accountancy	1
	ONC	?	2
	Diploma	Business management	1
	Certificate	Business management	1
	?AAT level 4	Accounting techniques	1
Apprenticeships/City & Guilds/NVQs			
Vehicle manfrs:	Modern		
	Apprenticeships		40 – 60 a year
	Apprenticeships		10
	Apprenticeships		
	/NVQ3	Engineering maintenance	98
	Graduate apprenticeships		20 a year
	Apprenticeships		6
	Adult apprenticeships		8
	Young people's apprenticeships		5
1st tiers:	Apprenticeship	Electrical engineering	1
	Apprenticeships		5
	Modern Apprenticeship		7
	Apprenticeships	Mechanical engineering	2
	Apprenticeships	Electrical apprenticeships	1
SMEs:	Modern Apprenticeship		7

Appendix 13: Qualifications in course of study

Level	Qualification	Subject	No. of employees
Doctorates			
	NVQ2	Lean manufacture	45
	NVQ2 & 3	unspecified	30
	NVQ3	Business administration	7
	NVQ2	Warehousing	6-8
	NVQ2	Manufacturing operations	30
	NVQ4 (=HNC)	Technical engineering	4
1st tiers:	NVQ3	(Team leaders)	10
	NVQ	Electronics	1-2
	City & Guilds	Electrical maintenance	?
	NVQ2	Pilot programme for supervisors	10
SMEs:	NVQs	(shopfloor)	22
	NVQs	Customer care	4
Other			
Vehicle manfrs:	No information		
1st tiers:	No information		
SMEs:	?	European Computer Driving Licence	1
	Certificate	First Aid	1

Cases: 6 vehicle manufacturers, 8 1st tiers, 7 SMEs.

None of the vehicle manufacturers provided any complete data. Six provided sketchy and incomplete details. One supplied no information at all.

Four of the 1st tiers supplied no information, the remaining 8 supplied very sketchy and incomplete details.

**Appendix 14: Current training and workforce development –
breakdown by occupational group.**

a) General: any or all occupations

Key: tp training provider ctp commercial training provider manfr. manufacturing equipt. equipment f2f face to face
 FLT fork lift truck mgt. management dev development pp per person
 FMEA failure mode effect analysis

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	All office functions: ongoing dev programme e.g. communications.	Commercial tp. Consultant. Own staff.	Not specified.	At tp's training centre. Hotel/commercial conference venue. In workplace, f2f in work time.	In-house training for combined office functions at plant's training centre.	
Vehicle manufacturer	Leadership development	Not specified			Probably for any manager, supervisor, team leader	
Vehicle manufacturer	Soft skills e.g. interpersonal, leadership, team building, self Technical courses.	FE Colleges/HE Government agency Centre.	UCE, B'ham. Dudley College. Technology Innovation what studied where. awareness. Matthew Boulton College	Not specified	Short courses. Not precise details given so uncertain NE Worcs College.	
Vehicle manufacturer	Business courses (occupations not specified)	FE College NE Worcester College. Matthew Boulton, Birmingham	Not specified.			
Vehicle manufacturer	Various	Group staff	Other UK plants or from group head office's	In workplace, f2f in work time university, USA	Run programmes for 1 – 2 weeks.	
Vehicle manufacturer	800 e-learning courses, all topics inc languages /business	Via E-learning	Own group head office's university, USA	E-learning in work time or own time.	Also available to suppliers /customers.	
1st tier powertrain	Group's dev prog: for a range of occupations including: engineering, accounts, HR, production mgt	Own staff	Own group's European division	At hotel/commercial conference venue	All group's plants in Europe. An assessment centre based programme to identify direction for 2-4 people a yr. with potential	£6,000 pp
1st tier exhaust systems	FE training, all occupations, re functions	FE College/HE	Various, mainly Coventry Univ.	At college/ university in own time	Currently 12 people: MSc eng, HND quality, C & G electrical etc year,	£1,200 pp a 2 evenings a week

Continue next page

a) General: any or all occupations

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
1st tier	Time management engines	Own staff training		In workplace, f2f in own time	For supervisors and junior professional staff (2 groups x 6)	Cost: time and materials only
1st tier	NVQ2 for engines	Not specified supervisors		Not specified	Pilot programme for 10 people	
1st tier steering /suspension	IT/software training (various) e.g. Microsoft Outlook, Excel, etc	Commercial tp	MOST	Not specified	Groups of 4 – 10 individuals	Approx £110 pp
1st tier:	Health and Safety steering / suspension	Commercial tp risk assessment	Safe and Sound	Not specified	20 trainees	£750
1st tier: steering /suspension	First Aid	Commercial tp	In-comm	Not specified	6 trainees	£780
SME tube components	NVQs in customer care	FE college. Own staff	Assessed by Dudley College	In workplace, f2f in work time	4 staff (not shopfloor). Co-ordinated by Human Resources	?Free
SME tube components	Lean manufacture	Government agency	Technology Innovation Centre, Birmingham	In workplace, f2f in work time	13 staff and shopfloor	Free
SME tube components	IT (mainly spreadsheet training)	Government agency	Technology Innovation Centre, Birmingham	In workplace, f2f in work time	9 staff (not shopfloor)	Free
SME tube components	Running the IT system	Commercial tp	IMS Ltd	?In workplace, f2f in work time	Staff (various). Winter 2004	£9,000
SME machined and welded	Brilliance programme (own self-managed cultural/team training) fabrications	Own staff		In workplace, f2f in work time	For all the company (approx 111) (see Appendix 17)	

b) Directors and Senior Managers

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Strategic thinking Language training	Consultant	Not given	In workplace, f2f in work/ own time	1 to 1 coaching	Costly
Vehicle manufacturer	French language	FE College + other providers	Solihull College + other providers	n workplace, lf2f in work time. Also externally.	Training by other providers on an ad hoc basis both int/external	
Vehicle manufacturer	Specific to individual needs, e.g. PR coaching, speaking on TV	Own staff. Consultants.	Various.	In workplace, f2f in work time. At hotel/commercial conference venue.		
Vehicle manufacturer	Leadership development.	Not specified development		Not specified		
Vehicle manufacturer	Change mgt.	HE. ?Own staff.	UCE.	Not specified.	Certificate + diploma backs into a UCE MSc.	
Vehicle manufacturer	Management development	Own staff	In-house	To assess skill needs, 3x 2 day group sessions		
Vehicle manufacturer	'People' [skills] courses	?HE. ?other	?UCE	Not specified.	'Soft' skills.	
Vehicle manufacturer	Situational leadership, performance mgt + appraisal systems use	Own staff. ?consultant		In workplace, f2f in work time		
Vehicle manufacturer	Lean principles/ manufacture	Specialist tp /consultant(s)	Professor Dan Jones,Lean Enterprise Inst.	In workplace, f2f in work time	Delivered to the firm's extended leadership team	
Vehicle manufacturer	Targeted selection	?Own staff		In workplace, f2f in work time		
Vehicle manufacturer	Team leader training	Own staff		In workplace, f2f in own time		
Vehicle manufacturer	6 Sigma black belt	?Own staff		?In workplace, f2f in own time		
1st tier powertrain	Leadership dev./ Group's leadership prog. Strategic mgt.	Commercial tp.	Ashridge management coll.	Hotel/commercial conference venue, Surrey	2 people a year, from any managerial positions	£10,000 pp
1st tier powertrain	MBA's	HE	London Business School. Henley Management Coll.	London. Distance/online learning in work/ own time.	For Directors	

Continue next page

b) Directors and Senior Managers

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
1st tier batteries	MBA's	HE. Commercial tp	Aston Univ. At univ. in own time.	Institute of Operational Mgt Online/distance learning at home	Plant Mgr Production Mgr	£12,000: 2 yrs £10,000: 2 yrs
1st tier batteries	Productivity improvement	Government supported agency and NVQ	Industry Forum	In workplace, f2f in work time	For production mgt. and shopfloor	£20,000 per programme e.g. 10 people x 2 weeks
1st tier interior trim /fitting	Leadership skills	Government agency	[Government skills agency] Uncertain	At the training provider's own training centre	For the production line manager	
1st tier wiring harnesses	IT/software	Software provider	Exel	At tp's shared training centre, Bermuda Park, Nuneaton, + in work place f2f in work time	For mgrs in engineering, purchasing, accounts, sales, manfr, stores. Will then cascade to workforce	£175 pp external, £650 a day consultancy in-house
1st tier wiring harnesses	Supervisory skills, e.g. dealing with unacceptable behaviour	Commercial tp	Skillspath	Seminar at a Birmingham or Nottingham hotel	For 2 first time managers, production mgr and supervisor	£100 pp a day
1st tier engines	Employment legislation	Trade association and own staff	Engineering Employers Federation	In workplace, f2f in work time	For 50 managers	
1st tier engines	Consultation skills	Trade association	Engineering Employers Federation, Leamington Spa	At provider's training centre, Leamington Spa	For 12 line managers, employee reps and HR staff	
1st tier electronics	Degree in management	Not specified		Not specified	Production mgr	
1st tier: steering /suspension	Management skills	FE college provider	STC (Sandwell College)	Not specified	4 trainees	£2,800
SME injection moulder	Diploma in business mgt.	?Commercial tp	RDI.	Online/distance learning, in own time (at home)	Technical Director	Nil
SME injection moulder	Business mgt certificate	Government Agency	LearnDirect	Online/distance learning, in own time (at home)	Commercial Director	£400
SME injection moulder	IT (Excel)	Commercial tp	Pitman, Derby	At tp's training centre, Derby	Production Manager	£2,000
SME machined/welded fabrications	IT training	Commercial tp ?Govt agency	Centre for tech'gy & excellence, Edwinstowe,Notts	At tp's training centre	Managing Director and 1 shopfloor	5 free days + 1 day at £45
SME sheet metalwork	Training on Trumpf prod. machinery	Equipment supplier	Trumpf, Luton, Beds.	?At equipment supplier's training centre	Part of purchase package, for Manfr. Mgt	£2,000 + accommodation and subsistence

c) Manufacturing Operations

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Technical: process related, manfr./ engineering skills	Commercial tp FE College Own staff Equipt supplier	Unspecified. Sutton Coldfield. City College, Coventry	At tp's centre. In workplace/ college in work /own time.	Mainly at college.	Varies (not given)
Vehicle manufacturer	FLT driving	Commercial tp	Unspecified.	In workplace, f2f in work time.		
Vehicle manufacturer	Modern Apprenticeships	FE/HE College. Own staff	Worcester College of Technology	College 1 day pw, rest In workplace, f2f in work time by own staff	At college, in work time.	Free
Vehicle manufacturer	Hydraulics & pneumatics	FE College Equipt suppliers	Bromsgrove FE College. Unspecified.	At college, in own time. In workplace, f2f in work time.		£375 pp for 10 weeks. Free.
Vehicle manufacturer	First Aid	Specialist tp	St Johns	At tp's own training centre		£90 pp x 1 day
Vehicle manufacturer	Fire Marshall	Commercial tp	Hereford Group Training	At tp's own training centre		£79 pp
Vehicle manufacturer	Adult training NVQs	FE/HE College. Own staff.	Worcester College of Technology	In workplace, f2f in work time	Monitored by Worcester Coll.	Free
Vehicle manufacturer	Team leadership/ Mgt skills for supervisors	Independent consultant	Unnamed	In workplace, f2f in work time		
Vehicle manufacturer	Process/job specific training for shopfloor + supervisors	Own staff	Own plant's training school	At own training school in work time	Training school provides job specific training only	
Vehicle manufacturer	Basic skills	Government agency	Coventry & Warwickshire LSC	In workplace, f2f in work time		
Vehicle manufacturer	Technical training?	Government agency	Skills4Auto	Not specified: ?In workplace, work time	For charge hands	
Vehicle manufacturer	Process training	Own staff		In workplace, f2f in work time.		
Vehicle manufacturer	Lean NVQ2				Applying lean principles	
Vehicle manufacturer	NVQ2 for managers	FE College	Dudley College		College is part of the Skills4Auto collegiate.	
Vehicle manufacturer	Team leader training (for shopfloor team leaders	Commercial tp.	LMR	In workplace, f2f in work time.		

Continue next page

c) Manufacturing Operations

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle	Lean manufacture manufacturer	Not specified		Not specified		
Vehicle manufacturer	6 Sigma black belt (team leaders); yellow (operators)	Own staff		In workplace, f2f in work time.		
Vehicle manufacturer	Health and safety	?Own staff. ?FE College	?Hinckley & North Warwick College	In workplace, f2f in work time.		
Vehicle manufacturer	FLT driving	?FE College	?Hinckley & North Warwick College	?In workplace, f2f in work time.		
1st tier interior trim /fitting	Leadership skills	Government agency	Chamber of Commerce, Northampton	At the Chamber of Commerce	For one line leader, shopfloor	£200
1st tier batteries	Productivity improvement and NVQ	Government supported agency	Industry Forum	In workplace, f2f in work time	For shopfloor and production mgt. 10 people x 2 weeks	£20,000 per programme e.g.
1st tier powertrain	Modern Apprenticeships	Trade association FE College	Engineering Employers Federation. Sutton Coldfield College	At EEF training centre (1st year) then in workplace, f2f in work time re NVQ qualifications	Day release	
1st tier powertrain	Technical training e.g. rubber	Group's own staff		Own group's international college of engineering	For production or engineering employees	
1st tier seating	Performing manfr operations (new entrants)	Commercial tp.	ASSA.	In workplace, f2f in work/ own time.	130 trained + 30 current trainees.	Free. Grant from LSC.
1st tier seating	NVQ in business improvement techniques (grade 2 operators)	Commercial tp.	ASSA.	In workplace, f2f in work/	23 trained + 20 current trainees. own time.	Free. Grant from LSC.
1st tier batteries	NVQ support (including team leader training and ?apprenticeships)	FE College	Sutton Coldfield College. City of B'ham Coll.	In workplace, f2f in work time.	LSC grant	Free

Continue next page

c) Manufacturing Operations

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
1st tier seating	Leadership (Institute of Leadership Management qualification)	Government agency/ commercial tp.	A LearnDirect course co-ordinated by ASSA	In workplace, f2f in work/ own time.	12 trainees, ongoing. For grade 1 and 1st line mgt Production, Materials, Quality and Maintenance staff	£230 admin fee per candidate, rest funded by LSC.
1st tier wiring harnesses	First Aid	Commercial tp	Skillbase Training	At Trinity Marina (commercial venue)	For 1 manfr supervisor and 1 operator	£40
1st tier electronics	Soldering. Electrostatic damage (ESD).	Trade association /own staff	IPC materials, delivered by own staff	In workplace, in work time using distance learning materials of the IPC (CDs, DVDs)	IPC = the Printed Circuit Assn, USA. Courses for 250 on shopfloor, rework, dev + Quality Ass'ance	IPC learning materials cost £3,000 a year (these + other courses)
1st tier	Manual handling electronics	Own staff		In workplace, f2f in work time	For 250 on shopfloor, design, Quality Ass.	
1st tier interior trim /fitting	Apprenticeship	FE College	Tresham College, Corby	At the college in work time, + in the workplace, f2f in work time	One apprentice	Free
1st tier: interior trim/fitting	Fitting (interiors/seats)	Own staff		In workplace, f2f in work time	Ongoing training	
1st tier exhaust systems and fuel tanks	Tube manipulation (bender training) on operational machinery	Own staff		In workplace, f2f in work time	15 completed this year, another 15 still to train	£13 pp per hour
1st tier wiring harnesses	Electronics: electro-technical installation course	FE college	A Birmingham FE college (unidentified)	At college, in own time	1 shopfloor operator	Paying for himself
1st tier exhaust systems and fuel tanks	Welding	Commercial tp. Specialist gas supplier/tp	MGTS, Coventry. BOC, Wolverhampton	At MGTS' training centre, also in workplace, f2f in work time. At BOC's welding training school, in work time	40 welders currently, another 130 still to train.	£500 pp for a 3 – 5 day course. £500 pp for a 3 – 5 day course
1st tier glazing	SAP, software production tracking system	Software supplier	SAP	In workplace, f2f in work time	Delivered to 150 shopfloor and logistics	

Continue next page

c) Manufacturing Operations

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
1st tier: steering and suspension components	Powerpack cylinder appreciation	Commercial tp or equipment supplier	Flangecombe Ltd	Not specified	12 trainees	£1,000
1st tier: steering and suspension components	Training on new machines	?Equipment suppliers	Not specified	Not specified	28 trainees	£15,000 approx.
SME discs for gearboxes	European Computer Driving Licence	FE College/HE	Fullwood Learning Centre (West Notts Tech)	At college's training centre	1 trainee. Open learning programme: help, not taught course	Free
SME tube components	Various job specific training e.g. Health and Safety, forklift truck driving	Various	Not specified	In workplace, f2f in work time		
SME tube components	Lean manufacture	Government agency	Technology Innovation Centre, Birmingham	In workplace, f2f in work time	13 staff and shopfloor, 0.5 days a week	Free
SME: injection moulder	Health and Safety	Government agency	LearnDirect	?In workplace, f2f in work time	?and other occupations	
SME prototype and sheet metalwork	Job specific and skill specific training	Own staff		In workplace, f2f in work time	Cascaded to all workforce	
SME:	Team leader prototype / sheet metalwork	FE College training	Sutton Coldfield College	At college, in work/own time	2 shopfloor	£850 for a 1 year course
SME discs for gearboxes	IT training	Commercial tp ?Govt agency	Centre for tech'gy & excellence, Edwinstowe, Notts	At tp's training centre	Director and 1 shopfloor	5 free days + 1 day at £45
SME	Advanced forgings	FE College mechanical engineering apprenticeship	Not specified	At FE college, by day release.	First year – 1 3rd year – 3	
SME forgings	Job specific training	Own staff		In workplace, f2f in worktime		
SME machined/welded fabrications	Foundation course on using prod. machinery	FE College. Specialist tp	Sheffield College. Brimsworth Training Centre.	At college, Sheffield	Apprenticeship training. 6 operators	
SME machined/welded fabrications	Job specific training on machinery	Own staff or equipment suppliers		In workplace, f2f in work time, or locations of equipment suppliers	Approx 25 operators	

d) Technical, Engineering and Design, including Maintenance

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	3-D software	Software modelling (CAD)	Unspecified supplier	In workplace, f2f in work time		Free
Vehicle manufacturer	Technical training	FE colleges. Own group's training provision e.g. City College, Coventry.	Group training facilities in Europe	In workplace, f2f in work/ own time. Online/distance learning.	Includes evening study.	
Vehicle manufacturer	Technical + process training. Problem solving. Interpersonal. Team working.	Commercial tp. FE College/HE. Consultants. Own staff. Equipt provider. Govt supported agency.	PMI and other ctp. Univ of Warwick. Coventry Univ. City College, Coventry. Industry Forum.	In workplace, f2f in work/ own time. At college/ univ in work/ own time. Online/ distance learning.	PMI and University of Warwick are key providers. Online/distance learning done via Coventry Univ and City College.	Not specified.
Vehicle manufacturer	Technical /engineering	FE College. Own staff.	Burton college.	In workplace, f2f in work time.		
Vehicle manufacturer	Technical /engineering	Government agency	Technology Innovation Centre, B'ham	Not specified		
Vehicle manufacturer	CAD enhancement. Hydraulics. Process systems. Technical skills. Leadership skills. Mgt skills.	Own staff. Commercial tp. HE.	Rand (ctp). Univs of Loughborough, Leicester, De Montfort, Coventry, Warwick, Harper Adams	In workplace, f2f in work time.	Due to lack of precise details given, uncertain what studied where.	
1st tier: steering and suspension components	Toyota Production System	Own staff, based UK		Not specified	30 trainees (?also from other occupations)	£1,800

Continue next page

d) Technical, Engineering and Design, including Maintenance

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
1st tier: steering and suspension components	Operational techniques: Chiron, Index, Hessapp	Machine suppliers Chiron, Index, Hessapp, all in Germany		Not specified	Groups of 4 – 6 trainees for each operation	£4,000 – £6,000 each course
1st tier exhaust systems	FE training, all occupations, re functions	FE College/HE	Various, mainly Coventry Univ.	At college/ university in own time	Currently 12 people: MSc eng, HND quality, C & G electrical etc	£1,200 pp a year, 2 evenings a week
1st tier powertrain	Courses/degrees in engineering	FE College/HE	Various univs e.g. Coventry, Warwick	At college/ univ in work/ own time.	16 currently. By day release or night class	
1st tier powertrain	Technical training e.g. rubber	Group's own staff		Own group's international college of engineering	For production or engineering employees	
1st tier seating	Leadership (Institute of Leadership Management qualification)	Government agency/ commercial tp. A LearnDirect course co-ordinated by ASSA	In workplace,	f2f in work/ own time.	12 trainees. For grade 1, 1st line mgt: Prod'n, Materials, Quality and Maintenance.	£230 admin fee per candidate, rest funded by LSC.
1st tier seating	Diploma in design engineering	HE	Derby Univ.	Derby Univ in work/own time.	One person.	£1,500
1st tier seating	Degree in design engineering	HE	Derby Univ.		One person.	£2,500
1st tier	Communication electronics	Commercial tp skills e.g. re customers	Not specified	Hotel	25 people in development and sales mgt	£800
1st tier electronics	Soldering. Electrostatic damage (ESD).	Trade association /own staff	IPC materials, delivered by own staff	In workplace, in work time using distance learning materials of the IPC (CDs, DVDs)	IPC = the Printed Circuit Assn, USA. Courses for 250 on shopfloor, rework, dev + Quality Ass'ance	IPC learning materials cost £3,000 a year (these + other courses)

Continue next page

d) Technical, Engineering and Design, including Maintenance

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
1st tier electronics	Manual handling	Own staff		In workplace, f2f in work time	For 250 on shopfloor, Design, Quality Assurance	
1st tier electronics	Degree in electronics	?HE	Not specified		One engineer	
1st tier engines	Project management training	Commercial tp	Not specified	In workplace, f2f in work time	For 7 engineers	Varies. Approx £3,000 for a 2 day event
1st tier engines	Technical training (various) e.g. Indimasta (software), Pro-E, Advanced Visual Basics	Commercial tps and software suppliers	Various	In workplace, f2f in work time	For engineers	Cost varies, approx £600 – £800 a day for a trainer
1st tier: steering and suspension components	FMEA	Commercial tp	Iquentis (Ford)	Not specified	12 trainees inc. from Quality	£3,600
SME tube components	Degree in engineering	FE College	Sandwell College	At college, in work/own time	1 individual, 0.5 – 1 day a week Sponsored by company	
SME tube components	ONC	FE College	Sandwell College	At college, in work/own time	2 technicians, 0.5 – 1 day a week Sponsored by the company	
SME sheet metalwork	Co-create (3-D solid modelling)	Commercial tp /software supplier	CSI, Newbury, Berks.	At tp's training centre, Newbury	For MD who doubles as manfr /design engineer	£1,800

e) Purchasing

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	CIPS (purchasing and supply)	FE College/HE	e.g. City College. Coventry Univ.	At college/univ. in own time (evening course) + distance learning.		
Vehicle manufacturer	Purchasing + ongoing dev programme e.g. communications.	Commercial tp. Consultant. Own staff.	Not specified.	At tp's training centre. Hotel/ conference venue. In workplace, f2f in work time.	In-house training for office staff at plant's training centre.	
Vehicle manufacturer	6 Sigma black and green belts. Team building	Own staff.		In workplace, f2f in work time.		
1st tier: steering and suspension	Risk management	Specialist tp	Not specified	f2f in work time.	1 day course for 2 in commercial	£395 each
1st tier: steering and suspension components	Advanced practical negotiation	Specialist tp	CIPS	Not specified	2 day course for 2 commercial staff	£805 each
1st tier interior trim/ fitting	IT windows operating system	Consultant	Not specified	In workplace, f2f in work time	Company just moving from DOS system	£000s
SME Prototype sheet	CIPS (purchasing and supply) metalwork	FE College	North Worcestershire college, Bromsgrove	At college, in work time	1 individual	£1,600 for a 2 year course

f) Receivals, Stores and Despatch, Supply Chain Logistics

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Stores & despatch: Recertification in manual handling. FLT driving	Own staff		?In workplace, f2f in work time.		
Vehicle manufacturer	NVQs in stores and warehousing	Commercial tp	Hereford & Worcester Group Training	In workplace, f2f in work time	Adult training course, Govt. subsidised	Free
Vehicle manufacturer	Vendor training. FLT driving. Supply chain mgt.	Commercial tp. Other. FE College	Swisslog. Unnamed. City College, Cov Sutton Coldfield. College, B'ham. Univ. of Warwick	In workplace, f2f in work time. In workplace, f2f in own time. At college/univ. in work/own time.		
Vehicle manufacturer	Languages. Systems.	FE College. Own group's training provision	Solihull college. Group training facilities in Europe.	In workplace, f2f in work time (both).		
Vehicle manufacturer	Warehousing etc + ongoing dev programme e.g. communications.	Commercial tp. Consultant. Own staff.	Not specified.	At tp's training centre. Hotel/commercial conference venue. In workplace, f2f in work time.	In-house training for combined office functions at plant's training centre.	
1st tier seating	Diploma in logistics	Commercial tp.	Unspecified.	Online/distance learning in work/ own time: workplace/home	4 people in stores and supply chain mgt.	£3,000 each
1st tier exhaust systems and fuel tanks	Forklift truck driving	Commercial tp	Trainerlift, Coventry	In work time, at Coventry	40 stores and despatch people have trained	£560 pp a week
1st tier glazing	SAP, software production tracking system	Software supplier	SAP	In workplace, f2f in work time	Delivered to 150 logistics and shopfloor	

g) Quality

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Quality mgt. Quality techniques /control	Own staff.	In-house staff + staff from group head office.	In workplace, f2f in work time (all).	Rarely use external tp.	
Vehicle manufacturer	Management training/coaching.	Commercial tp.	John Matchetts.	In workplace, f2f in work time	Use J M for all mgt training.	
Vehicle manufacturer	Problem resolution. Quality mgt. Business awareness.	Commercial tp. FE College. Consultants. Own staff.	PMI. City College, Cov. Sutton Coldfield College, B'ham. North B'ham Coll.	In workplace, f2f in work/own time. At college in work /own time.		
Vehicle manufacturer	Process + quality	Own staff.		In workplace, f2f in work time.	Same training as for shopfloor.	
Vehicle manufacturer	Processes & systems. Lean manufacture. Specific technical skills + standards. Auditing skills	Commercial training provider. ?Own staff		At ctp's own training centre.		
1st tier: steering and suspension	QS9000 internal auditor	Commercial tp	SGS	Not specified	10 trainees	£3,000
1st tier: steering and suspension	Leadership course	Specialist tp /commercial tp	Industrial Society via Leading Edge	?In workplace, f2f in work time		
1st tier: steering and suspension	Statistical Process Control	Trade association	Engineering Employers Fed.	Not specified		
1st tier: steering and suspension	Global 8 D. 6 Sigma.	Commercial tp	Iqentis ?and others	Not specified		
1st tier: steering / suspension	FMEA	Commercial tp	Iqentis	Not specified	12 trainees inc. from Engineering	£3,600
1st tier: steering and suspension	PPAP (pre prod. parts approval	Commercial tp	XR training	Not specified		
1st tier electronics	Manual handling	Own staff		In workplace, f2f in work time	250 shopfloor, design, Quality Assurance	
1st tier: exhausts and fuel tanks	HND in quality	FE college	Not specified	At college		
1st tier seating	Leadership skills (Institute of Leadership Management qualification)	Commercial tp.	A LearnDirect course co-ordinated by ASSA	In workplace, f2f in work/own time.	12 trainees, ongoing. For grade 1 and 1st line mgt Production, Materials, Quality and Maintenance staff	£230 admin fee per candidate, rest funded by LSC.
1st tier electronics	Soldering. Electrostatic damage (ESD).	Trade association /own staff	IPC (= the PrintedCircuit Assn, USA), materials, delivered by own staff	In workplace, in work time using distance learning materials of the IPC (CDs, DVDs)	IPC courses for 250 on shopfloor, rework, dev + Quality Ass.	IPC learning materials cost £3,000 a year (these + other courses)

h) Systems and IT

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Software system	Commercial tp. Consultant	SAP	In workplace, f2f in work time. At tp's own training centre		
Vehicle manufacturer	Systems.	Own staff.	In-house staff or from group head office.	In workplace, f2f in work time.	Rarely use external tp.	
Vehicle manufacturer	Mgt training.	Commercial tp.	John Matchetts.	In workplace, f2f in work time.		
Vehicle manufacturer	IT skills and systems, and hardware	Commercial tp.	Own staff	In workplace, f2f in work time. At ctp's training centre		

ii) Sales and Marketing

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
1st tier batteries	MBA	HE.	Aston Univ	At university in own time.	1 sales person	£12,000 over 2 years
1st tier electronics	Communication skills e.g. re customers	Commercial tp	Not specified	Hotel	25 people in sales mgt and tech/development	£800
1st tier: steering and suspension	Risk management	Specialist tp	CIPS	Not specified	1 day course for 2 commercial staff	£395 each
1st tier: steering and suspension components	Advanced practical negotiation	Specialist tp	CIPS	Not specified	2 day course for 2 commercial staff	£805 each

j) Finance and Administration

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	NVQ in business administration	Commercial tp	Hereford & Worcester Group Training	In workplace, f2f in work time. At ctp's own training centre		Free
Vehicle manufacturer	Group processes.	Own staff.	Group staff from head office	In workplace, f2f in work time.	Group staff from head office in Europe.	
Vehicle manufacturer	2005 financial regulations.	Commercial tp.	Various, e.g. Croners.	Hotel/commercial conference venue, or at ctp's own training centre.		
Vehicle manufacturer	Sarbanes Oxley (USA financial)	Commercial training provider (regulations)		Ctp's training centre.		
1st tier seating	Diploma in Payroll	FE College	Solihull college	In workplace, f2f in work/own time	For admin staff (1).	£3,000
1st tier wiring harnesses	CIPD (personnel and development)	Commercial tp FE college/HE.	Malpas Training. College/univ, Nottingham	Online/distance learning. Also at college/univ (Nottingham) in work/own time	One administrator	£2,500 a year
1st tier: interior trim/fitting	IT Windows operating system	Consultant	Not specified	?In workplace, f2f in work time	Company is just moving from DOS system	£000s
1st tier: steering and suspension	SAP software system	?software supplier		Not specified		
SME tube components	Management accountancy	FE college	Sandwell College	At college, in work /own time	One staff, 0.5 day a week Sponsored by the company	
SME injection moulder	IT (Excel, Access)	Commercial tp	Pitman, Derby	At tp's training centre, Derby	1 administrator	£2,000
SME sheet metalwork	Finance and accounting (AAT)	FE College	First College, Louth	At college, in work time	1 financial administrator	£694

k) Human Resources

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Employment Law. CIPD (personnel). Human Resource management.	HE. Commercial tp.	W'hampton Univ. Univ of Leicester.	At university in work/own time. Online/distance learning in own time.		
Vehicle manufacturer	E-learning	Own staff.	In-house.	In workplace, f2f in work time.		
Vehicle manufacturer	Professional qualifications e.g. CIPD.	?Commercial training provider		?At ctp's training centre.		
Vehicle manufacturer	Use of assessment and personality profiling, and aptitude testing tools.	Commercial training provider	At ctp's training centre.			
1st tier seating	Degree in Human Resource Mgt	HE.	Derby Univ.	Derby, in ?work time.	One individual.	£2,500
1st tier	Consultation skills engines	Trade association	Engineering Employers Federation, Leamington Spa	At provider's training centre, Leamington Spa	For 12 HR staff, line managers, and employee reps	
1st tier: steering and	Discipline and dismissal suspension components	Trade association	Engineering Employers Federation	Not specified	6 trainees (possibly other occupations)	£1,000
SME tube	Postgraduate Human Resources components	FE College related course	Sandwell College	At college, in work/own time	One staff, 0.5 – 1 day a week. Sponsored by the company	

l) Training staff

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Renewal of appropriate certs. and licences. Internal consulting skills. Delivering/ using assessment centres. Health & Safety	Commercial training providers.		At ctp training centres.		
Vehicle manufacturer	Workforce training or development.	Training manager.	Own development centres.	In workplace, f2f in work time.		
1st tier: steering and suspension	Internal forklift truck trainer	Commercial tp	MOST	Not specified	One individual	£800

m) Other occupations

Tier and business activity	Training or development activity	Type of provider	Name of provider and their base	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Security Firefighting Materials handling	Commercial tp.	Own staff.	Unnamed, Newcastle-on-Tyne.	In workplace, f2f in work time. At ctp's own training centre.	

Note: this list is not intended to be definitive. It is particularly limited in respect of training among the vehicle manufacturers. Respondents also tended not to include ongoing training (e.g. induction), general training (e.g. first aid), and study for academic qualifications.

There were two sheet metalworkers among the SMEs. They are distinguished from each other through one described as 'sheet metalworkers' and the other as 'prototype and sheet metalworkers'.

The more numerous responses from the 1st tier steering and suspension components supplier does not indicate that they were planning to do more training than other firms, merely that they supplied more detailed information than other firms.

The Technology Innovation Centre, Birmingham, is evidently connected with the University of Central England.

Cases: 7 vehicle manufacturers (of which limited information from 3), 10 1st tiers, 7 SMEs.

Appendix 15: Definite plans for training and workforce development due to commence within the next year – breakdown by occupational group.

Key: tp training provider ctp commercial training provider manfr. manufacturing equipt. equipment f2f face to face
 FLT fork lift truck mgt. management dev development pp per person
 FMEA failure mode effect analysis

a) General: any or all occupations

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	NVQs. Language training. Team dev.	Various	Various	Various	This existing training will be provided to other occupations.	
Vehicle manufacturer	Supervisors: Internal procedural and process training for managers.	Own staff		Hotel/commercial conference venue, West Midlands	Existing training supplied to other supervisors.	
Vehicle manufacturer	Rolling out the Toyota Way	Own staff		In-house	Continuous improvement way of working	
Vehicle manufacturer	All: directors/ snr mgrs to shopfloor: Health & Safety programme	Commercial training provider		In workplace, f2f in work time		
Vehicle manufacturer	Performance mgt: for all who have this done to them	Own staff		In workplace, f2f in work time		
Vehicle manufacturer	Supply chain dev programme	Consultants /specialist tp	Possibly SMMT	At suppliers or at another venue		
Vehicle manufacturer	Cultural values programme	Not specified	Not specified	Not specified	Dependent on whether the company has funds	
1st tier interior trim /fitting	Leadership skills	Specialist tp	Institute of Leadership Mgt	Undecided: preferably in-house	Possible start date early 2005 for 4 weeks	
1st tier: steering and suspension	NVQ assessors, external verifiers	Commercial tp. FE College	Protec. Sandwell college	Not specified	26 people	Approx £5,300
1st tier: steering and suspension	German language	Various		Not specified	14 trainees, occupations not specified	£3,000

Continue next page

a) General: any or all occupations

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known)
1st tier steering and suspension components	IT/software (various) e.g. Microsoft introductory	Commercial tp	MOST	Not specified	Groups of 10 max.	£1,100 for 10 people
1st tier: steering and suspension	First Aid	Commercial tp	In-comm	Not specified	4 individuals, occupations not specified	£520
1st tier: steering and suspension	Health and Safety	Commercial tp	MOST	Not specified	15 individuals, occupations not specified	£500
SME: prototype/sheet metalwork	NVQs (various)	FE College	Sutton Coldfield College	In workplace, in work time	All (approx 50 – 60)	
SME: steel and friction lined discs for gearboxes etc	IT/system installation and training	Government Agency.	Consultant from Government Agency Centre for technology & excellence, Edwinstowe. Consultant from Nottingham Business Venture, Edwinstowe	In workplace, f2f in work time (both)	Consultant will install and maintain an IT system and provide support. IT training will be accessed from CET, Edwinstowe and/or other IT trainers	5 days free + 1 day at £45
SME: machining and fabrications programme (see Appendix 17)	Remaining elements of firm's own Brilliance	Own staff ?and others (unspecified)	?In the workplace	Remaining training includes leadership, team work, environmental, purchasing, selling, train the trainer, project mgt.		

b) Directors and Senior Managers

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Leadership skills	Commercial training provider	Not specified	In workplace, f2f in work time		
Vehicle manufacturer	Leadership for senior managers	Consultant from Sandhurst. HE.	Sandhurst military college. PhD student, Aston Univ.	Facilitated group work at tp's training centre, Sandhurst.	Start date not known. Location of Aston Univ. training not specified.	
Vehicle manufacturer	Global economics for senior mgrs. ?and other mgrs.	HE. Government agency.	Professor Garel Rhys, Cardiff. TIC, Birmingham. UCE, Birmingham.	Not specified.		
1st tier batteries	IT + new system implementation	Group staff	Group IT trainer based at another group facility	In workplace (this plant), f2f in work time	Immediate start. Delivered to dept mgrs then will cascade to workforce	
1st tier: steering and suspension	NVQ3 in management	Commercial tp	Protec or MOST	Not specified	6 trainees	£7,000

c) Manufacturing Operations

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Process related skills, including literacy (not necessarily job specific).	Own staff		In workplace, f2f in work time.	Part of the company's Support for Education scheme. Using learning reps.	
Vehicle manufacturer	Lean manufacture	Own staff		In workplace, f2f in work time		
Vehicle manufacturer	Hydraulics and systems quality programme	HE. Specialist provider.	Bath University. National Fluid Power Company.	Bath Univ + at NFPC's training centre, Derby, ?in work time; in the workplace, f2f in work time.	Will also be supplied to technicians, Quality, planners, and shopfloor supervisors.	
1st tier seating	Apprenticeships	Commercial tp.	ASSA	In workplace, f2f in work time.		
1st tier: steering and suspension	Resistance weld training	Specialist tp	The Weld Institute	Not specified	10 trainees, manfr /engineering	£6,500
1st tier: steering and suspension	Single minute exchange of dies	Commercial tp	Iquentis (Ford)	Not specified	20 shopfloor	£1,500
1st tier engines	Operations to manufacture	Equipment suppliers	Various, e.g. Hella, Midlands	At equipment supplier's training centre and in workplace, f2f in work time	From early 2005, for all operators especially re process, machinery and Health and Safety. Will then cascade to others	
1st tier: steering and suspension	Health and Safety for setters	Commercial tp	Safe and Sound	Not specified	12 setters	£750
1st tier: steering and suspension components	Hydraulics and Pneumatics (beginners)	Trade association	Engineering Employers Federation	Not specified	20 (max), ?also for manfr engineers	£1,500 each course

Continue next page

c) Manufacturing Operations

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known)
1st tier: steering and suspension components	Reading engineering drawings	Trade association	Engineering Employers Federation	Not specified	20 setters.	£3,000
1st tier: steering and suspension components	Branson weld training	Training provider (or equipt supplier)	Branson	Not specified	10 trainees, ?also for manfr engineers	£2,500
1st tier: steering and suspension	Manual handling skills	Commercial tp	MOST	Not specified	15+ trainees	£1,500+
SME forgings	Cold forging apprenticeship scheme FE College	Own staff. Government agency.	In-house. At commercial/ conference with help from venue. Coll. unspecified.	Own training centre (will establish Skills4Auto)	15 – 20 on shopfloor	

d) Technical, Engineering and Design, including Maintenance

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	Lean production development	Own staff. ?other providers			May have just commenced this.	
Vehicle manufacturer programme	Hydraulics and systems quality	HE. Specialist provider.	Bath University. National Fluid Power Company.	At Bath Univ and at the NFPC's training centre, Derby, ?in work time, and in the workplace, f2f in work time.	Will also be supplied to Operators, Quality, planners, and shopfloor supervisors.	
Vehicle manufacturer	For technicians: the lean office	Commercial tp.	Not specified.	In workplace, f2f in work time.	Delivered jointly also to Purchasing and Quality staff	
1st tier: steering and suspension components	Maintenance	Various	Not specified	Not specified	1 trainee	£2,000
1st tier: steering and suspension components	Metrology course (quantitative /science of measurement)	FE college	Sandwell College	?FE College	10 trainees (?or shopfloor)	£1,000
1st tier steering and suspension components	Runge leadership	Specialist provider	Industrial Society	Not specified	2 individuals	£5-6,000

e) Purchasing

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	The lean office	Commercial tp.	Not specified.	In workplace, f2f in work time.	Jointly with technicians and Quality staff	
1st tier: steering and suspension components	Purchasing skills	Own group's staff Purchasing Academy based at another of the group's UK plants	At the Academy	The group's Purchasing Academy will be set up during 2005		

f) Receivals, Stores and Despatch, Supply Chain Logistics

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known)
1st tier wiring harnesses	Forklift truck driving	Commercial tp		In workplace, f2f in work time	For 2 people in the warehouse	

g) Quality

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer quality programme	Hydraulics and systems	HE. Specialist provider. Bath University.	National Fluid Power Company, Derby.	At Bath Univ and NFPC training centre, and in the workplace.	Will also be supplied to Operators, technicians planners, and shopfloor supervisors.	
Vehicle manufacturer	The lean office	Commercial tp.	Not specified.	In workplace, f2f in work time.	Jointly with technicians and Purchasing staff	
1st tier: steering and suspension	6 Sigma black belt	Commercial tp	Iqentis.	Not specified	3 individuals	£2,000
1st tier	Degree in Quality [Management]	HE.	Derby Univ.	Derby.	One individual.	£1,500
SME: discs for gearboxes etc	Attaining quality accreditation	Consultant	Not known	In workplace, f2f in work time		£600 - £700 a yr

h) Systems and IT; i) Sales and Marketing - None mentioned.**j) Finance and Administration**

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known)
Vehicle manufacturer	CIMA: financial qualifications	FE College/HE	Not known	In workplace, f2f in own time	Starts Sept 2005	
SME sheet metalwork	Financial qualification (AAT4)	FE College	First College, Louth	At college, ?in work time	January - December 2005	

k) Human Resources

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known) of delivery
1st tier: steering and suspension components	Introduction to Employment Law	Commercial tp	Capita	Not specified	?and other occupations	£3,000

l) Training staff

Tier and business activity	Training or development activity	Type of provider and their base	Name of provider	Location and method of delivery	Further notes	Cost (if known) of delivery
1st tier: steering and suspension components	Train the trainer	Commercial tp	STC or MOST	Not specified	10 individuals	£1,900

k) Human Resources

Tier and business activity	Training or	Type of provider development activity	Name of provider	Location and method and their base	Further notes	Cost (if known) of delivery
1st tier: steering and suspension components	Introduction to Employment Law	Commercial tp	Capita	Not specified	?and other occupations	£3,000

l) Training staff

Tier and business activity	Training or	Type of provider development activity	Name of provider	Location and method and their base	Further notes	Cost (if known) of delivery
1st tier: steering and suspension components	Train the trainer	Commercial tp	STC or MOST	Not specified	10 individuals	£1,900

Note: this list is not definitive. It excludes any ongoing training. Study for qualifications tended not to be included by respondents. Several suppliers were unable to provide information because they had recently undertaken a training needs analysis and were awaiting the results before preparing a training agenda. One small vehicle manufacturer, one 1st tier and 3 SMEs did not intend to commence any new training at all. The more numerous responses from the 1st tier steering and suspension components supplier does not indicate that they were planning to do more training than other firms, merely that they supplied more detailed information than other firms.

There were two sheet metalworkers among the SMEs. They are distinguished from each other through one described as 'sheet metalworkers' and the other as 'prototype and sheet metalworkers'.

Cases: 4 vehicle manufacturers (of which one supplied very limited information), 5 1st tiers, 4 SMEs.

Appendix 16: The Toyota Way 2001

Appendix 16: The Toyota Way 2001

The Toyota Way is an ideal, a standard, and a guiding beacon for the people of the global Toyota organisation. It expresses the beliefs and values shared by all of us.

The Toyota Way 2001 is based on the Guiding Principles of Toyota, which define the mission of Toyota as a corporation and the values the company delivers to customers, shareholders, associates, business partners and the global community.

The Toyota Way 2001 defines how the people of Toyota perform and behave in order to deliver these values. It functions as an autonomous nervous system for Toyota organisations.

The concepts that make up the Toyota Way 2001 transcend language and nationality, finding application in every land and society.

The Toyota Way is supported by two main pillars. They are 'Continuous Improvement' and 'Respect for People'. We are never satisfied with where we are and always improve our business by putting forth our best ideas and efforts. We respect people, and believe the success of our business is created by individual efforts and good teamwork. All Toyota members, at every level, are expected to use these two values in their daily work and interactions.

Challenge

We form a long-term vision, meeting challenges with courage and creativity to realise our dreams.

- Creating Value through Manufacturing and Delivery of Products and Services.
- Spirit of Challenge.
- Long-range perspective.
- Thorough consideration in Decision-making.

Kaizen

We improve our business operations continuously, always driving for innovation and evolution.

- Kaizen Mind and Innovative Thinking.
- Building Lean Systems and Structure.
- Promoting Organisational Learning.

Genchi Genbutsu

We practice Genchi Genbutsu...go to the source to find the facts to make correct decisions, build consensus and achieve goals at our best speed.

- Genchi Genbutsu.
- Effective Consensus Building.
- Commitment to Achievement.

Respect

We respect others, make every effort to understand each other, take responsibility and do our best to build mutual trust.

- Respect for Stakeholders.
- Mutual Trust and Mutual Responsibility.
- Sincere Communication.

Teamwork

We stimulate personal and professional growth, share the opportunities of development and maximize individual and team performance.

- Commitment to Education and Development.
- Respect for the Individual; Realising Consolidated Power as a Team.

Quoted from The Toyota Way 2001, brochure, extract supplied by Toyota 2004.

Appendix 17: The internal Brilliance Programme of an SME

Note: all those training activities carried out by the time of interview in October 2004 are depicted in bold font.

Cells defined	Communication and team brief
Effective meetings	Marketing
Employment legislation	Effective purchasing
Organisational structure	Leadership and teamwork
Budgeting	Business
Information and reporting	Time management
ISO 9001	Audits
FMEA	Preventive maintenance
Quality control – SPC and 6 Sigma	Negotiating
The proposal	Appraisals
Customer care	Process flow – kanban, JIT etc
Housekeeping 5s	Environmental
SOPS	Own company documentation
Problem solving	Project management
Risk assessment	liP
Health and Safety	Selling
Capacity planning and scheduling	Train the trainer
Destiny or destination	Stock control
Strategy and planning	

This general machinists and welded fabrications supplier employed 113 people, had a turnover of £7.3 million and was based in Derbyshire.

Appendix 18: Training that firms had been unable to do, and the reasons given for not doing it.

a) General: any or all occupations

Tier and business activity	Training unable to do	Reason for not training	Further notes
Vehicle manufacturer	Literacy and numeracy	Production pressures/no time	All sites across workforce
Vehicle manufacturer	Company awareness	Production pressures/no time or resources to develop this internal programme	
Vehicle manufacturer	Cultural values	No staff to cover for trainees. No time. Training not well suited to our needs. Some lack of interest by people who need to train	For whole workforce
1st tier: interior trim	More IT training	No staff to cover for trainees. No time. Cost issues	Especially want to [up] skill older workers/staff

b) Directors and Senior Managers

Tier and business activity	Training unable to do	Reason for not training	Further notes
Vehicle manufacturer	NVQ4 lean principles/manufacturing	Production pressures/no time	
Vehicle manufacturer	Managing change	Production pressures/no time or resources to develop this internal programme	
Vehicle manufacturer	Leadership skills	No staff to cover for trainees. No time. Training not well suited to our needs. Some lack of interest by people who need to train	For all Senior Managers, also junior mgrs and team leaders

c) Manufacturing Operations

Tier and business activity	Training unable to do	Reason for not training	Further notes
1st tier: exhaust	Welding, tube manipulation systems + fuel tanks	Cost issue. Production pressures/no time. Welding and tube manipulation training not well suited to our needs [?because too slow to get everyone trained]	Already training some, + others to do, but want to train all in one go.
1st tier: electronics	Manufacturing skills training/	Production pressures/no time processes	Already doing some but want to increase
1st tier: interior trim	More IT training	No staff to cover for trainees. No time. Cost issues. Refusal of shopfloor to train outside work time.	Especially want to [up]skill older workers
1st tier: steering and suspension	MAG weld training at The Weld Institute	No time, no cover for trainees, and they can only be released for a certain amount of time.	May also need to do other process training
1st tier: batteries	NVQ in technical skills	Lack of interest by shopfloor who need to train. Refusal of people to train outside work time.	
SME: machining and fabrications	Multi-functional process and team working skills in cells, e.g. customer liaison, quality, planning, improvement	Lack of interest by people who need to train. Refusal of shopfloor to train outside work time. No time. Cost issue. Training not well suited to our needs.	Want to train to NVQ4, so need a higher calibre of person.
SME: prototype sheet metalwork	Team leader training and apprentice training in specialist hand skills for manufacture	Lack of interest by people who need to train. Refusal of shopfloor to train outside work time. Lack of enthusiasm. Training not well suited to our needs: training in specialist hand skills for manfr., on machines, does not exist.	Now looking at Sutton College provision.
SME: prototype sheet metalwork	Composite materials	Training not well suited to our needs: could not find any within reachable distance.	Could only find an 8 week course in Plymouth one day per week
SME: injection moulders	Specialist training for setters to learn how to do machine setting more efficiently.	Cost issue – done some training but it cost £300 pp a day + living allowance. Lack of interest by people who need to train. Too far for staff to travel to machine suppliers.	This SME injection moulding ceramics, metals, plastics
SME: discs for gearboxes etc	Shopfloor training in general.	Production pressures/no time. If West Nottinghamshire Tech came out to train it would help.	

d) Technical, Engineering and Design (including Maintenance)

Tier and business activity	Training unable to do	Reason for not training	Further notes
1st tier: engines	Technical training for engineers on specific	Production pressures/no time. Cost issue re available training.	Want to use technical business schools whose advanced software fees are prohibitive
1st tier: engines	Project management for engineers	Production pressures/no time. Cost issue.	Already doing this, want to increase
1st tier: engines	Management development for junior engineers	Production pressures/no time. Cost issue.	

e) Purchasing: none identified.

f) Receivals, Stores and Despatch, Supply Chain Logistics

Tier and business activity	Training unable to do	Reason for not training	Further notes
1st tier: wiring harnesses	Forklift truck driving for warehouse people	High staff turnover in this occupation.	

g) Quality

Tier and business activity	Training unable to do	Reason for not training	Further notes
SME: Discs for gearboxes	ISO quality training	Production pressures/no time.	No specific Quality staff. Would be led by MD

h) Systems and IT: none identified.

i) Sales and Marketing

Tier and business activity	Training unable to do	Reason for not training	Further notes
SME: forgings	Language training (Italian) for one sales person	Refusal of person to train in own time outside work. Lack of motivation to continue to gain right skill level.	Person completed the course but did not carry on.

j) Finance and Administration: none identified for this group specifically, but would be covered by general training (see above) e.g. IT.

k) Human Resources: none identified for this group specifically, but would be covered by general training (see above) e.g. IT.

l) Training

Tier and business activity	Training unable to do	Reason for not training	Further notes
1st tier: steering and suspension	Train the trainer, using a commercial provider	No time, no cover	

Cases (those who mentioned specified training they would like to do but have not been able to): 3 vehicle manufacturers, 7 1st tiers, 5 SMEs.

Note: Those who stated that there was no training that they had been unable to do included 3 vehicle manufacturers, 3 1st tiers and 2 SMEs. There was no response from one further vehicle manufacturer, and one further 1st tier.

Appendix 19: Firms in organisations' global supply chains that were thought to represent best practice in their industry or activity, or were key competitors of the SMEs interviewed.

Location	Supplier	Activity	Reasons for best practice, or further comments (if given)
Best practice firms identified by the vehicle manufacturers:			
Peterborough	Perkins Engines	Engines	
Wolverhampton	Turner Transmissions	Transmissions	Do a good job, don't let customer down
Germany	ZF	Transmissions	Superior product, delivery, performance
Germany	Passau	Axles	Superior product, delivery, performance
Leicester	Summit Engineering	Fabrications	Financially sound, do good work
?Germany	Bosch	Not specified: ?electronics	
?Germany	Siemens	Not specified: ?electronics	
Slough, Cannock	Finnings UK	Engines	
Nottingham	Mitchell Diesel	Distributors for Allison gearboxes	
Nottingham	ZF UK	Steering gear	
France	Valeo Auto Electrical Wiring Systems	Wiring systems	Reactivity; process control
France	Delphi Electrical Wiring Systems	Wiring systems	Reactivity; process control
Burton-on Trent	JCA (?Johnson Controls)	Seat assembly	Quality, cost, delivery and overall capability to manage
Telford	Denso	Moulding and assembly of heater units	Quality, cost, delivery and overall capability to manage
Port Talbot, LLanwern	Corus	Steel manufacture	Quality, cost, delivery and overall capability to manage
Portugal	Yazaki	Wiring harnesses	Quality, cost, delivery and overall capability to manage
Best practice firms identified by the 1st tiers:			
US	IOGLLC	Electronics mgt. system supplier	Very responsive to schedule changes etc
Birmingham, UK	AC Coatings	Powder coatings	
Birmingham, UK	Edwards Precision Engineering	Precision engineering	Can respond within 24 hrs + good quality
Multinational	Trelleborg (Swedish)	Rubber and plastics moulding	
Multinational	Oetiker (Swiss)	Clamps	
Yorkshire	Sertec	Not specified	
Midlands	Hella	Machine tools re JCB	Can deliver on time

Continue next page

Location	Supplier	Activity	Reasons for best practice, or further comments (if given)
Far East, China	Onpress	Manfr. of PCB laminate boards	Not assembly of these, but producers
Telford	TPM	Mouldings	May not be best practice, but do very well
South Korea	SJM	Flex/decoupler for exhaust downpipe	
Italy	Tubificio	Stainless steel tube manufacture	
Best practice firms identified by SMEs:			
Birmingham	Siemens VDO	Not specified	SME's customer, demands highest level of service from the SME
South Wales	Hilex Cable Systems	Cable systems	SME customer, Honda supplier, demands highest level of service from the SME
UK	Perkins	Engines	SME customer, part of Caterpillar, demands highest level of service from the SME
Gloucester	Delphi	Injector units	SME's customer
?Derby	Rolls Royce	Aerospace engines	SME's customer for injection mouldings
UK	BAe	Aerospace and defence	SME's customer for injection mouldings
?USA	Pratt and Witney	Aeroplane manufacture	Not stated if SME's customer. Working practices are best practice
UK	Toyota	Cars	Not stated if SME's customer. Working practices are best practice
Sheffield	Gripple	?Clip for joining wires	Working practices are best practice
Key competitors of the SMEs:			
Sheffield	Miba Tyzack (Austria)	Discs for gearboxes and brakes	Directly comparable to SME, but make larger volumes
Germany, USA, S. Korea, Taiwan		Firms not specified	Discs for gearboxes and brakes Same type of product as SME, but cheaper and/or nearer to customers
Germany (also German plants in UK)	Firms not specified	Injection mouldings, e.g. parts for Ford and other vehicle manfrs	German-owned plants of firms based in Germany or UK.
Birmingham h/o but throughout UK	Infast (distributor, sourcing from overseas and UK)	Fastenings	They offer a direct line service that the SME was about to offer
Japan	Osaka Rashi	Cold forgings	Impeccable process flow through works; fully automated materials lab e.g. using FMEA analysis re product fit for purpose

Cases: 5 vehicle manufacturers, 6 1st tiers, 5 SMEs.
Multiple responses were possible.