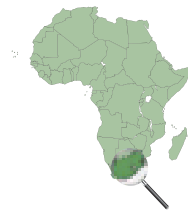


Volkswagen of South Africa Embarks



Employee training and skills development project relies on WIDS to help create e-learning modules.



In 2006, Volkswagen of South Africa (VWSA), in Uitenhage, initiated a \$55 million employee training and skills development project – “People for the Future” – to support the achievement of strategic company goals in customer service, global cost competitiveness, market leadership, quality and efficiency. Uniquely, the initiative allows VWSA employees to gain occupational skills in a variety of ways and according to each individual’s unique career path.

Building Employee Skills & Knowledge

“People for the Future” has resulted in a more robust Volkswagen Learning Academy and training offerings. The VWSA training facility, which is divided into five

on \$55 Million Training Initiative

sub-academies – Technical, Commercial, Production, Leadership, and Sales and Marketing – is supported by experienced trainers and features a unique set of learning pathways, or routes, employees can follow to progressively build their knowledge and skills.

“These learning paths are clearly aligned to our core competencies and allow employees to have individual development plans in place,” says Lesley Lee, head of the Volkswagen Learning Academy. “Each training academy has a dedicated training team providing the knowledge and skills to its employees through theoretical classroom-based training, standardized work/line simulation, e-learning and fundamental-skills training,” says Lee. Moreover, most of the courses align with South African Qualifications Authority requirements. This ensures employees earn a nationally recognized qualification, or credit toward qualification, for skills gained.

Pulling Together the E-learning Component with Help from WIDS

A major addition to VWSA’s training offering comes in the form of e-learning. “E-learning is a new and exciting way of learning that puts all employees in the driver’s seat of his or her own personal and professional development,” says Lee. “Employees can access learning online by viewing their personalized, job-specific learner paths, and by launching modules from any computer within the organization. The e-learning courses give employees the opportunity to study in their own time and at their own speed, and at a place of their own choosing.”

In order to create the e-learning modules, VWSA performed Developing A Curriculum (DACUM) occupational analyses to clearly determine the required skills of specific jobs. Groups of co-workers went through a two-day WIDS DACUM training, according to Lee, where they identified needed occupational skills, values and knowledge. During the workshop, participants learned to use WIDS Software to capture

DACUM process data, create DACUM charts, generate validation surveys and develop the DACUM-driven performance-based e-learning modules.

“WIDS offers a good learning program where all aspects of a curriculum are taken into account.”

— Lesley Lee, Volkswagen Learning Academy

Using WIDS Software, 27 e-learning modules have already been developed, according to Lee. “WIDS offers a good learning program where all aspects of a curriculum are taken into account, including motivation, comprehension, practice, and application,” she says. “Assessment criteria and assessment standards can also be clearly defined for the learner upfront. The WIDS methodology is sound and simple.”

Since e-learning was launched in May of 2009, 1,100 employees completed 74 modules in July, 118 in August and 274 in September. VWSA’s e-learning management system, iCAN, allows them to complete online training modules, book workshops and view individual learner paths from any computer with an Internet connection.

Altogether, VWSA has a \$408 million investment plan in place to upgrade the Uitenhage operation, which includes the \$55 million skills development commitment along with the \$4 million construction of three production-training facilities.

“Volkswagen of South Africa believes very strongly that job creation and skills development will fuel black economic empowerment,” states the VWSA Web site. “Our first priority, therefore, is to build a strong and successful business which protects and creates jobs within Volkswagen of South Africa and the broader Volkswagen family of suppliers and franchised dealers.”●