

Vocational Education & Training (VET) at Novartis Pharma AG, Switzerland

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On the Mysteries of the Swiss Dual Vocational Education and
Training: What the Czech Republic Can Learn**

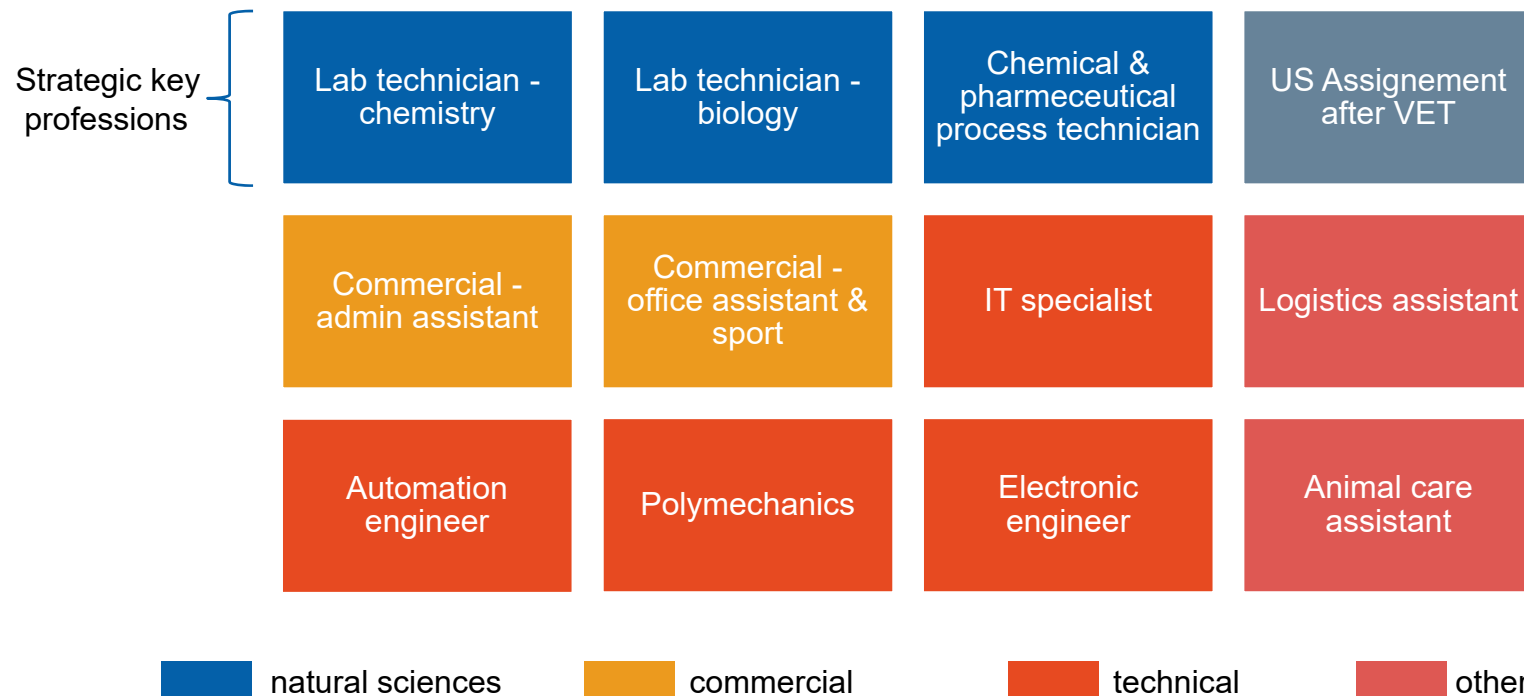
Why does Novartis invest in VET ?

We want to...

- develop future talents in professions relevant for our industry.
- train beyond our own needs to ensure sustainability in the system.
- follow clear standards that ensure high quality.
- promote our image as attractive and responsible employer.
- be respected for the commitment to promote young people.

What professions do we train ?

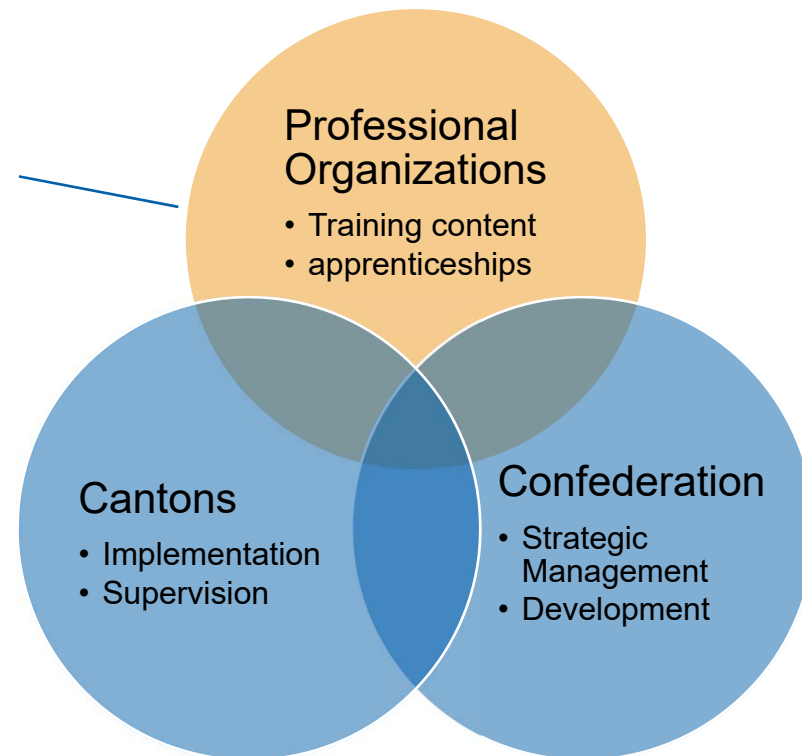
Novartis trains about 290 vocational trainees in 11 professions and offers a one year assignment in the US to 4 graduates after the final exams.



What is our role in the VET network ?

Novartis, as professional organization...

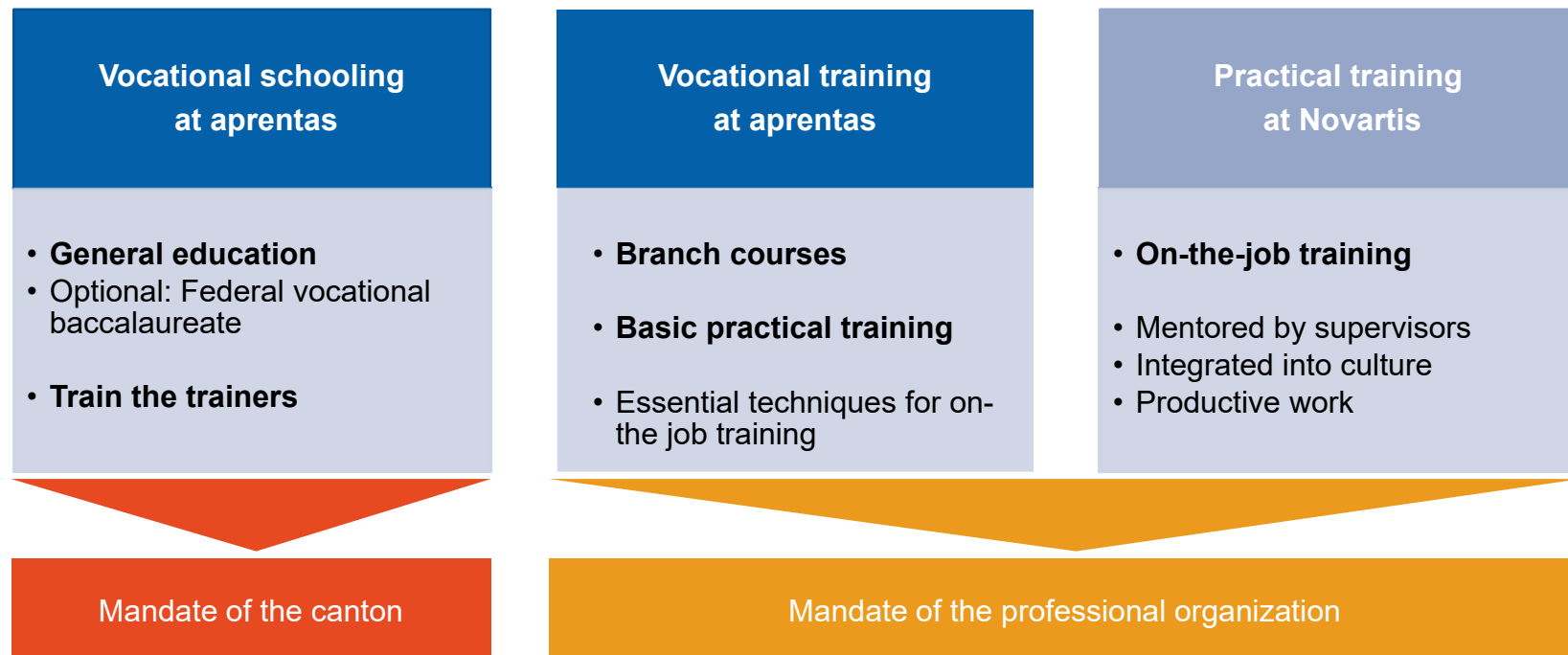
- employs and takes care of vocational trainees / apprentices
- selects professional trainers amongst its associates
- ensures practical on-the-job training
- defines internal quality standards
- develops the internal strategy
- coordinates the network and influences training content



Source: SBFI, Vocational Education and Training in Switzerland – Facts and Figures 2018

How do we organize the training ?

Theoretical and practical training is organized in a threefold system supported by an external training partner “aprentas”.



What is the aprentas training cooperation ?

aprentas enables VPET training for big, mid and small sized companies in natural scientific, technical and commercial professions

- More than 70 membership firms, two main supporter
- General education, branch courses, practical basic training, train the trainers
- Further professional education and training courses
- Certified quality management



Source: www.aprentas.com

What are benefits for Novartis?

- **Attractive employer, respected for commitment**
 - Attracting >1500 applicants for ~90 training positions every year
 - Positive reputational impact
- **Highly qualified, committed and loyal talent pool, now and in future**
 - >95 % graduation ratio, 30% with excellent results
 - Productive contributions already during vocational training
 - 40% to 60% are hired directly after graduation
 - Around 20% continue with further studies
 - Fast on boarding, knowledge of tools, processes and culture
 - Sustained employability of graduates

Benefits for Novartis continued

- **Knowledge transfer and development of Novartis internal supervisors**
 - Theory and practice ideally complement each other
 - Learning from experienced and trained associate = professional trainers
 - Trainers gain leadership experience and job enrichment
- **Other hypothetical benefits**
 - Avoidance of later training cost
 - Easier upskilling following technological innovation, e.g. biotechnology

Feedback on US Assignments

“Besides being exceptionally competent in the area of his training, S. possesses skills that usually is only seen in very experienced and successful employees. I have never seen anybody of S.'s age that can work so independently and so effectively.”

PhD Research Investigator I

Thank you