



A

MODERN APPRENTICESHIP

in

**Management
Level 3**

**FRAMEWORK DOCUMENT
FOR
SCOTLAND**

CfA Business Skills @ Work

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Modern Apprenticeships in Scotland

What are Modern Apprenticeships?

Modern Apprenticeships offer those aged over 16 paid employment combined with the opportunity to train for jobs at craft, technician and management level.

Who develops them?

Modern Apprenticeships are developed by Sector Skills Councils (SSCs). SSCs consult with employers and key partners in their sector to produce a training programme, which meets the needs of employers.

Who are they for?

Modern Apprenticeships are available to employees aged 16 or over. Employees need to demonstrate to their employer that they have the potential to complete the programme.

What's in a Modern Apprenticeship?

In Scotland, there are more than 70 different Modern Apprenticeship Frameworks and they are all designed to deliver a training package around a minimum standard of competence defined by employers through SSCs. They all contain the same 3 basic criteria:

- A relevant SVQ (or alternative competency based qualifications)
- Core Skills
- Industry specific training

Details of the content of this specific Modern Apprenticeship are given in the next section.

The Modern Apprenticeship in Management Level 3

Currently there are three Modern Apprenticeship frameworks in Management approved for use in Scotland. These frameworks are at levels 3, 4 and 5. As the new Pan Sector Group, CfA Business Skills @ Work is revising these three frameworks to ensure that they continue to meet the requirements of Scottish employers. As the registration records for Management MAs are still with the MSC, the CfA Business Skills at Work has been unable to access a current list of training providers registered for Management MAs at levels 3, 4 or 5 who would be likely to continue to offer the revised MAs. However, working with SQA Awarding Body we have been able to ascertain that there are over 50 providers who are approved to offer Management Level 3, 4 and 5 and thus the MAs. There will also be providers approved by awarding bodies other than SQA to offer the SVQs.

The revised Management MA at Levels 3 will help to address managerial skills gaps and skills shortages for Scottish employers.

Management & Leadership skills have a major impact on the development, productivity and performance of organisations of all sizes and across all sectors of the economy. Many UK leaders and managers are innovative, creative, visionary and inspirational and are heavily relied upon to sustain the UK as one of the world's leading economies. In today's fast-moving competitive environment there is a need to continue to drive up the performance of the best and to address weaknesses in Management & Leadership that are holding back productivity and performance. The average amount of spend per manager per year for development in the UK is far lower than other European countries, particularly within small to medium sized businesses, where fewer staff have management qualifications than in equivalent sized European countries.

The Management MA's have been designed to provide flexible and portable qualifications, units and skills sets which meet the current and future needs of employers of all sizes and across all sectors.

The Level 3 Management MA has been developed to support those working as first line managers, section managers, assistant managers, trainee managers, senior supervisors, and those working in a range of other management positions.

The existing workforce needs to be up skilled and new people attracted into these jobs to meet the increasing demand for new management practices and a range of skills, including:

- leadership skills, including self management, relationship building, negotiation and influencing skills
- communication and decision making skills
- information technology skills
- knowledge and project management skills
- coaching and mentoring skills
- skills to win and maintain customer loyalty
- change management skills such as the ability to manage the challenges of globalisation; and
- partnership working and the ability to implement innovative solutions to a range of problems

Management accounted for 3% of all vacancies in Scotland at the time of the *Skills in Scotland (2010) survey*. 46% of all managers and senior official roles are hard-to-fill and this is higher than the proportion of all vacancies that are hard-to-fill in Scotland (35%). The proportion of hard-to-fill positions that are down to skill shortage is higher for managers and senior officials than the Scottish average – 60% compared to 52%. As a proportion of all vacancies rather than hard-to-fill vacancies, skills shortages for managers and senior officials is again, higher than the average for Scotland – 28% compared to 18%.

There is currently no research available on the extent to which a lack of Management skills contributes skill shortage vacancies (SSVs) in different occupational sectors.

In 2007, there were 349,000 individuals working as managers or senior officials in Scotland, accounting for 13.3% of the working population. In 2017, this is predicted to increase to 389,000, representing a 14.3% change, and accounting for 14.3% of the population in Scotland.

Table 1: Projected total net demand for Managerial & senior officials in Scotland, 2007-2017

	Total employment		Expansion demand	Replacement demand	Job openings (2017)
	2007	2017			
Managerial & senior officials	349,000	389,000	40,000	122,000	162,000
Managerial & senior officials as % of all occupations	13.3%	14.3%	48.6%	13.2%	16.1%
All occupations	2,628,000	2,712,000	84,000	922,000	1,006,000

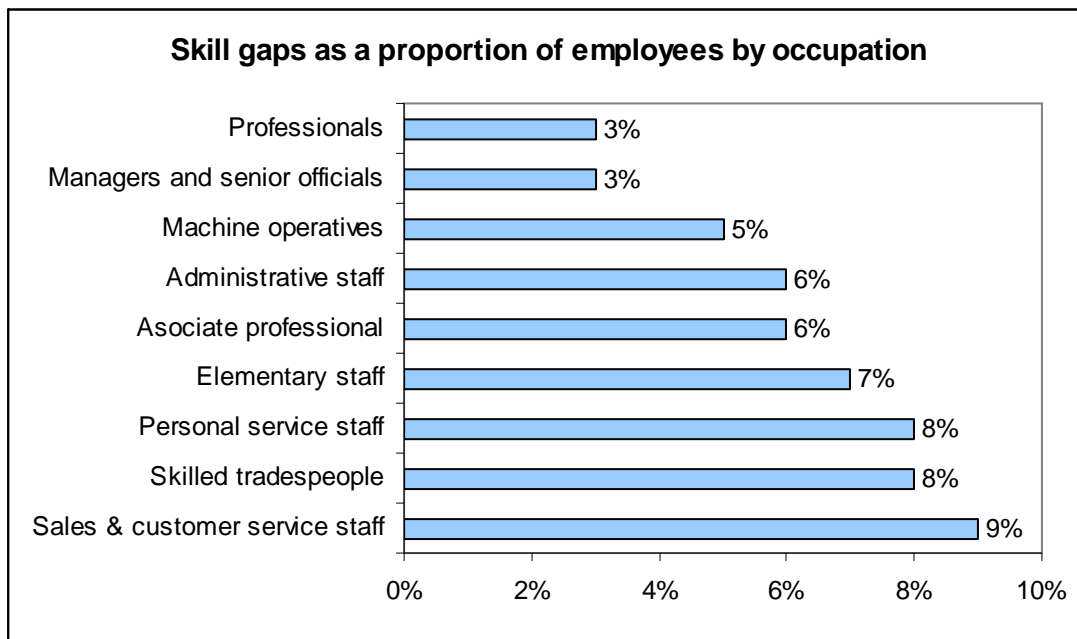
Source: Futureskills Scotland: Labour Market Projections 2007 to 2017 (2007) and The Scottish Government (2011) Skills in Scotland 2010. Scottish Government. Social Research.4.1*

The slight growth in the size of the managerial and senior official market combined with the replacement demand means that an extra 162,000 new entrants into the role will be needed by 2017. This is set to represent 16.1% of all job openings in Scotland.

In 2010, there were 247,000 individuals working in manager or senior official roles in Scotland, accounting for 10.6% of the working population, a 102,000 decrease from 2007.

In 2010, the skill gap rate for managers and senior officials' was 3%.

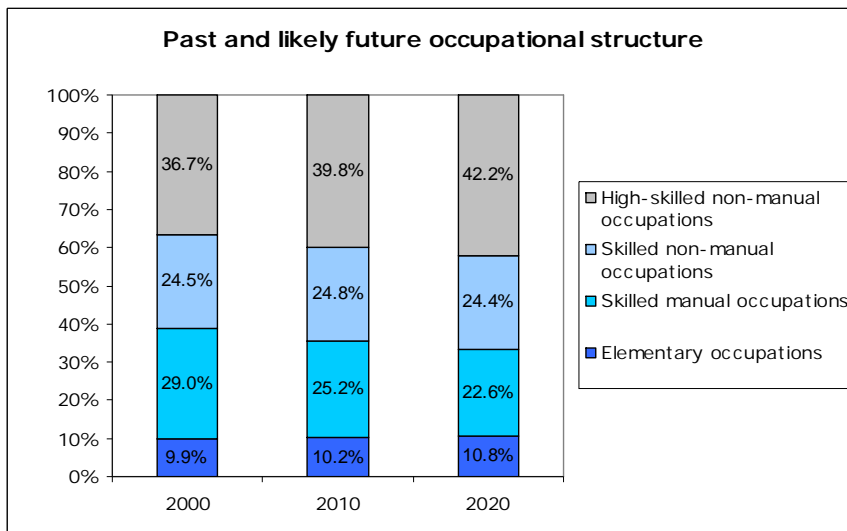
Figure 1: Skills gap by occupation



Source: The Scottish Government (2011) Skills in Scotland 2010. Scottish Government. Social Research.4.1

It is anticipated that there will be continued growth in demand for many occupations which require high and medium level skills as well as for some which require lower skills.

Figure 2: past and likely future occupational structure



Source: CEDEFOP: Skills supply and demand in Europe – medium term forecast up to 2020 (2010)

Almost 40% of people who are currently employed in higher-level jobs such as management, professional work or technical work expect to experience increased demand over the next decade reaching just over 40.0%.

Managerial occupations are set to increase by 57.4% creating 20,000 new job openings by 2017. While this growth is not significant, it is predicted that job openings in management occupations will be amongst the greatest number of occupations which will be advertising for job roles in 2017.

Apprentices completing the Team Leading Level 2 framework may progress to Management Level 3. Apprentices may progress from Management Level 3 to Management Level 4. They may also move into further or higher education on a part- or full-time basis. Those who complete the Management MA frameworks at any level may also undertake professional body qualifications in management at appropriate levels, for example, certificates, diplomas and advanced diplomas from the Institute of Leadership and Management (ILM) or the Chartered Institute of Management.

In the consultation on the Management MA at level 3, 4 and 5, respondents agreed that there would be a continuing demand for a Level 3, 4 and 5 MA in Management. Take-up levels of the frameworks are expected to remain at or exceed existing levels, subject to the availability of funding particularly for over 25 year olds.

This level 3 Modern Apprenticeship provides one route for developing the skills of first line managers.

There is currently a healthy demand for the Modern Apprenticeship in Management at level 3. As the revision of the framework consists only of adjustments to some minimum core skill levels, the CfA Business Skills @ Work is confident that this level of demand will continue with the revised framework.

Summary of Framework

Diagram showing the contents of the Modern Apprenticeship in Management Level 3

Mandatory outcomes

SVQ or alternative competency based qualification

- The following SVQ must be achieved:

- | | |
|---|---------|
| - SVQ 3 in Management at SCQF level 7 (CMI) | GA1A 23 |
| - SVQ 3 in Management at SCQF level 7 (EDI) | GD18 23 |
| - SVQ 3 in Management at SCQF level 7 (ILM) | GC50 23 |
| - SVQ 3 in Management at SCQF level 7 (SQA) | GC46 23 |
| - SVQ 3 in Management at SCQF level 7 (EDEXCEL) | GD5A 23 |

Core Skills

- Communication at SCQF 5
- Working With Others at SCQF 5
- Problem Solving at SCQF 5
- Information and Communication Technology at SCQF 4*
- Numeracy at SCQF 4*

*ICT and Numeracy are required to be separately certificated.

Mandatory Enhancement

Additional SVQ Units/Qualifications/Training

ONE mandatory enhancement must be achieved.

This is either:

- One core skill at a higher level

OR

- One unit from an SVQ at Level 3 or above relevant to the apprentice's job role

OR

- One additional unit from the Management SVQ at Level 3.

The Framework

The mandatory and optional content of the Modern Apprenticeship in Management Level 3 is:

Mandatory Outcomes

SVQ

Each apprentice is required to achieve the following SVQ:

- SVQ 3 in Management at SCQF level 7 (CMI) GA1A 23
- SVQ 3 in Management at SCQF level 7 (EDI) GD18 23
- SVQ 3 in Management at SCQF level 7 (ILM) GC50 23
- SVQ 3 in Management at SCQF level 7 (SQA) GC46 23
- SVQ 3 in Management at SCQF level 7 (EDEXCEL) GD5A 23

Scottish Vocational Qualifications (SVQs) are work-based qualifications, which are based on National Occupational Standards of competence drawn up by representatives from each industry sector. SVQs are made up of units – normally between six and ten – which break a job down into separate functions reflecting the different kinds of activities of a job. SVQs are available at five levels – although most are at level 2 and level 3. When someone has achieved an SVQ, there is a guarantee that they have the skills and knowledge needed to do their job. All Scottish Modern Apprenticeships must contain a relevant SVQ or equivalent qualification.

Core Skills

Each apprentice is required to achieve the following core skills:

- Communication at SCQF 5
- Information & Communication Technology at SCQF 4*
- Numeracy at SCQF 4*
- Problem Solving at SCQF 5
- Working With Others at SCQF 5

*ICT and Numeracy are required to be separately certificated.

Reference numbers for the workplace core skills are shown in the table.

Core skill	SCQF Level	Reference Code
Communication	3	F42504
	4	F42604
	5	F42704
	6	F42804
Information technology	3	F42D04
	4	F42E04
	5	F42F04
	6	F42G04
Numeracy	3	F42904
	4	F42A04
	5	F42B04
	6	F42C04
Problem solving	3	F42H04
	4	F42J04
	5	F42K04
	6	F42L04
Working with others	3	F42M04
	4	F42N04

	5	F42P04
	6	F42R04

Core Skills are skills and abilities which everyone needs in their work. This is true for every job in every workplace. Core Skills also feature in National Qualifications such as Standard Grades and Highers and from the year 2000, Scottish candidates have been issued with a Core Skills profile on their Scottish Qualifications Certificate. Candidates who have already been certificated as achieving Core Skills at the levels given above – either in the workplace or at school or college - do not need to repeat these Core Skills as part of the Modern Apprenticeship Framework.

Enhancement

ONE mandatory enhancement must be achieved.

This is either:

- One core skill at a higher level
- OR
- One unit from an SVQ at Level 3 or above relevant to the apprentice's job role
- OR
- One additional unit from the Management SVQ at Level 3.

Registration and certification

This Scottish Modern Apprenticeship is managed by the CfA Business Skills @ Work. The SSO is the first point of contact in Scotland for any enquiries in relation to the Framework. Contact details:

CfA Business Skills @ Work
 6 Graphite Square
 Vauxhall Walk,
 London
 SE11 5EE
 T: 020 7091 9620
 Email: info@cfa.uk.com
www.cfa.uk.com

The SSO will register all Scottish Modern Apprentices undertaking this Framework. **All Modern Apprentices must be registered with the SSO within 8 weeks of starting their apprenticeship.** Registration can be made by completing the Sample Training Plan and Sample Training Agreement in Appendix 3 and sending these to the above address or completing the online registration system (MA Online, www.maonline.org.uk). In the case of MAs which receive funding it is acceptable for the Skills Development Scotland Training Plan to be used on the condition that it includes all relevant information as set out in the MA Training Plan.

The SSO will issue a Modern Apprenticeship Certificate of Completion to those Modern Apprentices who have completed the mandatory outcomes of the Framework. Before a certificate is issued, training providers must submit evidence to the SSO that the mandatory outcomes have been achieved. This will normally be in the form of photocopies of certificates from awarding bodies.

Requests for registration and certification should be made to the SSO at the address above.

SSO Service level

The SSO undertakes to confirm the registration of candidates in writing within 8 weeks of receipt of the relevant Training Plan and Training Agreement. Each candidate will be issued with a unique registration number.

The SSO also undertakes to issue Certificates of Completion within 4 weeks of receipt of the appropriate evidence that a candidate has completed the outcomes as stated in the Training Plan.

Recruitment and selection

The recruitment and selection of Modern Apprentices is primarily the responsibility of the employer. However, the following guidance is given:

- Employees may enter a Modern Apprenticeship from the age of 16. There is no upper age limit.
- The Modern Apprenticeship is designed to attract high quality people to the industry. Achievement of academic qualifications is one way of assessing the suitability of applicants. However it should be stressed that no persons should be deterred from applying for a Modern Apprenticeship because of a lack of formal educational qualifications. As well as traditional qualifications such as Standard Grades, Intermediate Grades and Highers, employers should also be aware of newer vocational qualifications or vocational activity undertaken outwith an academic institutions, such as volunteering activity. Apprentices already employed in the logistics sector may already have achieved an SVQ.
- The following factors may also influence the selection process:
 - performance during a formal interview process
 - references
 - relevant work experience
 - trial observation period.
- Employers should be aware of the nature, relevance and quality of foreign qualifications and make appropriate allowances concerning entry requirements.
- In order to promote and maintain the high status of the Modern Apprenticeship within the industry all literature distributed for recruitment purposes should emphasise the high standards of achievement expected of the candidate.
- Employers may wish to contact the SSO for advice and guidance on recruitment and selection.

Equal opportunities

Modern Apprenticeships should ensure that there is equality of opportunity for all and any barriers (real or perceived) are addressed to support anyone seeking to enter employment to undertake the Modern Apprenticeship.

All MAs supported by Skills Development Scotland must conform to any contractual requirements on equal opportunities. All employers of Modern Apprentices should have an Equal Opportunities policy statement.

Health and Safety

All aspects of health and safety at work must be recognised within the delivery of this Modern Apprenticeship Framework and all statutory requirements be adhered to.

It is a key aspect of the induction period of the Modern Apprenticeship that apprentices are fully informed both of the regulations and that they and their employers are bound by these regulations. Modern Apprentices should be made aware of their rights and duties with regard to health and safety.

All Modern Apprentices supported by Skills Development Scotland will be required to satisfy the adequacy of SDS's Health and Safety policy and systems.

Contracts

The following three contracts are essential to the successful outcome of the Modern Apprenticeship programme:

- 1 Contract of employment signed by the employer and the Modern Apprentice.
- 2 SSO Training Agreement - this agreement outlines the basis of the modern apprenticeship, refers to the contract of employment and includes Health and Safety responsibilities.
- 3 SSO Training Plan - this plan outlines the selected outcomes and the expected duration of the apprenticeship. In cases where funding is offered by a SDS area office, the SDS Training Plan will be sufficient on condition that it contains all relevant information as set out in the MA Training Plan at Appendix 2. Training Plans may be modified to reflect changing circumstances, however it is essential that the SSO is notified of any changes.

Employment status of Modern Apprentices

It is important that the sector offers genuine employment and career prospects to those people it wishes to attract through Modern Apprenticeships. Accordingly, **all apprentices must be employed for the duration of the apprenticeship.**

Terms and conditions of employment

In order to compete with other sectors offering Modern Apprenticeships, attractive packages will need to be developed by employers in the sector. The terms and conditions of employment for individual Modern Apprentices will be agreed between the employer and the apprentice and should form the contract of employment.

Training and development

Delivery

Training delivery can take many forms under the Modern Apprenticeship system. Some organisations may become approved SVQ Assessment Centres; others may join a consortium or use peripatetic assessors. Some large employers will be able to complete all the training and development in-house, but most employers will find that some of the training and development will have to take place away from the normal workplace. In particular the underpinning knowledge requirements are often more suited to delivery by outside training providers which might include:

- private training organisations
- colleges / universities
- other employers

Such knowledge could be delivered through training courses or through open/distance learning packages.

The option of sharing training and assessment resources amongst a cluster of employers (or across the divisions of a larger employer) will be particularly appealing to those firms which do not have the resources to provide all of the training and development. Assessment can be provided by these bodies, but the assessors and the training centre must be approved by the awarding bodies for the SVQ and Core Skills where appropriate.

As the registration records for Management MAs are still with the MSC, the CfA Business Skills at Work has been unable to access a current list of training providers registered for Management MAs at levels 3, 4. However, working with SQA Awarding Body we have been able to access the following list of providers who are approved to offer Management Level 3,4 and 5 and thus the MAs. It should be noted that many of these providers attended the CfA's consultation workshops on the Modern Apprenticeship.

- Aberdeen & Grampian Chamber of Commerce
- Aberdeenshire Centre for SVQs
- Alistair M Martin Associates
- Angus College
- Angus Council
- Ardlin Training
- Ayr College
- B C Consultants Ltd
- Carnegie College
- Competence Based Training Ltd
- Cornerstone Community Care
- Crawley Consultants
- Dawes Training Consultancy
- Dumfries & Galloway College
- Dumfries & Galloway Council Corporate Development Unit
- First 4 Skills
- Forte Business Consultants Ltd
- Forth Valley College
- Glasgow Council for the Voluntary Sector
- GMD Community Services
- HiMATS
- Innovative Training Practices
- Jackson Mills Associates Ltd
- Kilmarnock College
- Kingdom Homes Ltd
- Knowledge Able Solutions

- Knowledge Masters
- Kwikfit Insurance
- Maggie Braid Associates Ltd
- MGT Training Ltd
- MI Technologies
- Minerva People Ltd
- NHS Argyll & Clyde
- NHS Ayrshire and Arran
- NHS Dumfries & Galloway
- NHS Greater Glasgow & Clyde SVQ Centre
- Oaks Training & Development Ltd
- Peak Business developments
- Perth & Kinross Council Social Work
- Quest (Scotland) Ltd
- R T Resources Ltd
- Rewards Training & Recruitment Consultancy (Scotland)
- Scottish Rugby Union
- Sports Academy of Scotland Ltd
- Strathearn Training
- The Tell Organisation
- Training Matters (Scotland) Ltd
- VQ Insight
- West Lothian College
- XL Training
- YouTrain Ltd

There will also be providers approved by awarding bodies other than SQA to offer the SVQs.

The SSO training plan

The plan is required to identify:

- 1 The selected Framework outcomes, specifying whether or not separate certification of the Core Skills is being sought.
- 2 A summary of the Modern Apprentices accredited prior learning
- 3 A timetable for achievement of the selected Framework outcomes, linked to regular progress reviews.

The Training Plan should take into account any relevant previous training and development, education or work experience. Not all Modern Apprentices need have different plans, but many will vary. Moreover as reviews take place and circumstances change so the plan itself can be modified.

However any changes must:

- be subject to the quality provisions of Skills Development Scotland (if the MA is being financially supported)
- comply with the stipulations of this Framework
- meet the needs of the employer and apprentice.

A sample Training Plan is provided at Appendix 3 of this document, however, for those Modern Apprentices funded by SDS area office it is sufficient to submit the Skills Development Scotland Training Plan on condition that it covers the same information required in the MA Training Plan.

Consultation Process

In November and December 2010 the CfA Business Skills @ Work carried out a market survey to identify the demand for a Management Modern Apprenticeships at Level 3. A total of 40 responses were collected, 25 of which were from organisations currently delivering Management MAs.

Responses were received from the following organisations:

- Aberdeenshire Council
- Angel Training
- David Preece Training & Consultancy
- EDI
- GCVS
- Glasgow City Council
- Innovative Training Practices
- James Watt College
- JHP Training
- Mainstream Training LTD
- Minerva People Ltd
- Muir Slicer Associates Ltd
- NHS Ayrshire & Arran
- NHS Dumfries and Galloway
- NHS Education for Scotland
- NHS Greater Glasgow & Clyde
- NHS Highland
- NHS Lothian
- On Track Training
- Perth College
- Polaris Learning
- Quest (Scotland) Ltd
- Reid Kerr College
- Rewards Training
- Scottish Rugby
- Sir Charles Parsons School and Science College
- Skills Team Ltd
- SQA
- Standard Life
- The Disabilities Trust
- The Tell Organisation
- Training Matters
- West Lothian College
- XL Training.

The breakdown of responses over the types of organisations was:

- Training Providers (46.4%)
- Colleges (16.1%)
- Public sector employers (16.1%)
- Government bodies or agencies (8.9%)
- Private sector employers (7.1%)
- Third sector employers (3.6%)
- Awarding body (1.8%)

Respondents to the survey had a total of 677 apprentices for Management Levels 3,4 or 5 currently registered and in training across 25 training organisations (February 2011). This means that this consultation had responses from organisations already committed to MA in the Management sector.

A total of 191 employers are currently registered across 18 training providers who responded to the survey. The majority of employers are registered with private training organisations.

Outcome of Consultation

High levels of agreement on the content of the apprenticeship were found through the consultation.

Core Skills

Respondents were asked to indicate which level of core skill was suitable for the Management Level 3 framework. A total of 24 organisations responded. The table summarises their responses. The majority felt that SCQF 5 was the appropriate level for the core skills of Communication, Problem Solving and Working with Others and that SCQF 4 was the appropriate level for Numeracy and ICT.

	SCQF 3	SCQF 4	SCQF 5	SCQF 6
Communication	3	3	16	2
Numeracy	6	12	5	0
ICT	7	13	3	0
Problem Solving	4	2	17	0
Working with Others	3	2	17	0

Mandatory Enhancements

Respondents were asked whether there should be any changes to the mandatory enhancements in the Management Level 3 framework. A clear majority of the 27 respondents wished to see no change.

Remove mandatory enhancements	Keep existing mandatory enhancements	Change existing mandatory enhancements
7	17	3

The CfA Business Skills @ Work has therefore retained the existing enhancement profile.

The CfA organised a workshop in Glasgow on 30 September 2010 to gauge employers’ and providers’ views on the revised Team Leading SVQ and the proposed content of the Team Leading Level 2 Modern Apprenticeship. This workshop was well attended, with a total of 46 attendees from 35 organisations. The organisations represented are listed below:

- Aberdeen and Grampian Chamber of Commerce
- Angel Training
- Angus College
- Caledonia Professional Development (CPD) Ltd
- Clackmannanshire Training and Learning Centre
- CMI
- Cornerstone
- Crawley Consultants
- DM Training Consultants Ltd
- Doosan Babcock
- DWP
- Edexcel
- EDI
- Elmwood College
- Forte Business
- Forth Valley College
- Glasgow Council for the Voluntary Sector

- GMD Community Services
- ILM
- Innovative Training Practices
- Jackson Mills
- JHP Training
- Kingdom Homes
- Maggie Braid Associates
- Microcom Training
- Minerva People Ltd
- Motherwell College
- Muir Slicer Associates Ltd
- New Horizons
- NHS Ayrshire & Arran
- NHS Greater Glasgow & Clyde SVQ Centre
- Perth College/UHI
- Reid Kerr College
- Rewards Training Recruitment Consultancy
- Rhino Training
- RT Resources
- Scottish Rugby
- SQA Accreditation
- SQA Awarding Body
- Strathearn Training
- Total Management Training Ltd
- Training Matters

At this workshop the attendees agreed that there would be a continuing demand for Level 3, 4 and 5 Modern Apprenticeships in Management and that their content should be the SVQ in Management at level 3/4/5, the five core skills (separately certificated only if a core skill was not embedded in the SVQ) and one enhancement, with the enhancement profile similar to the existing Management MAs.

Career progression

Career opportunities for management apprentices vary. The range and scope of jobs within management are wide and varied, with job titles varying from sector to sector. Management modern apprentices are likely to be working in all sectors in Scotland. Following the completion of the Modern Apprenticeship, candidates should be able to achieve positions such as:

- Senior supervisor
- Section head
- Developer
- Manager

Apprentices may progress from Management Level 3 to Management Level 4 and subsequently from Management Level 4 to Management Level 5. They may also move into further or higher education on a part- or full-time basis. Those who complete the Management MA frameworks at any level may also undertake professional body qualifications in management at appropriate levels, for example, certificates, diplomas and advanced diplomas from the Institute of Leadership and Management (ILM) or the Chartered Institute of Management.

Appendices

APPENDIX 1

Stakeholder Responsibilities

Many organisations and individuals share the responsibility for ensuring that the Modern Apprenticeship programme is implemented to the highest possible standard. They include:

- Awarding Bodies
- Employers
- Modern Apprentices
- Modern Apprenticeship Group (MAG)
- Sector Skills Councils/Standard Setting Organisations (SSCs/SSOs)
- Skills Development Scotland
- Training Providers

Role of the Sector Skills Councils/Standard Setting Organisations (SSCs/SSOs)

SSCs/SSOs are responsible for developing Modern Apprenticeship Frameworks and are required to work with employers in their sectors to ensure that all Frameworks meet the needs of employers in their sectors.

For details on your sector's SSC visit www.SSCalliance.org.uk

Role of Skills Development Scotland

MA frameworks are used by employers as part of their workforce development to train new employees and up-skill existing members of staff. They can be (and often are) used regardless of whether financial support is available from the delivery body who currently provides a 'contribution' towards the cost of delivery. However, only approved MA Frameworks will be eligible for funding support from Skills Development Scotland who should be contacted to establish the availability and level of support for each MA Framework.

Further information is available from www.modernapprenticeships.com

Skills Development Scotland, under the Careers Scotland brand, provides advice and guidance to individuals on the range of Modern Apprenticeships and training providers available. Individuals are signposted to opportunity providers who offer training in the vocational areas of interest.

Responsibilities include:

- Supporting the Modern Apprentice with ongoing Career Planning advice
- Signposting candidates to suitable vacancies
- Promoting the Modern Apprenticeship route on Career Scotland branded website
- Facilitating recruitment events that bring together jobseekers and opportunity providers

Role of the Awarding Bodies

A significant proportion of the Modern Apprenticeship is based on the assessment of the apprentice against SVQs or SVQ units. These qualifications are accredited by the SQA Accreditation Regulator and are offered by Awarding Bodies.

It is the responsibility of the Awarding Bodies to ensure that centres are approved, that assessors and verifiers are suitably qualified, trained and monitored, and that all of the assessment criteria of the SVQs and SVQ units are fully met.

Role of the Training Provider

The role of the training provider is important to the success of the Modern Apprenticeship. A training provider can be a further education college, a private or voluntary training company or in some cases the employer themselves or employer partnerships.

Training Providers are responsible for:

- Confirming an appropriate MA programme for candidates
- Agreeing the training needs of the candidates
- Agreeing roles and responsibilities for on the job training
- Agreeing where off the job training will be required and defining roles and responsibilities for this with relevant parties
- Ensuring trainee/candidate has access to the best quality training opportunities available
- Ensuring that the Modern Apprentices and employers fully understand the principles and processes of competence-based assessment
- Registering of MA candidates with the relevant SSO (and Skills Development Scotland if appropriate).
- Compiling and agreeing assessment schedules/assessment plans
- Judging performance evidence
- Completing assessment records
- Reviewing candidates progress at regular intervals
- Submitting records and evidence for moderation
- Advising the Modern Apprentice who to approach for support, advice, encouragement and in case of complaint

Role of Modern Apprenticeship Group (MAG)

MAG is an independent group drawn from key stakeholders involved in the management and delivery of the Modern Apprenticeship programme in Scotland.

MAG is responsible for:

- Approval and re-approval of MA Frameworks
- De-approval of MA Frameworks
- Overseeing the generic marketing thrust of the MA programme in Scotland
- Encouraging best practice across MA Frameworks and sectors

Role of the Employer

Employers' responsibilities include:

- Paying all Modern Apprentices in accordance with company policy and in line with current legislation
- Agreeing roles and responsibilities for on the job training
- Agreeing where off the job training will be required and define roles and responsibilities for this with relevant parties
- Highlighting opportunities for the Modern Apprentice to demonstrate competence
- Meeting with Trainers, Assessors, Verifiers and the Modern Apprentices to review progress
- Witnessing candidate performance and verifying evidence
- Releasing Modern Apprentices for college/off-the-job training in line with training plan
- Ensuring the experience, facilities and training necessary to achieve the outcomes of the training plan.
- Supporting and encouraging Modern Apprentices and rewarding achievement
- Taking responsibility for the Health & Safety of Modern Apprentices.

Role of the Modern Apprentice

Modern Apprentices have the same responsibilities to their employer as any other employee. In addition they have a range of commitments to their training programme.

Modern Apprentices' responsibilities include:

- Observing the company's terms and conditions of employment
- Agreeing a training/development plan with all parties involved
- Undertaking development in line with agreed training plan
- Attending meetings with trainers, assessors and verifiers as required
- Attending college/off-the-job training where required
- Providing evidence of competence
- Developing a collection of evidence (portfolio) and retain ownership of this throughout
- Behaving in a professional manner throughout

APPENDIX 2

Modern Apprenticeship Centres (MACs)

Modern Apprentices may only be registered through organisations approved by the SSO to deliver this Framework. Such approved organisations are called Modern Apprenticeship Centres (MACs)

The MAC may be the employer of the apprentice or a separate organisation such as a training provider, further education college, a private or voluntary training company or in some cases the employer themselves or employer partnerships.

In order to be approved, organisations must make a formal application to the SSO, seeking approval and establishing that the centre satisfies the following criteria:

Either

1 be approved by an appropriate Awarding Body as a centre for the assessment of the relevant S/NVQ(s) (and Core Skills if these are being separately certificated)

or

2 be capable of demonstrating a contractual relationship with another approved centre for the assessment of those units for which the MAC does not have approval from an appropriate Awarding Body.

In addition

The SSO will maintain a database of MACs for the delivery of the Framework within Scotland, which will be available to employers and others.

Organisations wishing to become MACs who have yet to obtain the necessary Awarding Body approval for assessment should first contact the Awarding Body direct.

Organisations wishing to be accredited with SQMS (or other appropriate quality system) should contact Skills Development Scotland.

In addition to the assessment of the Modern Apprentice against the relevant standards set by the selected Framework outcomes, the MAC has responsibility for:

- Entering into a formal training agreement with the employer and Modern Apprentice
- Registering Modern Apprentices as candidates for the relevant S/NVQ(s) and other selected units with the appropriate Awarding Body
- Registering Modern Apprentices with the SSO
- Applying for the final 'Certificate of Completion' on behalf of Modern Apprentices
- Informing the SSO of any material alterations to Modern Apprentices' training plans or desired changes to the selected Framework outcomes.

APPENDIX 3



MODERN APPRENTICESHIP SAMPLE TRAINING AGREEMENT

This Training Agreement is entered into by:

Name of Employer:	
Name of Modern Apprentice:	
Name of Modern Apprenticeship Centre:	

The **Employer's responsibilities** are to:

- 1 employ the modern apprentice subject to the employer's usual terms and conditions of employment;
- 2 provide the modern apprentice with the facilities, training and work place opportunities necessary to achieve the selected Framework outcomes specified in the apprentice's personal training plan;
- 3 pay the modern apprentice an agreed salary which reflects the obligations of the employer and the opportunities for the apprentice;
- 4 in the event of the employer becoming unable to retain the modern apprentice after completion of the apprenticeship, to use reasonable endeavours to secure employment elsewhere;
- 5 in the event of the apprenticeship being terminated prematurely by either the employer or modern apprentice for any reason other than dismissal for unsatisfactory performance or misconduct, to use reasonable endeavours to secure employment and continuation of this apprenticeship elsewhere;
- 6 operate a formal Health and Safety policy and undertake the necessary legal and contractual responsibilities for health and safety of the modern apprentice; and
- 7 operate an Equal Opportunities policy which meets all legal requirements.

The **Modern Apprentice's responsibilities** are to:

- 1 work for the employer in accordance with the agreed terms and conditions of employment;
- 2 undertake training, attend courses if required, keep records, and take assessments to be determined by the employer and/or Modern Apprenticeship Centre, and carry out such work as may be required in order to achieve the selected Framework outcomes specified in the apprentice's personal training plan;
- 3 be diligent, punctual, behave in a responsible manner and in accordance with the requirements of Health and Safety legislation relating to the apprentice's responsibilities as an individual; and
- 4 promote at all times the employer's best interests.

The **Modern Apprenticeship Centre's responsibilities** are to:

- 1 agree the content of the modern apprentice's personal training plan as confirming that the selected Framework outcomes and training plans meet the criteria of this modern apprenticeship
- 2 contract with the employer to provide the training and assessment necessary to enable the modern apprentice to achieve the selected Framework outcomes specified in the apprentice's personal training plan; and
- 3 use its best endeavours to ensure that the employer provides the modern apprentice with the facilities, training and work place opportunities necessary to achieve the selected Framework outcomes specified in the apprentice's personal training plan.

This agreement to be signed by all parties:

Employer		Date:
Modern Apprentice <i>(or Parent/Guardian, if under 18)</i>		Date:
Modern Apprenticeship Centre		Date:



MODERN APPRENTICESHIP TRAINING PLAN

The Modern Apprenticeship Centre

Name:
Address:
Telephone:
Contact:

The Modern Apprentice

Full name:
Home address:
Work address:
Date of birth:

The Employer

Name:
Address:
Telephone:
Contact:

Mandatory outcomes

SVQ Level 3 Management <i>(List mandatory and optional units)</i>		Tick units being undertaken	SCQF Level	SCQF Credit Points
Enhancement <i>(Please give details)</i>				
Core Skills		Tick units being undertaken	SCQF Level	SCQF Credit Points
1	Communication		5	
2	Working with others		5	
3	Numeracy		4	
4	Information and communication technology		4	
5	Problem Solving		5	

Optional outcomes

Additional units (if any) <i>These are optional and should reflect the individual training needs of the Apprentice (Please specify unit(s))</i>		Tick units being undertaken	SCQF Level	SCQF Credit Points

Summary of Modern Apprentices accredited prior learning:

If you require assistance in completing this form, please contact:

CfA Business Skills @ Work
6 Graphite Square
Vauxhall Walk,
London
SE11 5EE
T: 020 7091 9620
Email: info@cfa.uk.com
www.cfa.uk.com