



A
MODERN APPRENTICESHIP
IN
Management

**FRAMEWORK DOCUMENT
FOR
SCOTLAND**

Management Standards Centre

**April 1998
(Textual updated: August 2004)**

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Management Standards Centre

**Modern Apprenticeship
in
Management**

Framework Document for Scotland

*Approved for use within Skillseekers in Scotland by the
Modern Apprenticeship Implementation Group on
29 April 1998
(Textual update: August 2004)*


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(Chairman of the Modern Apprenticeship Implementation Group)

MODERN
 **APPRENTICESHIPS**

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1

Modern Apprenticeships in Scotland

What are Modern Apprenticeships?

Modern Apprenticeships are training initiatives aimed at developing highly skilled employees.

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 any employee aged 16 or over. There are no formal entry requirements – but 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 types of Modern Apprenticeship and they all contain the same 3 basic ingredients:

- SNVQ level 3
- Core Skills
- Industry specific training

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

****Sector Skills Councils**

Sector Skills Councils are independent, UK-wide organisations developed by groups of influential employers in industry or business sectors of economic or strategic significance. They exist to tackle the skills and productivity needs of their sector. One of their responsibilities is the development and promotion of Modern Apprenticeships.

The Management Modern Apprenticeship is managed by the Management Standards Centre (MSC). Although MSC is not a Sector Skills Council, it has been given approval by the Sector Skills Development Agency to undertake a range of functions in the management sector which are similar to those undertaken by SSCs in other sectors.

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Modern Apprenticeships in Management

Background to developments

In December 1997, the Management Charter Initiative contracted with Scottish Enterprise to construct a framework for a Modern Apprenticeship in Management for Scotland in order to establish a high quality and widely recognised qualification for an age group traditionally excluded from formal and structured management development. The programme offers the opportunity to identify management potential and develop it in the workplace. This will be especially useful where structured progression is needed for:-

- school leavers at 16, 17 and 18;
- people leaving full-time vocational education;
- graduate and post-graduate development; or
- employees who have started their careers in an occupational or generic specialism and wish to move into management as a profession.

It was agreed that this process would be advised by a Steering Group and that this group should represent all the major interests in the project and ensure its successful outcome.

Why a Modern Apprenticeship in Management ?

A Modern Apprenticeship in Management programme offers the opportunity for employers/organisations:-

- to develop managerial and technical skills in tandem - in the workplace;
- to 'grow their own' management team for the future; and
- to have control over how the candidate/Apprentice is developed and as a consequence to ensure that the development meets and supports the needs of the organisation.

Benefits of a Modern Apprenticeship in Management

A Modern Apprenticeship in Management offers:-

- a practical and real application of knowledge and understanding;
- a 'guarantee' of occupational competence;
- the only formal and structured route for young entrants to management programmes - with qualifications;
- a generic programme which can have a mixed study path, in conjunction with sectoral development, applicable to all management areas;
- extremely flexible entry criteria encouraging development towards national standards and best practice;
- opportunities for Graduates to gain hands-on experience - therefore offering greater credibility in and to small organisations; and
- the ability for organisations, including those in smaller firms and the Voluntary Sector, to develop 'home grown' skills, knowledge and understanding for the future.

3 Summary of framework

Diagram showing the contents of the Modern Apprenticeship in Management

Mandatory outcomes

SNVQs

ONE of the following SNVQs must be achieved:

SNVQ name	SNVQ level	Reference number**
Management	3	G47B 23
Management	4	G4GB 24
Business Start Up	3	G5WH 23
Energy Management	4	G4GC 24
Quality Management	4	G4GD 24
Business Development	4	G6TR 24
Operational Management	5	G4L5 25
Strategic Management	5	G4L4 25

** Equivalent SNVQs from other awarding bodies may also be used.

Core Skills

ALL of the following core skills must be achieved.

Core Skill	level	Reference number**
Communication	Intermediate 2	D6C7 04
Numeracy	Intermediate 2	D6CB 04
Information Technology	Access 3	D6CN 04
Problem Solving	Intermediate 2	D6CF 04
Working with others	Intermediate 1	D6CK 04

** Equivalent core skills from other awarding bodies may also be used.

All of the above core skills do NOT require to be separately certificated.

Enhancements

Candidates must achieve two additional units from a job specific SNVQ at the appropriate level, OR two additional units from a Management SNVQ at a higher level than the complete SNVQ gained in the apprenticeship.

4 The framework

The mandatory content of the Modern Apprenticeship in Management is as follows:

Mandatory Outcomes

1 S\NVQs

Each apprentice is required to achieve ONE of the following S/NVQs:

S\NVQ name	S\NVQ level	Reference number**
Management	3	G47B 23
Management	4	G4GB 24
Business Start Up	3	G5WH 23
Energy Management	4	G4GC 24
Quality Management	4	G4GD 24
Business Development	4	G6TR 24
Operational Management	5	G4L5 25
Strategic Management	5	G4L4 25

** Equivalent S\NVQs from other awarding bodies may also be used.

Scottish Vocational Qualifications (SVQs) are work-based qualifications, which are based on national standards of competence drawn up by representatives from each industry sector. SVQs are made up of units – normally between six and ten – which break down a job into separate functions reflecting the different kinds of activities of a job. SVQs are available in 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 they need to do their job. All Scottish Modern Apprenticeships must contain an SVQ (or NVQ) at level 3 or above.

2 Core Skills

ALL of the following core skills must be achieved.

Core Skill	level	Reference number**
Communication	Intermediate 2	D6C7 04
Numeracy	Intermediate 2	D6CB 04
Information Technology	Access 3	D6CN 04
Problem Solving	Intermediate 2	D6CF 04
Working with others	Intermediate 1	D6CK 04

** Equivalent core skills from other awarding bodies may also be used.

All of the above core skills do NOT require to be separately certificated.

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 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.

3 Enhancements

Candidates must achieve two additional units from a job specific S\NVQ at the appropriate level, OR two additional units from a Management S\NVQ at a higher level than the complete S\NVQ gained in the apprenticeship.

5 **Registration and certification**

The Scottish Modern Apprenticeship in Management is managed by the Management Standards Centre (MSC). MSC is the first point of contact in Scotland for any enquiries in relation to the framework. Contact details:

Management Standards Centre
3rd Floor
2 Savoy Court
Strand
London
WC2R 0EZ
Tel: 0207 2402826
Fax: 0207 2402853
Web: www.management-standards.org

MSC will register all Scottish Modern Apprentices undertaking this framework. **All Modern Apprentices must be registered before the first Skillseekers milestone, or within 8 weeks (whichever is sooner) of starting their apprenticeship.** Registration can be made by completing the Training Plan and Training Agreement in Appendix 3 and sending these to the above address. Further copies of these forms are available on request.

MSC 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, employers must submit evidence to MSC 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 MSC at the address above.

MSC Service level

MSC 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.

MSC 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.

6 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. (See Section 14 for detail on funding availability)
- 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 and Higher Grades employers should also be aware of newer vocational qualifications.
- The following factors may also influence the selection process:
 - the candidate's Scottish Qualification Certificate or Progress File
 - 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 Careers Scotland and the SSC for advice and guidance on recruitment and selection. The Careers Scotland web site is at: www.careers-scotland.org.uk/CareersScot/web/site/Home/home.asp

Identifying Management Potential

As a guide to employers, the following may be useful in identifying managerial potential in young people. This should not be read as a comprehensive list of criteria; management is a generic term applied across all industries and sectors, where the specifics of management jobs will be determined accordingly. However, the list which follows can be used simply as a tool which may be added to and developed as individual employers' experience of identifying potential grows. The potential candidate:

- has an enquiring mind
- has a desire to learn and gain appropriate qualifications
- actively listens (by questioning etc. what is being said and acts upon it)
- learns fast
- attempts to keep an open mind and not fix on any preconceived ideas
- has an obvious interest in the organisation, its products/services, people and processes
- is prepared to contribute readily at meetings, within teams and one to one as appropriate.

Management applies across such a wide variety of sectors and occupations and the term manager does not always appear in the job title. However, the following have been included as guidance of the general kinds of job opportunities which may be offered to young people on a Modern Apprenticeship in Management

- *Team leader*, where those with management potential are put in charge of a small team of people, given very specific targets to meet and must be accountable to first line managers for their performance
- *Assistant manager*, sometimes becomes available to the very young bright shop assistant, factory operator, small firms administrator etc. where the candidate will shadow the manager and stand in during periods of absence
- *Trainee manager*, some larger firms, particularly within the engineering industry, already have trainee manager roles, whereby a person with the potential for management will be placed in various departments for specific periods of time to learn about the organisation in some detail.

7 Equal opportunities

It is mandatory that all participants in this Modern Apprenticeship must conform to Local Enterprise Companies (LECs) contractual requirements on equal opportunities. All employers of Modern Apprentices should have an Equal Opportunities policy statement. Companies considering recruiting a Modern Apprentice may seek advice about equal opportunities from LECs. Contact details for LECs are given on the Scottish Enterprise www.scottish-enterprise.com/ and Highland & Islands Enterprise www.hie.co.uk/ web sites.

8 Health and safety

It is a requirement of this Modern Apprenticeship framework that all aspects of health and safety at work be recognised 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 they, as employees, have clear rights and duties with regard to health and safety.

Any organisation wishing to contract with a LEC to employ a Modern Apprentice will be required to satisfy the LEC as to the adequacy of its Health and Safety policy and systems. Similarly, the LEC must be also be satisfied with the Health and Safety policy and systems of any organisation approved to offer training and development related to the Modern Apprenticeship Framework.

9 Contracts

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

- 1 Normal contract of employment signed by the employer and the Modern Apprentice
- 2 LEC Training Plan. (This only applies to apprentices in receipt of Skillseekers funding.)
- 3 MSC Training Agreement - this agreement outlines the basis of the modern apprenticeship, refers to the contract of employment and includes Health and Safety responsibilities.
- 4 MSC Training Plan - this plan outlines the selected outcomes and the expected duration of the apprenticeship. Training Plans may be modified to reflect changing circumstances, however it is essential that the MSC is notified of any changes.

10 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.**

11 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.

12 Training and development

Delivery

Training delivery can take many forms under the Modern Apprenticeship system. Some organisations may become approved S/NVQ Assessment Centres; others may join consortia 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 work-site. 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 S/NVQ.

To ensure continuity of standards all local delivery of Modern Apprenticeship training will be subject to Scottish Quality Management Systems (SQMS) – or other appropriate quality system adopted by LECs.

Approved centres

A list of organisations currently approved to deliver the Scottish Modern Apprenticeship in Management is available from MSC.

The MSC training plan

The plan requires to identify:

- 1 The selected framework outcomes, specifying whether or not separate certification of the Core Skills is being sought.
- 2 Any credit to be applied for by Accreditation of Prior Learning by the Modern Apprentice.
- 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 the LEC
- comply with the stipulations of this framework
- meet the needs of the employer and apprentice.

A sample Training Plan is given in the appendix of this document.

13 Career progression

Career opportunities for management trainees vary. Team leaders operate in firms where those with senior management potential are put in charge of a small team of people, given specific targets to meet and are accountable to first line managers for their performance. Assistant manager posts may be available to capable shop assistants, factory operatives or small firms administrators where the apprentice will shadow the manager and stand in during periods of absence. Some larger firms have trainee manager roles, where a person with the potential for management will be placed in various departments for specific periods of time to learn about the organisation in detail.

14 Organisational responsibilities

Three types of organisation have responsibility for ensuring that the Modern Apprenticeship programme is implemented to the highest possible standard:

- Sector Skills Councils (SSCs) or other SEDA approved organisations such as MSC
- Local Enterprise Companies (LECs)
- Awarding bodies.

Sector Skills Councils

Sector Skills Councils have responsibility for the development, promotion and implementation of this framework in Scotland. The SSC will act as the first point of contact for those wishing further information about the framework.

Specifically, the SSC is responsible for the following:

- approval of Scottish Modern Apprenticeship Centres (MACs) for the delivery of the apprenticeship (see Appendix 3)
- registration and monitoring of individual modern apprentices
- certification of the successfully completed apprenticeship
- the review of the framework in light of future experience to ensure the framework continues to meet the needs of apprentices and employers.

The SSC will maintain a database of MACs approved for the delivery of the framework within Scotland which will be available for employers and others. In addition the SSC will work with Awarding Bodies to ensure that quality assurance is maintained within the centres.

The Local Enterprise Company (LEC)

Funding to assist with the training and assessment of Modern Apprenticeships in Scotland is through Skillseekers which is administered in each area by the appropriate Local Enterprise Company (LEC).

The funding levels in the Scottish Enterprise area have been harmonised to create consistency across the network of LECs. In the Highlands and Islands Enterprise area, LECs still have discretion to set their own funding levels according to local needs.

It is important that the appropriate LEC be contacted as early as possible when contemplating a Modern Apprenticeship and that the basis of any funding be agreed before any contracts of employment or training agreements are entered into by any one of the parties involved.

The awarding bodies

A significant proportion of the Modern Apprenticeship is based on the assessment of the apprentice against S/NVQs or S/NVQ units. These qualifications are accredited by the Scottish Qualifications Authority (SQA) and 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 S/NVQs and S/NVQ units are fully met.

Appendices

Appendix 1

Employer consultation

Details of the employer consultation undertaken for this Framework are available from MSC.

Appendix 2

Modern Apprenticeship Centres (MACs)

Modern Apprentices may only be registered through organisations approved by the SSC 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, College of FE, or similar.

In order to be approved, organisations must make a formal application to the SSC, 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) at level 3 (and Scottish 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

For organisations in receipt of LEC funding, the organisation must be accredited with the Scottish Quality Management System standard (SQMS) or other quality system accepted by the LEC.

The SSC will maintain a database of MACs for the delivery of the framework within Scotland, which will be available for 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 their LEC.

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
- Registration with an appropriate Awarding Body of the modern apprentice as a candidate for the relevant S/NVQ(s) and other selected units.
- Registration with the SSC of the apprenticeship.
- Application on behalf of the modern apprentice for final certificate of modern apprenticeship accomplishment.
- Informing the SSC of any material alterations to the modern apprentice's training plan 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:

The Local Enterprise Company (*if applicable*)

Name:
Address:
Telephone:
Contact:

Framework selected outcomes

Mandatory outcomes

SINVQ		
<i>(List units being undertaken)</i>		
Enhancements		
<i>(2 additional SWVQ units must be achieved)</i>		

Summary of Modern Apprentices accredited prior learning

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

Management Standards Centre
 3rd Floor
 2 Savoy Court
 Strand
 London
 WC2R 0EZ
 Tel: 0207 2402826
 Fax: 0207 2402853
 Web: www.management-standards.org

