



A  
**MODERN APPRENTICESHIP**  
IN  
**CONTACT CENTRES**  
FRAMEWORK DOCUMENT  
FOR  
SCOTLAND

**e-skills UK**

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**Modern Apprenticeship**

**in**

**Contact Centres**

**Framework Document for Scotland**

*Re-approved for use within Skillseekers in Scotland by the  
Modern Apprenticeship Implementation Group on  
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**MODERN**  
➔ **APPRENTICESHIPS**

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# **1 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 Bodies (SSBs). SSBs 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 all contain the same 3 basic ingredients:

- S/NVQ level 3
- Core Skills
- Industry specific training

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

## **2 Modern Apprenticeships in Contact Centres**

The Contact Centre industry is one of Scotland and the United Kingdom's fastest growing sectors. It currently employs 58,000 people in 414 Contact Centres across Scotland across a range of job roles from Customer Service Agent to Contact Centre Manager. While being a sector in its own right, Contact Centres span virtually all other industries including Finance, Travel and Tourism, Telecommunications, Utilities and retail to name but a few.

More and more companies are starting to realise that the Contact Centre is vital to brand management and customer satisfaction. Many customers' only ever contact with a company will be dealt with by their Contact Centre. This has led to major investment by companies into the development of their workforce and improving the working conditions for their employees. Evolving from the old style Call Centres of a few years ago, modern day Contact Centres now handle a range of customer enquires through numerous forms of media. These days Customer Service Agents will not only use a telephone but also the Internet, e-mail, SMS messaging, fax and regular post.

The exploitation of new Technology and efforts to improve customer retention through providing added value services mean that employees working in a contact centre or as the first point of contact in an organisation now require new levels of technical, linguistic and interpersonal skills.

The new Contact Centre Apprenticeship framework is replacing the Call Handling Apprenticeship Framework and will provide employers with a flexible training programme designed specifically to produce competent people, in a cost effective manner. The new flexible S/NVQ structure reflects the need for a wider variety of skills for agents by allowing a more tailored approach for each individual qualification to cover the growing diversity of Contact Centres. This structure also enables a spiky skills profile to be reflected in the qualification, allowing candidates to undertake units at a level above or below level 3 where appropriate. e-skills UK have also added a sector specific unit option to the S/NVQ, which means the qualification can be adjusted to suit the sector in which the Contact Centre operates as well as the variety of roles within each Contact Centre.

Apprentices can be employed in a wide variety of businesses and organisations. Job roles such as Receptionist; Administrator; Help Desk; Customer Services Advisor could involve working in a diverse number of industries for instance; IT, Telecommunications, Finance, Administration, National Health Service, Police, Ambulance Service, Retail, Travel, Sales etc.

Within the industry there are opportunities for apprentices to progress to: Customer Services Team Leader; Operations Manager; Contact Centre Manager; Product Specialist; Sales Advisor; Sales Team Leader; Sales Team Manager; Scheduling and Resource Manager with additional opportunities to move into the more 'back office' roles such as human resources, marketing, quality control and training



## 4 The Framework

The mandatory and optional content of the Modern Apprenticeship in Contact Centres is as follows:

### **Mandatory Outcomes**

#### **1 S/NVQ(s)**

Each apprentice is required to achieve the following S/NVQ(s):

S/NVQ Contact Centre Professionals level 3

		Edexcel	C&G	OCR	EDI	SQA
S/NVQ Contact Centre Professionals	Level 3	100/4763/3	100/4759/1	100/4645/8	100/5158/2	G7W8 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 down a job 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 they need to do their job. All Scottish Modern Apprenticeships must contain an SVQ (or NVQ) at level 3 or above.

#### **2 Core Skills**

Each apprentice is required to achieve the following minimum core skills level:

Core Skill	Level	Reference code
Communication	Intermediate 1	D6C604
Working with others	Intermediate 1	D6CK04
Problem Solving	Intermediate 1	D6CE04
Information Technology	Intermediate 1	D6CP04
Numeracy	Intermediate 1	D6CA04

All core skills to be certificated separately.

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 unless they wish to undertake a higher level.

## Optional Outcomes

e-skills UK strongly encourages employers to add further qualifications and training to the Contact Centre framework to meet their business needs of the organisation and developmental needs of the apprentice. By adding additional skills to the framework the apprentice will add breadth to their competence.

A key feature of the e-skills UK's Contact Centre S/NVQs is their flexibility to customise training to reflect the range and depth of competence that different people may need in their work place. The S/NVQs allow 'mix and match' choice plus the additional **inclusion** of a sector specific unit which has been demonstrated to be relevant to the candidate's job role and thereby ensuring an individual learning programme that is fit for purpose for the apprentice and employer.

Awarding Bodies are in the process of mapping their "Call Centre / Contact Centre vocational related qualifications against the Contact Centre National Occupational Standards. This will allow the qualification to count towards the completion of the Contact Centre S/NVQ.

In addition to the contributing qualifications mapped by awarding bodies, in-house employer training programmes can be mapped against the NOS and can also contribute toward the Contact Centre Professional S/NVQ. (Should any employer wish to follow this process please email [ben.sweetman@e-skills.com](mailto:ben.sweetman@e-skills.com))

Modern Apprenticeship Providers / Employers are encouraged to review other relevant S/NVQs and/or vocational technical qualification to identify development opportunities. Suggested additional components are:

- Units from S/NVQ Contact Centre Operations Level 3

## 5 Registration and certification

This Scottish Modern Apprenticeship is managed by e-skills UK. The SSB is the first point of contact in Scotland for any enquiries in relation to the Framework. Contact details:

Jeannette Armstrong  
e-skills UK  
1 Castle Lane  
London  
SW1E 6DR  
020 7963 8920  
Fax: 020 7592 9138  
[apprenticeships@e-skills.com](mailto:apprenticeships@e-skills.com)  
[www.e-skills.com](http://www.e-skills.com)

The SSB will register all Scottish Modern Apprentices undertaking this Framework. **All Modern Apprentices must be registered with the SSB 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. In the case of MAs which receive funding from LECs

it is acceptable for the LEC Training Plan to be used on the condition that it includes all relevant information as set out in the MA Training Plan.

The SSB 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 the SSB 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 SSB at the address above.

### **SSB Service level**

The SSB 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 SSB 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.
- 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 Highers employers should also be aware of newer vocational qualifications or vocational activity undertaken outwith an academic institutions such as volunteering activity.
- 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 Careers Scotland and the SSB for advice and guidance on recruitment and selection. The Careers Scotland web site is at: [www.careers-scotland.org.uk](http://www.careers-scotland.org.uk) or visit [www.e-skills.com](http://www.e-skills.com)

## **7** 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 and undertaking the Modern Apprenticeship.

All MAs supported by the Enterprise Networks must conform to Local Enterprise Companies (LECs) contractual requirements on equal opportunities. All employers of Modern Apprentices should have an Equal Opportunities policy statement.

## **8 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 the Enterprise Networks will be required to satisfy the LEC as to the adequacy of its Health and Safety policy and systems.

## **9 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 SSB Training Agreement - this agreement outlines the basis of the modern apprenticeship, refers to the contract of employment and includes Health and Safety responsibilities.
- 3 SSB Training Plan - this plan outlines the selected outcomes and the expected duration of the apprenticeship. In cases where funding is offered by a LEC, the LEC 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 SSB 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 and should form the contract of employment.

## **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 the S/NVQ and core skills where appropriate.

A list of organisations approved to deliver this Modern Apprenticeship is available from e-skills UK.

## **The SSB 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 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 (if the MA is being financially supported by SE or HIE)
- 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 LECs it is sufficient to submit the LEC Training Plan on condition that it covers the same information required in the MA Training Plan.

## 13 Consultation Process

The new Contact Centre framework replaces the Call Handling framework and provides a far more flexible training programme for employer. The NOS consultation and ongoing feedback on the Contact Centre S/NVQs has also been included in this area.

e-skills UK undertook UK-wide consultation on the Contact Centre NOS, attended by the following employers and Training Providers from Scotland:

Name	Organisation
Margaret Baker	Abbey National Plc
Sue Barlow	Fujitsu Services
Ian Blunt	Viking Direct
Stephen Bostridge	Bailey Telecom
David Bowen	Friends Provident
Annette Cattermole	Callscan
Debbie Collier	Robert Walters
Susan Cousldon	T-Mobile
Peter Cowell	BT
Katrina Cryer	Open University
Robert Dirskovski	Direct Marketing Association
Maria Gibbins	Help Desk Institute
Jeanette Higgins	Accenture HR Services
Linda Litherland	Prudential
Colin Mackay	Call Centre Association
Valerie Mann	Intelligent Finance
Matthew Poyiadgi	Comptia
Craig Preedy	Centrica
Irene Watt	beCogent
Julia Wilkes	Vertex

From this, the feedback was that take up of S/NVQs has historically been disappointing in relation to the number of potential candidates. These qualifications have been competing against in-house training and a perception that they are over-bureaucratic, time-consuming and costly to achieve.

These new ICT and Contact Centre standards are one outcome of a review project covering all of the e-skills UK standards. In order to address the above barriers to standards use and qualification take-up the remit for the project required e-skills UK to:

Produce National Occupational Standards which:

- are directly usable by employers (both corporate and SME);
- are suited for qualification and other uses;
- are simple and easy to understand;
- match real job profiles; and
- allow for simplification of assessment when used within qualifications.

We have attempted to achieve this by:

- using a radically different format to present the new standards;
- producing standards not qualifications; and
- adopting a flexible, innovative approach to development and consultation by making use of Information and Communication Technology.

e-skills UK held a consultation forum on the new MA frameworks for Contact Centres, attended by the following training providers, employers and stakeholders. The consultation forum raised issues regarding the delivery of the S/NVQ for Contact Centre Professionals, (ask Chris M for reminders) (use IT user phrasing).

	<b>Name</b>	<b>Organisation</b>	<b>Email</b>
1	Donald Reid	IT Skills for All	<a href="mailto:donaldreid@itskillsforall.co.uk">donaldreid@itskillsforall.co.uk</a>
2	John Robertson	City and Guilds	<a href="mailto:johnrob@city-and-guilds.co.uk">johnrob@city-and-guilds.co.uk</a>
3	Linda Orr	SQA	<a href="mailto:Mary.garrity@sqa.org.uk">Mary.garrity@sqa.org.uk</a>
4	Kenny Weir	T Mobile	<a href="mailto:Kenny.weir@t-mobile.co.uk">Kenny.weir@t-mobile.co.uk</a>
5	Laura Kincaid	Microcom Training	<a href="mailto:Laura.kincaid@microcomtraining.ltd.uk">Laura.kincaid@microcomtraining.ltd.uk</a>
6	Frances Watson	Microcom Training	<a href="mailto:f.watson@microcomtraining.com">f.watson@microcomtraining.com</a>
7	Jane Barclay	Fife College	<a href="mailto:j-barclay@fife.ac.uk">j-barclay@fife.ac.uk</a>
8	Tracey McDowall	Southwest	<a href="mailto:tm@swbs.co.uk">tm@swbs.co.uk</a>
9	Anne-Marie McGroarty	NFU Mutual	<a href="mailto:Anne-Marie_McGroarty@nfumutual.co.uk">Anne-Marie_McGroarty@nfumutual.co.uk</a>
10	Ruth Hickman	NFU Mutual	<a href="mailto:Ruth_Hickman@nfumutual.co.uk">Ruth_Hickman@nfumutual.co.uk</a>
11	Angela Paul	Careline Services	<a href="mailto:APaul@careline-services.co.uk">APaul@careline-services.co.uk</a>
12	Jean Costello	Glasgow City Council	<a href="mailto:Jean.costello@ced.glasgow.gov.uk">Jean.costello@ced.glasgow.gov.uk</a>
13	Caroline Rickard	Glasgow City Council	<a href="mailto:Caroline.rickard@ced.glasgow.gov.uk">Caroline.rickard@ced.glasgow.gov.uk</a>
14	Marian Hopkins	Glasgow City Council	<a href="mailto:Marian.hopkins@ced.glasgow.gov.uk">Marian.hopkins@ced.glasgow.gov.uk</a>
15	Kay Hamilton	Fife College	<a href="mailto:k-hamilton@fife.ac.uk">k-hamilton@fife.ac.uk</a>
16	Pat Doig	Fife College	<a href="mailto:p-doig@fife.ac.uk">p-doig@fife.ac.uk</a>
17	Billy Bentley	Scottish Enterprise	<a href="mailto:Billy.Bentley@scotent.co.uk">Billy.Bentley@scotent.co.uk</a>
18	Lawrence Boyle	Scottish Enterprise	<a href="mailto:Lawrence.Boyle@scotent.co.uk">Lawrence.Boyle@scotent.co.uk</a>
19	Charles Callaghan	Scottish Enterprise	<a href="mailto:Charles.Callaghan@scotent.co.uk">Charles.Callaghan@scotent.co.uk</a>
20	Anne Casserly	Careers Scotland	<a href="mailto:anne-casserly@careers-scotland.org.uk">anne-casserly@careers-scotland.org.uk</a>
21	John Davidson	Dundee College	<a href="mailto:John.Davidson@dundeecoll.ac.uk">John.Davidson@dundeecoll.ac.uk</a>
22	Ann Moir	Dundee College	<a href="mailto:A.Moir@dundeecoll.ac.uk">A.Moir@dundeecoll.ac.uk</a>
23	Mike Dodds	RHL	<a href="mailto:mikedodds@response-handling.com">mikedodds@response-handling.com</a>
24	Lirrie Craig	Scottish Enterprise	<a href="mailto:lirrie.craig@scotent.co.uk">lirrie.craig@scotent.co.uk</a>
25	Johanna Sigerson	Telecom Service Centres	<a href="mailto:Johanna.Sigerson@tsc.co.uk">Johanna.Sigerson@tsc.co.uk</a>
26	Joanne Molloy	Scottish Enterprise	<a href="mailto:Joanne.molloy@scotent.co.uk">Joanne.molloy@scotent.co.uk</a>
27	Aileen Jarvis	Motherwell College	<a href="mailto:ajarvis@motherwell.co.uk">ajarvis@motherwell.co.uk</a>
28	Donald MacLean	Dundee College	<a href="mailto:d.maclean@dundeecoll.ac.uk">d.maclean@dundeecoll.ac.uk</a>

In addition to the seminar e-skills UK have carried out a consultation by email, facilitated by training providers to gain feedback from employers. This included questions on the need for and content of the proposed framework. Consultation Form feedback has been received from Mike Dodds at RHL, who confirmed that the Core Skills level selected was appropriate for the Contact Centre sector.

## **14 Career progression**

After completion of a Modern Apprenticeship, candidates can progress to job roles such as: Customer Services Team Leader; Operations Manager; Contact Centre Manager; Product Specialist; Sales Advisor; Sales Team Leader; Sales Team Manager; Scheduling and Resource Manager with additional opportunities to move into the more 'back office' roles such as human resources, marketing, quality and training. This could span across a wide variety of sectors such as Finance, Travel and Tourism, Telecommunications and Utilities

The range of qualifications available to Contact Centre Professionals is currently expanding to give successful candidates the option to follow a specific contact centre path as well as a general business management route.

Successful apprentices can progress on to higher vocational qualifications such as

- S/NVQ Contact Centre Professionals levels 4 and 5
- S/NVQ Operational Management or Strategic Management level 5
- Higher National Certificate/Diploma

In addition to these options, successful candidates can progress to degree courses such as Management, Operational Management or Sales 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:

- Sector Skills Bodies (SSBs)
- Enterprise Networks and Local Enterprise Companies (LECs)
- Awarding bodies
- Training Providers
- Modern Apprentice Implementation Group (MAIG)
- Careers Scotland
- Employers
- Modern Apprentices

##### Role of the Sector Skills Bodies

SSBs 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.

e-skills UK is the SSB for IT, Telecoms and Contact Centres, visit [www.e-skills.com](http://www.e-skills.com) for more information. For details on other sector's SSB visit [www.ssascot.org.uk](http://www.ssascot.org.uk)

##### Role of the Enterprise Networks and Local Enterprise Companies (LECs)

Financial support to assist with the training of Modern Apprenticeships in Scotland is administered in each area by the appropriate Local Enterprise Company (LEC). Organisations should contact their LEC to discuss financial support.

Further information is available from [www.modernapprenticeships.com](http://www.modernapprenticeships.com)

##### Role of 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 the Qualifications and Curriculum Authority 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 S/NVQs and S/NVQ 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 understands the principles and processes of competence-based assessment
- Registering of MA candidates with the relevant SSB (and LEC 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 MAIG**

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

#### **MAIG 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 Careers Scotland**

Careers Scotland is the natural point of contact for the recruitment and career-related needs of employers and training providers in Scotland. It provides advice and guidance on the range of Modern Apprenticeships and training providers available.

#### **Careers Scotland is responsible for:**

- Supporting Modern Apprentices with ongoing Career Planning advice.
- Providing a vacancy handling service to employers and training providers.
- Providing initial assessment of candidates and match to suitable vacancies.
- Promoting vacancies on the Careers Scotland website.

### **Role of the Employer**

Employer's responsibilities include:

- Paying new Modern Apprentices in accordance with the company's 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 verify evidence
- Releasing Modern Apprentices for college/off-the-job training in line with training plan
- Providing 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 SSB 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 SSB, 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

Organisations that have contracts with the Enterprise Networks for the delivery of Modern Apprenticeships must have Scottish Quality Management System (SQMS) accreditation (or be prepared to work towards accreditation) or other quality system accepted by the Enterprise Networks. Organisations that are privately funding their Modern Apprenticeship programme are actively encouraged to seek SQMS accreditation, or other quality assurance system as agreed with the SSB.

The SSB 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 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
- 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 SSB
- Applying for the final 'Certificate of Completion' on behalf of Modern Apprentices
- Informing the SSB 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:

<b>Name of Employer:</b>	
<b>Name of Modern Apprentice:</b>	
<b>Name of Modern Apprenticeship Centre:</b>	

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:

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



**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**

<b>S\NVQ Level 2 (if applicable)</b> <i>(List mandatory and optional units)</i>		<b>Tick units being undertaken</b>
<b>S\NVQ level 3</b> <i>(List mandatory and optional units being undertaken)</i>		
<b>Enhancements (if applicable)</b>		

<b>Core Skills</b>		
1	Communication (minimum level: Intermediate 1)	
2	Working with others (minimum level: Intermediate 1)	
3	Numeracy (minimum level: Intermediate 1)	
4	Information technology (minimum level: Intermediate 1)	
5	Problem Solving (minimum level: Intermediate 1)	

**Optional outcomes**

<b>Additional units (if any)</b> <i>these are optional and should reflect the individual training needs of the Apprentice</i>		
	(specify unit)	
	(specify unit)	
	(specify unit)	
	(specify unit)	

**Summary of Modern Apprentices accredited prior learning**

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

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## Appendix 4

### Contact Centre Units and values

AOC Title Units at each level will be differentiated by adding the level indicator as a suffix. (E.g. Customer Care 1, Customer Care 2 etc.)	Unit Values			
	Level 1	Level 2	Level 3	Level 4
Contact Centre systems and technology	10	20	30	40
Customer care	10	20	30	40
<b>Develop personal and organisational effectiveness</b>	<b>5</b>	<b>15</b>	<b>25</b>	<b>35</b>
Direct selling and customer acquisition in Contact Centres	10	20	30	40
<b>Health and Safety in ICT and Contact Centres</b>	<b>5</b>		30	40
Interpersonal and written communication	5	15	30	40
Performance management			30	40
Remote support for products or services	10	20	30	40
Staff resource planning for Contact Centres			30	40
<b>Restricted Units</b>				
Sector specific unit <sup>1</sup>	10	20	30	40
Supporting learning and development (Import)			30	40
Managing people and resources (Import)			30	40
Managing quality (Import)			30	40
Project Management (Import)				20
Use IT systems	5	15	25	
Use IT to exchange information	5	15	25	
General uses of IT	5	15	25	
Use IT software	5	15	25	
Internets and intranets	5	15	25	
E-mail	5	15	25	
Word processing software	10	20	30	
Spreadsheets software	10	20	35	
Database software	10	20	35	
Specialist or bespoke software	10	20	30	

<sup>1</sup> This can be an accredited unit from any suite of S/NVQs which is relevant to the candidate's job role. The UV of this unit is determined by the qualification level in which it will be used up to a maximum of 40. Availability of these units is at the discretion of the Awarding Bodies. In this context 'sector' means an occupational sector as defined by the Skills for Business Network. For example, Management and Customer Service cannot be included.