



A
MODERN APPRENTICESHIP
IN
Food Manufacture
FRAMEWORK DOCUMENT
FOR
SCOTLAND

Improve Ltd

November 2007

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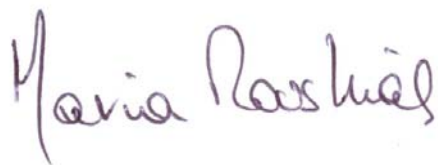
Modern Apprenticeship

In

Food Manufacture

Framework Document for Scotland

*Approved for use within Skillseekers in Scotland by the
Modern Apprenticeship Group on
15 November 2007*



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(Chair of the Modern Apprenticeship Group)*



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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 Food Manufacture

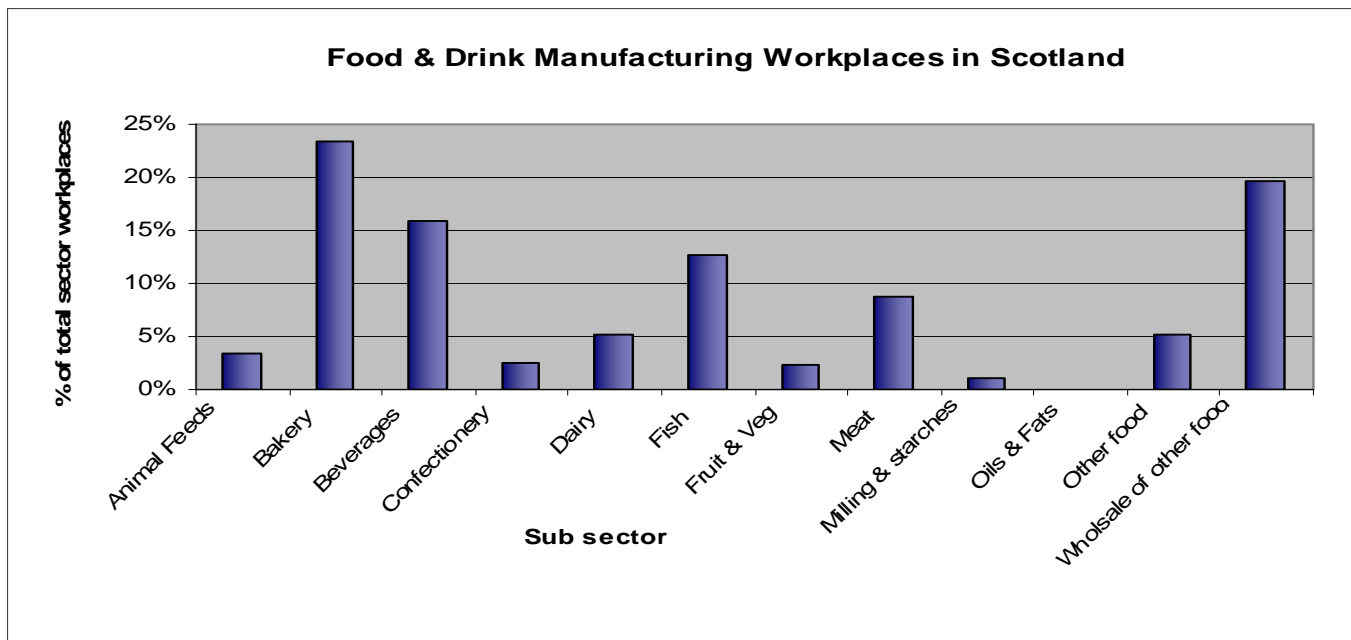
The Scottish food and drink manufacturing sector is an important one in absolute and relative terms. It is the single largest manufacturing sector in Scotland, employing some 50,000 people spread across 1,500 enterprises and representing around 21% of the total manufacturing workforce in Scotland. The industry has a turnover of £7.6 billion, the largest of all Scottish Manufacturing industries and represents 22% of Scotland’s total manufacturing turnover.

Within the Scottish food and drink manufacturing sector, the distribution of enterprises is concentrated in the bakery, beverages, meat, fish and general food manufacturing sub-sectors. The sector often portrays a poor image as low skilled lacking opportunity with poor wages. In reality, the sector offers excellent business ownership opportunities as is testimony to the fact that 63% of businesses employ less than 10 staff. The sector has significantly high levels of staff retention and offers excellent careers with employees moving in to Management roles and receiving competitive wage and benefit packages.

The table below shows the business and employee geographical spread across Scotland

Business	Concentration	Employee	Location
Situated	% of Employer	Situated	% of Employees
Aberdeenshire	10%	Glasgow	11%
Highlands	9%	Aberdeenshire	11%
Aberdeen City	7%	South Lanarkshire	9%
Glasgow City	7%	Edinburgh	8%

In terms of market share the Bakery & wholesale food sub-sectors dominate Scottish employment in the industry, at 23% and 20% of the total employed, respectively. Beverages with 16%, Fish with 13% and Meat with 9% are next in line for sector workplaces.



The Food and Drink Manufacturing sector has an aging workforce with the high majority of the workforce aged 35 plus. This has presented a challenge to the industry to invest more in the younger workforce and attract more school and college leavers in to the sector. Indeed, with less than 12% of employees

currently aged 24 or under, Improve sees significant potential in the new integrated framework and this would provide a key strand in our future strategy to engage with new and exiting employers to support modern apprenticeships.

Skill deficiencies identified in Sector Skills Agreement (Stage 5)

The Scottish food and drink industry is characterized by a workforce with a majority of employees (59%) having level 2 or lower qualifications, 16% of workers do not have any qualification at all. Approximately, 1 in 4 Scottish food and drink manufactures reported at least one skill gap in our SSA, these internal skills deficiencies were most numerous for process operatives, production works, maintenance managers and skilled trades including butchers.

Future Skills Needs in the Food and Drink Sector

Projections produced for the SSSA (Improve – Stage 5 SSA) indicate that total employment in the Scottish food and drink manufacturing sector will decline by around 5%, a smaller decline than that forecast for the UK sector as a whole. Similar to the UK picture, expanding numbers of higher skill level roles e.g. managers, generate high total requirements to 2014, with recruitment equivalent to more than 50% of current employment levels. Across the whole Scottish food and drink manufacturing sector, 15,000 new recruits are forecast to be needed to meet the requirements of the industry. Expectations of employment are largely positive amongst Scottish Sector employers, over half (55%) stating that they expect their employment to increase over the next 5 years. This augurs well for the development and introduction of the new modern apprenticeship framework for Food Manufacture that has specific SVQ pathways for Management staff.

Summary of Sector related market intelligence

In summary, the findings and recommendations of the Scottish SSA (stage 5) show that employers in Food and Drink are positive about future trade with employment expected to rise in the next 5 years. In addition, the need for management skills and for new recruits from younger people come at an opportune time with the development and implementation of the new framework for Food Manufacture that offers specific pathways for progression both into and from the newly devised SVQ Level 3. Furthermore, the new single framework for Food Manufacture now offers a tremendous opportunity to re-engage with employers who may have previously not considered modern apprenticeships in their companies. Indeed, through Improves consultation in Scotland employer respondents expressed high levels of interest for the new framework and SVQ structure; this is shown in more detail appendix 2. The framework for Food Manufacture has been developed and designed with the support of employers and is expected to both transform and rejuvenate the sectors Modern Apprenticeships across Scotland.

The New Framework for Food Manufacture - Benefits

The new “fit for purpose” framework will for the first time enable Food and Drink Manufacturing learners to participate in one programme of learning that is underpinned with a new approved SVQ in Food Manufacture. This new qualification has been developed in collaboration with sector employers, awarding Bodies and other key industry stakeholders.

The planned introduction and implementation of the new “integrated” framework for Food Manufacture will effectively replace three existing sub-sector frameworks that apply to the Food and Drink Manufacturing Sector in Scotland, the frameworks that will cease to operate are;

Framework to be removed	MAG Approved	SVQ Accreditation end
Bakery	July 2003	September 2007
Meat and Poultry Processing	Sept 2005	September 2007
Food and Drink Manufacturing Operation	May 2001	December 2007

The above sub-sector frameworks were originally submitted and controlled by Industry Training Organisations with Improve taking overall responsibility for the Modern Apprenticeship from June 2004 following SSC licensing. The construction of a single “overarching” framework for Food Manufacture concludes over two years of SSC strategic development that has seen a major review of the sectors national occupational standards (NOS) and fundamental reform of qualifications to meet the needs of industry. Improves Sector Qualifications Strategy (SQS) has resulted in a major overhaul of the N/SVQs that will impact significantly on apprenticeship frameworks across the UK.

The Scottish Food and Drink Manufacturing sector remains strong and vibrant with sound optimism for continued growth to 2010 and beyond. The Sector enjoys priority funding status in Scotland and the new Framework for Food Manufacture is seen as a critical response to the current under-performance of the modern apprenticeships that have patently failed to attract employers and young people across the previous three stand alone frameworks shown above.

3 Summary of Framework

Diagram showing the contents of the Modern Apprenticeship in Food Manufacture

Mandatory outcomes

S/NVQ Level 3

The following S/NVQ must be achieved:

- Food Manufacture

This S/NVQ has six pathways. Candidates should select ONE pathway:

- Specialist Craft Bakery Skills (Ref: G8NA 23)*
- Specialist Meat and Poultry Skills (Ref: G8NF 23)*
- Specialist Management Skills (Ref: G8ND 23)*
- Specialist Supply Chain Management (Ref: G9NG 23)*
- Specialist Technical Skills (Ref: G8NH 23)*
- Specialist Improvement Skills (Ref: G8NC 23)*

**Reference numbers are for FDQ SVQs. Equivalent S/NVQ from other awarding bodies may be used.*

Core Skills

- | | | |
|--------------------------|----------------|---------------|
| • Communication | Intermediate 1 | Ref: D6C6 04* |
| • Working With Others | Intermediate 1 | Ref: D6CK 04* |
| • Problem Solving | Intermediate 1 | Ref: D6CE 04* |
| • Information Technology | Intermediate 1 | Ref: D6CP 04* |
| • Numeracy | Intermediate 1 | Ref: D6CA 04* |

All of the above Core Skills must be separately assessed and certificated.

**Reference numbers are for SQA core skills. Equivalent core skills from other awarding bodies may also be used.*

Additional Requirements

A minimum of two additional certificated Unit outcomes from the S/NVQ 3 in Food Manufacture.

Optional Outcomes

Employers may include any other awards such as Food/Health and Safety qualifications or training programmes that meet the development needs of the apprentice and business needs of the organization. Additionally, employers may choose selected Units or the full SVQ Level 2 in Food Manufacture as an optional outcome, but this is not a pre-requisite for either entering the Food Manufacture or achieving the framework.

4 The Framework

The mandatory and optional content of the Modern Apprenticeship in Food Manufacture is as follows:

Mandatory Outcomes

1 S/NVQ

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

- **S/NVQ Food Manufacture, level 3:**

One of the following six pathways must be achieved

- | | |
|--------------------------------------|---------------|
| ○ Specialist Craft Bakery Skills | Ref: G8NA 23* |
| ○ Specialist Meat and Poultry Skills | Ref: G8NF 23* |
| ○ Specialist Management Skills | Ref: G8ND 23* |
| ○ Specialist Supply Chain Skill | Ref: G8NG 23* |
| ○ Specialist Technical Skills – | Ref: G8NH 23* |
| ○ Specialist Improvement Skills | Ref: G8NC 23* |

**Reference numbers are for FDY SVQs. Equivalent S/NVQs from other awarding bodies may be used.*

Modern Apprentices will be required to undertake one of SIX SVQ pathways (shown above). Each SVQ in Food Manufacture is made up of eight units, comprising **one mandatory** unit and **five optional units** from the selected pathway. In addition, **two further units** must be selected from the optional units or can be taken from the specified units at level 3. The Choice as to which optional and further units are selected is agreed between the employer and the apprentice.

See appendix 4 for a list of all the units and structure that apply for the SVQ 3 relating to all six pathways.

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 – that 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 core skills:

- | | | |
|--------------------------|----------------|---------------|
| • Communication | Intermediate 1 | Ref: D6C6 04* |
| • Working with others | Intermediate 1 | Ref: D6CK 04* |
| • Problem Solving | Intermediate 1 | Ref: D6CE 04* |
| • Information Technology | Intermediate 1 | Ref: D6CP 04* |
| • Numeracy | Intermediate 1 | Ref: D6CA 04* |

All of the above core skills must be separately assessed and certificated. Those apprentices who have the potential to achieve one or more Core Skills at a higher level should be encouraged, but not compelled, to do so.

**Reference numbers are for SQA core skills. Equivalent core skills from other awarding bodies may be used.*

Core Skills are skills and abilities that 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 Additional Mandatory Requirements

A minimum of two additional certificated UNIT outcomes from the SVQ Level 3 or 4 in Food Manufacture must be achieved and clearly evidenced. These “additional” units shall be clearly highlighted in the apprentice’s individual training plan.

The selected SVQ 3 or 4 Units must be chosen in full consultation and agreement with the apprentice and his/her employer and add value to the programme of learning. In addition, the selected Units shall be expected to align with the job role and occurring duties of the apprentice.

Duplicated units of competence, even if taken from different S/NVQs, are not acceptable.

Optional Outcomes

Employers may include any other awards such as Food/Health and Safety qualifications or training programmes that meet the development needs of the apprentice and business needs of the organization. Additionally, employers may choose selected Units or the full SVQ Level 2 in Food Manufacture as an optional outcome, but this is not a pre-requisite for either entering the Food Manufacture or achieving the framework.

5 Registration and certification

This Scottish Modern Apprenticeship is managed by Improve Ltd. Improve Ltd is the first point of contact for any enquiries in relation to the Framework. Contact details:

Improve Ltd
Providence House
2 Innovation Close
Heslington
York YO10 5ZF
Phone: 0845 644 0448/ Fax: 0845 644 0449 / Email: apprenticeships@improve.ac.uk

Improve Ltd will register all Scottish Modern Apprentices undertaking this Framework. **All Modern Apprentices must be registered with Improve Ltd 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 that 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.

Improve Ltd 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, Modern Apprenticeship Centres must submit evidence to Improve Ltd 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 Improve Ltd at the address above.

Improve Ltd Service level

Improve Ltd undertakes to confirm the registration of candidates in writing within 6 weeks of receipt of the relevant Training Plan and Training Agreement. Each candidate will be issued with a unique registration number.

Improve Ltd 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 Grades and Highers employers should also be aware of newer vocational qualifications or vocational activity undertaken outwith an academic institutions such as volunteering activity.

As a guide, the sector feels that those wishing to train as an apprentice require the following attributes

- Willingness to work with due regard to food safety and health & safety requirements
- Capacity to work as part of a team to meet operational objectives/targets
- Self disciplined, enthusiastic and able to interpret instruction and communicate effectively to others as required
- Capacity to develop organisational skills and take responsibility for quality
- Flexibility to work in a shift pattern environment
- Willingness to communicate with a range of people across the organisation
- Display intermediate numeric and literacy abilities. Demonstrate read, interpret and report on production activity.

In certain sub sectors of the Food Manufacturing industry the following considerations should be taken into consideration.

In the Meat and Poultry sector, Modern Apprentices

- Will have to be comfortable working in an environment where animals are slaughtered or processed for retail consumption

In the Bakery sector, Modern Apprentices

- Will probably have to work shift patterns that include unsocial hours
- Should be aware that medical conditions such as skin allergies and asthma have a heightened risk of irritation, although employers will have precautions in place to assist employees

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 non-Scottish 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

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 Food Safety and 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 Improve Ltd Training Agreement - this agreement outlines the basis of the modern apprenticeship, refers to the contract of employment and includes Health and Safety responsibilities.
- 3 Improve Ltd 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 3. Training Plans may be modified to reflect changing circumstances; however it is essential that Improve Ltd 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:

- independent 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.

The Food and Drink Manufacturing provider network is small but dedicated to the needs of industry with some specialising in sub – sector delivery (Bakery, Meat and Poultry) but all of the following organisations are integral members of the Learning Provider Group who have all supported and contributed to the development of the Framework for Food Manufacture. The following Organisations are approved by Improve Ltd to deliver the Modern Apprenticeship

Improve Centre Code	LPG Member and Food Manufacture Specialist Provider	Coverage
IMP/014	Scottish Bakery Training Council	Across Regions
IMP/015	Scottish Meat Training	Across Regions
IMP/012	Polaris Learning t/a David Brown Training	Across Regions
IMP/009	Motherwell College	Lanarkshire +
IMP/013	RT Resources	Fife & Lanarkshire
IMP/017	Calder Associates	Lanarkshire +

The above list is not exhaustive and many more Scottish providers having expressed an interest are preparing their organisations to deliver the Modern Apprenticeship. The following organisations shown below are registered with award bodies to deliver SVQ in Food and Drink Manufacturing related areas

Potential MA Centres	Coverage Area
Banff & Buchan College	Grampian
Brown Brothers (Manufacturing) Ltd	Dumfries & Galloway
Cumbernauld College	Lanarkshire
East Renfrewshire Council (TFW)	Renfrewshire
Galloway Training	Ayrshire
Highland Meats	Ayrshire
Intec Business Solutions	Renfrewshire
JHP Training	Forth Valley
NHS Dumfries and Galloway	Dumfries & Galloway
NTP Ltd	Across Regions
RT Resources	Fife & Lanarkshire
Support Training	Tayside
Glasgow Metropolitan College	Lanarkshire
Southwest Business Services	Dumfries & Galloway

Further information on training provision availability across Scotland can be obtained at the Improve Ltd website: www.improveltd.co.uk

Improve Ltd 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.

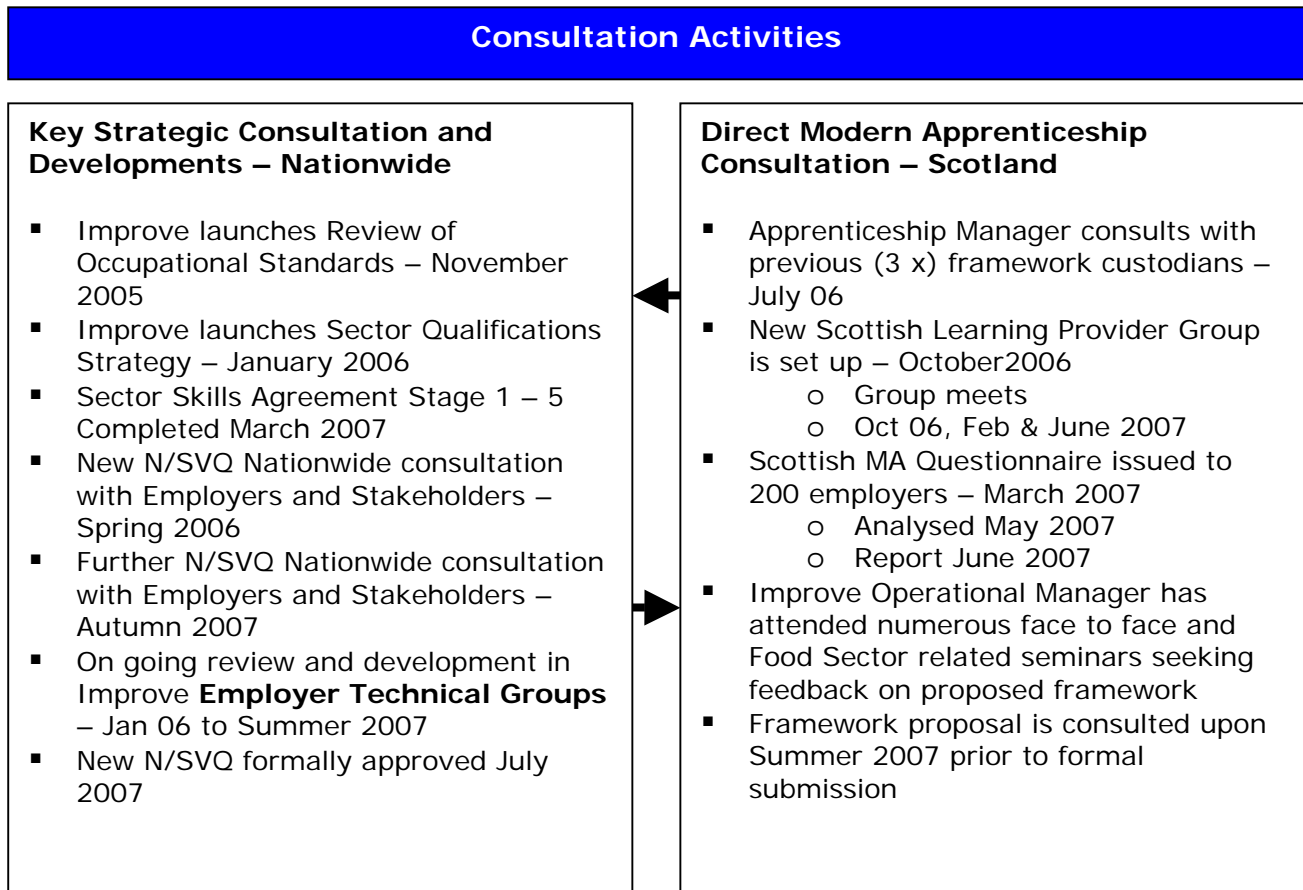
However any changes must:

- 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

This framework is the outcome of a series of formal consultative activities that have taken place over the last three years. The consultation has been conducted on two fronts as shown below



With the review of national occupational standards (2005-06) and sector qualifications strategy implementation (2006/07), Improve has had to consult closely and regularly with all stakeholders in the Food and Drink Manufacturing sector in order to gain consensus agreement on standards and qualification reform. The development of the new N/SVQ was always going to impact significantly on the Modern Apprenticeship in Scotland, therefore in October 2006 Improve invited training providers from across Scotland to join a Learning Provider Group (LPG) that would consult, discuss and share good practice on apprenticeships and related matters.

Modern Apprenticeship Consultation – Process

In March 2007, Improve designed a Modern Apprenticeship questionnaire that was sent directly to over 200 sector employers requesting completion through various methods that included;

- on line completion and return electronically
- Hard copy completed and fax/sent returned
- Employer Focus Groups
- Seminars and Training Organisation Groups

In addition, key Learning providers kindly issued the questionnaire to their local employers and Improve held a number small informal focus groups and face to face meetings to facilitate completion. A key aim of the consultation was to engage with sector employers who did not currently support Modern

Apprenticeships as there reasons would be particularly useful given the major revamp that was been proposed.

The outcome of the consultation showed the majority support for the proposed new framework for Food Manufacture and it was particularly interesting to note that 83% of employer respondents who do not currently have an MA on programme would now consider an MA in the future. Employers also strongly support the prospect of a Level 2 Apprenticeship and this would certainly provide an excellent stepping stone for progression on to Modern Apprenticeships

The positive responses from Scottish employers suggests significant support for the proposed new framework in terms of stimulating interest from prospective employers and helping to re-establish confidence in the sector. Employers also suggest the new framework will generate more interest from young people and will strengthen the provider infrastructure with renewed business and training opportunities.

Improve Ltd is keen to monitor the implementation of the new framework for Food Manufacture and will continue to review the Modern Apprenticeship as part of the annual business planning process.

14 Career progression

Entry onto the Food Manufacture Modern Apprenticeship can be from a number of routes

- On completion of full time education at the end of S4
- From a sector Skillseekers programme or other sector Skillseekers programme
- At any time either entering with no experience of the industry or with some experience

Improve Ltd is very pleased that the long awaited introduction of Level 2 Apprenticeships (Skills for Scotland – Sept 2007) will be implemented in the future and we strongly this provide a significant platform for progression in to Modern Apprenticeships in the future.

Following the completion of the Modern Apprenticeship, candidates should be able to achieve positions in areas such as:

Career Progression from Modern Apprenticeships

Candidates who achieve the Modern Apprenticeship should be competent as a senior process operator or equivalent role. Modern Apprentices who display the necessary commitment may progress, with the benefit of appropriate additional training and experience, to supervisory and managerial roles. Development opportunities are also likely to be available in production and in technical areas such as quality assurance, new product development and engineering.

Progression to specific job roles Progression for Modern Apprenticeships is to roles including:

1. Product development manager
2. Quality manager
3. Hygiene and food safety manager
4. Health and safety manager
5. Production manager
6. Distribution manager
7. Retail/Service manager
8. Executive management
9. Business Franchisee
10. Director
11. Proprietor

Progression from Modern Apprenticeships in to Higher Education

Food Scientists and technologists have been identified as an area of potential skills shortage and of growth in the employment terms for future. The following key providers offer Food Science and Technological courses that could be considered by Modern Apprentices to further their careers, many of the courses are available part time.

HE Provider	Food Science and Technology Related Study
University of Abertay ,Dundee	<ul style="list-style-type: none"> • Food and Consumer Science • Food Product Design • Food Nutrition and Health • Food and Consumer Studies • Food Biotechnology
Heriot-Watt University, Edinburgh	<ul style="list-style-type: none"> • Food Science Technology & Management
Glasgow Caledonian University	<ul style="list-style-type: none"> • Food Bioscience
Strathclyde University	<ul style="list-style-type: none"> • Food Science • Food Technology
Glasgow Metropolitan College	<ul style="list-style-type: none"> • HND/HNC Food Science/Technology

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 Councils (SSCs)
- Local Enterprise Companies (LECs)
- Awarding bodies
- Training Providers
- Modern Apprenticeship Group (MAG)
- Careers Scotland
- Employers
- Modern Apprentices

Role of the Sector Skills Councils

SSCs 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 SSB visit 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

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 (QCA) 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, an independent/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 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 Careers Scotland

Careers Scotland provides personal, expert career guidance and employability services which enable individuals to succeed and progress in today's dynamic labour market.

Careers Scotland is responsible for:

- Promoting sources of recruitment to help promote vacancies to future work
- Running recruitment events connecting employers and training providers with young people looking for work
- Supporting Modern Apprentices to manage and plan their career.

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 Improve Ltd, 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 are 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 Improve Ltd

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 from Improve Ltd
- 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:

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

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

- 1 employs 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 that 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 that 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 Level 2 <i>(Not mandatory in this Framework. List units being undertaken, if appropriate)</i>	Tick units being undertaken
	SINVQ level 3 <i>(List units being undertaken)</i>	
	Enhancements	

Core Skills

<i>(Include details of the minimum level required)</i>		
1	Communication (Minimum Intermediate level 1)	
2	Working with others (Minimum Intermediate level 1)	
3	Numeracy (Minimum Intermediate level 1)	
4	Information Communications Technology (Minimum Intermediate level 1)	
5	Problem Solving (Minimum Intermediate level 1)	

Optional outcomes

Additional units (if any) <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:

Improve Ltd
 Providence House
 2 Innovation Close
 Heslington
 York YO10 5ZF
 Phone: 0845 644 0448/ Fax: 0845 644 0449 / Email: apprenticeships@improve.ac.uk

Appendix 4

Structure of SVQ of the S/NVQ in Food Manufacture at Level 3

SPECIALIST CRAFT BAKERY SKILLS PATHWAY (8 units to be taken in total, one of which is mandatory)

Section A1 – Mandatory Unit

531	Monitor food safety at critical control points in manufacture
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Section A2 - Optional Units (a minimum of 5 units)

Organisational Effectiveness

503	Manage your own resources and professional development (MSC, A2)
504	Communicate effectively (CfA, SAS1)
506	Develop productive working relationships with colleagues (MSC, D1)
535	Monitor Procedures to Control Risks to Health and Safety (ENTO, Unit B)

Specialist Bakery

565	Plan and co-ordinate bake-off operations in food manufacture
581	Control production of bakery products
582	Design and develop specialist individual dough based products
583	Produce specialist individual dough based products
584	Evaluate specialist individual dough based products
585	Design and develop specialist individual flour confectionery products
586	Produce specialist individual flour confectionery products
587	Evaluate specialist individual flour confectionery products

Section A3 - Specified units (a maximum of 2 units)

501	Develop and implement operational plans for your area of responsibility (MSC, B1)
502	Manage a project
505	Organise planning and review meetings in food manufacture (MSC 1997)
510	Enable Individual Learning through Coaching (ENTO, L12)
511	Enable Learning through Demonstrations and Instruction (ENTO, L11)
512	Allocate and monitor the progress and quality of work in your area of responsibility (MSC, D6)
513	Monitor and maintain required standards of conduct in food manufacture
514	Recruit, select and keep colleagues (MSC, D3)
516	Manage and store information (CfA, SAS 4)
517	Interpret and communicate information and data in food manufacture
518	Plan How To Improve Your Sales and Marketing (SFEDI, B1)
519	Improve Your Sales and Marketing (SFEDI, B2)
520	Implement business to business motivation activity (MSSSB, 4.7.3)
521	Monitor and solve customer service problems (ICS, Unit 32)
522	Monitor and evaluate customer service in food manufacture
523	Monitor product quality in food manufacture
524	Carry out sampling for quality control in food manufacture
525	Carry out testing for quality control in food manufacture
526	Monitor and control quality of work activities in food manufacture
527	Monitor and control throughput to achieve targets in food manufacture
528	Implement and evaluate an improvement programme in food manufacture
529	Carry out quality audits in food manufacture
530	Raise food safety awareness in manufacture
532	Contribute to continuous improvement of food safety in manufacture
534	Control and monitor safe supply of raw materials and ingredients in food manufacture
536	Promote a Health and Safety Culture Within the Workplace (ENTO, Unit E)
537	Conduct an Assessment of Risks in the Workplace (ENTO, Unit G)
538	Maintain, promote and improve environmental good practice in food manufacture
541	Monitor health, safety and environmental systems in food manufacture
542	Support commissioning of plant, equipment and processes in food manufacture
543	Maintain plant and equipment in food manufacture
545	Develop test samples in food manufacture
547	Develop product specifications in food manufacture
548	Organise the receipt and storage of goods in food manufacture
549	Monitor and maintain storage conditions in food manufacture

550	Monitor stored goods and materials in food manufacture
551	Monitor and maintain storage systems and procedures in food manufacture
552	Set up and maintain picking and packing orders in food manufacture
553	Monitor effectiveness of picking and packing operations in food manufacture
554	Plan resources to meet anticipated demand for products in food manufacture
555	Monitor wrapping and labelling of products in food manufacture
556	Set up and maintain despatch and transport of products in food manufacture
557	Monitor effectiveness of despatch and transport operations in food manufacture
559	Evaluate and improve production in food manufacture
560	Plan production schedules in food manufacture
561	Monitor and report on production progress in food manufacture
562	Diagnose and solve production problems in food manufacture
563	Carry out process control of production in food manufacture
564	Produce production specifications in food manufacture
566	Start up plant and equipment in food manufacture
567	Shut down plant and equipment in food manufacture
568	Start up multi-stage operations in food manufacture
569	Shut down multi-stage operations in food manufacture
570	Contribute to security planning and implementation in food manufacture
571	Monitor and control the recovery of by-products and waste disposal in food manufacture
572	Evaluate the receipt of payments from customers (Skillsmart Retail C.309(P)/C.310(P))
574	Plan and co-ordinate food services
575	Contribute to converting livestock into meat
576	Monitor and control the recovery and disposal of meat processing by-products
577	Monitor and control meat and poultry processing
578	Arrange transport scheduling for delivery of livestock in food manufacture
579	Monitor and control reception of livestock in food manufacture
580	Maintain lairage and ante mortem facilities in food manufacture
588	Set up and maintain retail operations in food manufacture
589	Monitor effectiveness of retail operations in food manufacture
590	Set up and maintain food service operations in food manufacture
591	Monitor Effectiveness of Food Service Operations in Food Manufacture
592	Contribute to optimising work areas in food manufacture
593	Resolve production problems in food manufacture
594	Diagnose production problems in food manufacture
595	Maximise sales of food products in a retail environment
701	Provide information to support operational plans in food manufacture
702	Lead change (MSC, C4)
703	Plan change (MSC, C5)
704	Implement change (MSC, C6)
705	Ensure compliance with legal, regulatory, ethical and social requirements (MSC, B8)
706	Promote equality of opportunity and diversity in your area of responsibility (MSC, B11)
707	Provide learning opportunities for colleagues (MSC, D7)
708	Provide leadership in your area of responsibility (MSC, B6)
709	Manage finance in your area of responsibility (MSC, E2)
710	Explore Markets Abroad (SFEDI, B3)
711	Plan how to Develop the Business Using the Internet (SFEDI, B4)
712	Develop a business to business motivation strategy and plan (MSSSB, 4.7.1)
713	Manage business to business motivation plans (MSSSB, 4.7.2)
714	Develop an organisation's marketing strategy (MSSSB, 2.1.1)
715	Develop, implement and evaluate quality assurance systems in food manufacture
716	Evaluate and improve quality assurance systems in food manufacture
717	Allocate roles and responsibilities for food safety management in manufacture
718	Implement controls to manage safe food sources and products in manufacture
719	Assess operations for effectiveness and compliance with food safety standards in manufacture
720	Report on compliance with food safety requirements in manufacture
721	Analyse food safety hazards and risks in manufacture
722	Produce action plan to control food safety hazards and risks in manufacture
723	Develop policy and guidelines to manage food safety in manufacture
724	Develop working practices and procedures to manage food safety in manufacture
725	Develop recording procedures to monitor food safety in manufacture
726	Provide guidance on food safety information
727	Implement systems for food safety information
728	Develop policy and practice to manage health, safety and environmental systems in food manufacture
729	Manage commissioning and handover of plant and equipment in food manufacture
730	Develop and manage relationships with external organisations in food manufacture

731	Assess production requirements and calculate operational costs in food manufacture
732	Develop specifications for safe sources and supply of raw materials and ingredients in food manufacture
733	Develop health, safety and environmental management systems in food manufacture
734	Implement health, safety and environmental management systems in food manufacture
735	Undertake market research for food product development
736	Manage production trials in food manufacture
737	Manage and evaluate production performance in food manufacture

SPECIALIST IMPROVEMENT SKILLS PATHWAY

(8 units to be taken in total, one of which is mandatory)

Section B1 - Mandatory Unit

504	Communicate effectively (CfA, SAS1)
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Section B2 - Optional Units (a minimum of 5 units)

503	Manage your own resources and professional development (MSC, A2)
523	Monitor product quality in food manufacture
524	Carry out sampling for quality control in food manufacture
525	Carry out testing for quality control in food manufacture
526	Monitor and control quality of work activities in food manufacture
527	Monitor and control throughput to achieve targets in food manufacture
528	Implement and evaluate an improvement programme in food manufacture
529	Carry out quality audits in food manufacture
531	Monitor food safety at critical control points in manufacture

Section B3 - Specified unit (a maximum of 2 units)

501	Develop and implement operational plans for your area of responsibility (MSC, B1)
502	Manage a project
505	Organise planning and review meetings in food manufacture (MSC 1997)
506	Develop productive working relationships with colleagues (MSC, D1)
510	Enable Individual Learning through Coaching (ENTO, L12)
511	Enable Learning through Demonstrations and Instruction (ENTO, L11)
512	Allocate and monitor the progress and quality of work in your area of responsibility (MSC, D6)
513	Monitor and maintain required standards of conduct in food manufacture
514	Recruit, select and keep colleagues (MSC, D3)
516	Manage and store information (CfA, SAS 4)
517	Interpret and communicate information and data in food manufacture
518	Plan How To Improve Your Sales and Marketing (SFEDI, B1)
519	Improve Your Sales and Marketing (SFEDI, B2)
520	Implement business to business motivation activity (MSSSB, 4.7.3)
521	Monitor and solve customer service problems (ICS, Unit 32)
522	Monitor and evaluate customer service in food manufacture
530	Raise food safety awareness in manufacture
531	Monitor food safety at critical control points in manufacture
532	Contribute to continuous improvement of food safety in manufacture
534	Control and monitor safe supply of raw materials and ingredients in food manufacture
535	Monitor Procedures to Control Risks to Health and Safety (ENTO, Unit B)
536	Promote a Health and Safety Culture Within the Workplace (ENTO, Unit E)
537	Conduct an Assessment of Risks in the Workplace (ENTO, Unit G)
538	Maintain, promote and improve environmental good practice in food manufacture
541	Monitor health, safety and environmental systems in food manufacture
542	Support commissioning of plant, equipment and processes in food manufacture
543	Maintain plant and equipment in food manufacture
545	Develop test samples in food manufacture
547	Develop product specifications in food manufacture
548	Organise the receipt and storage of goods in food manufacture
549	Monitor and maintain storage conditions in food manufacture
550	Monitor stored goods and materials in food manufacture
551	Monitor and maintain storage systems and procedures in food manufacture
552	Set up and maintain picking and packing orders in food manufacture
553	Monitor effectiveness of picking and packing operations in food manufacture
554	Plan resources to meet anticipated demand for products in food manufacture
555	Monitor wrapping and labelling of products in food manufacture
556	Set up and maintain despatch and transport of products in food manufacture
557	Monitor effectiveness of despatch and transport operations in food manufacture
559	Evaluate and improve production in food manufacture
560	Plan production schedules in food manufacture
561	Monitor and report on production progress in food manufacture
562	Diagnose and solve production problems in food manufacture
563	Carry out process control of production in food manufacture
564	Produce production specifications in food manufacture

565	Plan and co-ordinate bake-off operations in food manufacture
566	Start up plant and equipment in food manufacture
567	Shut down plant and equipment in food manufacture
568	Start up multi-stage operations in food manufacture
569	Shut down multi-stage operations in food manufacture
570	Contribute to security planning and implementation in food manufacture
571	Monitor and control the recovery of by-products and waste disposal in food manufacture
572	Evaluate the receipt of payments from customers (Skillsmart Retail C.309(P)/C.310(P))
574	Plan and co-ordinate food services
575	Contribute to converting livestock into meat
576	Monitor and control the recovery and disposal of meat processing by-products
577	Monitor and control meat and poultry processing
578	Arrange transport scheduling for delivery of livestock in food manufacture
579	Monitor and control reception of livestock in food manufacture
580	Maintain lairage and antemortem facilities in food manufacture
581	Control production of bakery products
582	Design and develop specialist individual dough based products
583	Produce specialist individual dough based products
584	Evaluate specialist individual dough based products
585	Design and develop specialist individual flour confectionery products
586	Produce specialist individual flour confectionery products
587	Evaluate specialist individual flour confectionery products
588	Set up and maintain retail operations in food manufacture
589	Monitor effectiveness of retail operations in food manufacture
590	Set up and maintain food service operations in food manufacture
591	Monitor effectiveness of food service operations in food manufacture
592	Contribute to optimising work areas in food manufacture
593	Resolve production problems in food manufacture
594	Diagnose production problems in food manufacture
595	Maximise sales of food products in a retail environment
715	Develop, implement and evaluate quality assurance systems in food manufacture
716	Evaluate and improve quality assurance systems in food manufacture

SPECIALIST MANAGEMENT SKILLS PATHWAY

(8 units to be taken in total, one of which is mandatory)

Section C1 - Mandatory Unit

504	Communicate effectively (CfA, SAS1)
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Section C2 - Optional Units (a minimum of 5 units)

Organisational Effectiveness

501	Develop and implement operational plans for your area of responsibility (MSC, B1)
503	Manage your own resources and professional development (MSC, A2)
506	Develop productive working relationships with colleagues (MSC, D1)
512	Allocate and monitor the progress and quality of work in your area of responsibility (MSC, D6)
531	Monitor food safety at critical control points in manufacture

Workforce Development

510	Enable Individual Learning through Coaching (ENTO, L12)
511	Enable Learning through Demonstrations and Instructions (ENTO, L11)
513	Monitor and maintain required standards of conduct in food manufacture
514	Recruit, select and keep colleagues (MSC, D3)

Production Management

516	Manage and store information (CfA, SAS 4)
517	Interpret and communicate information and data in food manufacture
560	Plan production schedules in food manufacture
561	Monitor and report on production progress in food manufacture
562	Diagnose and solve production problems in food manufacture
563	Carry out process control of production in food manufacture
564	Produce production specifications in food manufacture
565	Plan and co-ordinate bake-off operations in food manufacture
566	Start up plant and equipment in food manufacture
567	Shut down plant and equipment in food manufacture
568	Start up multi-stage operations in food manufacture
569	Shut down multi-stage operations in food manufacture

Retail

572	Evaluate the receipt of payments from customers (Skillsmart Retail C.309(P)/C.310(P))
574	Plan and co-ordinate food services
588	Set up and maintain retail operations in food manufacture
589	Monitor effectiveness of retail operations in food manufacture
590	Set up and maintain food service operations in food manufacture
591	Monitor effectiveness of food service operations in food manufacture

Sales & Marketing

518	Plan How To Improve Your Sales and Marketing (SFEDI, B1)
519	Improve Your Sales and Marketing (SFEDI, B2)
520	Implement business to business motivation activity (MSSSB, 4.7.3)
521	Monitor and solve customer service problems (ICS, Unit 32)
522	Monitor and evaluate customer service in food manufacture

Section C3 - Specified Units (a maximum of 2 units)

502	Manage a project
505	Organise planning and review meetings in food manufacture (MSC 1997)
523	Monitor product quality in food manufacture

524	Carry out sampling for quality control in food manufacture
525	Carry out testing for quality control in food manufacture
526	Monitor and control quality of work activities in food manufacture
527	Monitor and control throughput to achieve targets in food manufacture
528	Implement and evaluate an improvement programme in food manufacture
529	Carry out quality audits in food manufacture
530	Raise food safety awareness in manufacture
532	Contribute to continuous improvement of food safety in manufacture
534	Control and monitor safe supply of raw materials and ingredients in food manufacture
535	Monitor Procedures to Control Risks to Health and Safety (ENTO, Unit B)
536	Promote a Health and Safety Culture Within the Workplace (ENTO, Unit E)
537	Conduct an Assessment of Risks in the Workplace (ENTO, Unit G)
538	Maintain, promote and improve environmental good practice in food manufacture
541	Monitor health, safety and environmental systems in food manufacture
542	Support commissioning of plant, equipment and processes in food manufacture
543	Maintain plant and equipment in food manufacture
545	Develop test samples in food manufacture
547	Develop product specifications in food manufacture
548	Organise the receipt and storage of goods in food manufacture
549	Monitor and maintain storage conditions in food manufacture
550	Monitor stored goods and materials in food manufacture
551	Monitor and maintain storage systems and procedures in food manufacture
552	Set up and maintain picking and packing orders in food manufacture
553	Monitor effectiveness of picking and packing operations in food manufacture
554	Plan resources to meet anticipated demand for products in food manufacture
555	Monitor wrapping and labelling of products in food manufacture
556	Set up and maintain despatch and transport of products in food manufacture
557	Monitor effectiveness of despatch and transport operations in food manufacture
570	Contribute to security planning and implementation in food manufacture
571	Monitor and control the recovery of by-products and waste disposal in food manufacture
575	Contribute to converting livestock into meat
576	Monitor and control the recovery and disposal of meat processing by-products
577	Monitor and control meat and poultry processing
578	Arrange transport scheduling for delivery of livestock in food manufacture
579	Monitor and control reception of livestock in food manufacture
580	Maintain lairage and antemortem facilities in food manufacture
581	Control production of bakery products
582	Design and develop specialist individual dough based products
583	Produce specialist individual dough based products
584	Evaluate specialist individual dough based products
585	Design and develop specialist individual flour confectionery products
586	Produce specialist individual flour confectionery products
587	Evaluate specialist individual flour confectionery products
592	Contribute to optimising work areas in food manufacture
593	Resolve production problems in food manufacture
594	Diagnose production problems in food manufacture
595	Maximise sales of food products in a retail environment
701	Provide information to support operational plans in food manufacture
702	Lead change (MSC, C4)
703	Plan change (MSC, C5)
704	Implement change (MSC, C6)
705	Ensure compliance with legal, regulatory, ethical and social requirements (MSC, B8)
706	Promote equality of opportunity and diversity in your area of responsibility (MSC, B11)
707	Provide learning opportunities for colleagues (MSC, D7)
708	Provide leadership in your area of responsibility (MSC, B6)
709	Manage finance for your area of responsibility (MSC, E2)
710	Explore Markets Abroad (SFEDI, B3)
711	Plan how to Develop the Business Using the Internet (SFEDI, B4)
712	Develop a business to business motivation strategy and plan (MSSSB, 4.7.1)
713	Manage business to business motivation plans (MSSSB, 4.7.2)
714	Develop an organisation's marketing strategy (MSSSB, 2.1.1)
715	Develop, implement and evaluate quality assurance systems in food manufacture
716	Evaluate and improve quality assurance systems in food manufacture
717	Allocate roles and responsibilities for food safety management in manufacture
718	Implement controls to manage safe food sources and products in manufacture
719	Assess operations for effectiveness and compliance with food safety standards in manufacture

720	Report on compliance with food safety requirements in manufacture
721	Analyse food safety hazards and risks in manufacture
722	Produce action plan to control food safety hazards and risks in manufacture
723	Develop policy and guidelines to manage food safety in manufacture
724	Develop working practices and procedures to manage food safety in manufacture
725	Develop recording procedures to monitor food safety in manufacture
726	Provide guidance on food safety information
727	Implement systems for food safety information
728	Develop policy and practice to manage health, safety and environmental systems in food manufacture
729	Manage commissioning and handover of plant and equipment in food manufacture
730	Develop and manage relationships with external organisations in food manufacture
731	Assess production requirements and calculate operational costs in food manufacture
732	Develop specifications for safe sources and supply of raw materials and ingredients in food manufacture
733	Develop health, safety and environmental management systems in food manufacture
734	Implement health, safety and environmental management systems in food manufacture
735	Undertake market research for food product development
736	Manage production trials in food manufacture
737	Manage and evaluate production performance in food manufacture

SPECIALIST MEAT & POULTRY PATHWAY

(8 units to be taken in total, one of which is mandatory)

Section D1 - Mandatory Units

531	Monitor food safety at critical control points in manufacture
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Section D2 - Optional Units (a minimum of 5 units)

Organisational Effectiveness

503	Manage your own resources and professional development (MSC, A2)
504	Communicate effectively (CfA, SAS1)
506	Develop productive working relationships with colleagues (MSC, D1)
535	Monitor Procedures to Control Risks to Health and Safety (ENTO, Unit B)

Meat & Poultry

575	Contribute to converting livestock into meat
576	Monitor and control the recovery and disposal of meat processing by-products
577	Monitor and control meat and poultry processing
578	Arrange transport scheduling for delivery of livestock in food manufacture
579	Monitor and control reception of livestock in food manufacture
580	Maintain lairage and antemortem facilities in food manufacture

Section D3 - Specified units (a maximum of 2 units)

501	Develop and implement operational plans for your area of responsibility (MSC, B1)
502	Manage a project
505	Organise planning and review meetings in food manufacture (MSC 1997)
510	Enable Individual Learning through Coaching (ENTO, L12)
511	Enable Learning through Demonstrations and Instructions (ENTO, L11)
512	Allocate and monitor the progress and quality of work in your area of responsibility (MSC, D6)
513	Monitor and maintain required standards of conduct in food manufacture
514	Recruit, select and keep colleagues (MSC, D3)
516	Manage and store information (CfA, SAS 4)
517	Interpret and communicate information and data in food manufacture
518	Plan How To Improve Your Sales and Marketing (SFEDI, B1)
519	Improve Your Sales and Marketing (SFEDI, B2)
520	Implement business to business motivation activity (MSSSB, 4.7.3)
521	Monitor and solve customer service problems (ICS, Unit 32)
522	Monitor and evaluate customer service in food manufacture
523	Monitor product quality in food manufacture
524	Carry out sampling for quality control in food manufacture
525	Carry out testing for quality control in food manufacture
526	Monitor and control quality of work activities in food manufacture
527	Monitor and control throughput to achieve targets in food manufacture
528	Implement and evaluate an improvement programme in food manufacture
529	Carry out quality audits in food manufacture
530	Raise food safety awareness in manufacture
532	Contribute to continuous improvement of food safety in manufacture
534	Control and monitor safe supply of raw materials and ingredients in food manufacture
536	Promote a Health and Safety Culture Within the Workplace (ENTO, Unit E)
537	Conduct an Assessment of Risks in the Workplace (ENTO, Unit G)
538	Maintain, promote and improve environmental good practice in food manufacture
541	Monitor health, safety and environmental systems in food manufacture
542	Support commissioning of plant, equipment and processes in food manufacture
543	Maintain plant and equipment in food manufacture
545	Develop test samples in food manufacture
547	Develop product specifications in food manufacture
548	Organise the receipt and storage of goods in food manufacture
549	Monitor and maintain storage conditions in food manufacture
550	Monitor stored goods and materials in food manufacture
551	Monitor and maintain storage systems and procedures in food manufacture
552	Set up and maintain picking and packing orders in food manufacture
553	Monitor effectiveness of picking and packing operations in food manufacture
554	Plan resources to meet anticipated demand for products in food manufacture
555	Monitor wrapping and labelling of products in food manufacture
556	Set up and maintain despatch and transport of products in food manufacture
557	Monitor effectiveness of despatch and transport operations in food manufacture
559	Evaluate and improve production in food manufacture
560	Plan production schedules in food manufacture

561	Monitor and report on production progress in food manufacture
562	Diagnose and solve production problems in food manufacture
563	Carry out process control of production in food manufacture
564	Produce production specifications in food manufacture
565	Plan and co-ordinate bake-off operations in food manufacture
566	Start up plant and equipment in food manufacture
567	Shut down plant and equipment in food manufacture
568	Start up multi-stage operations in food manufacture
569	Shut down multi-stage operations in food manufacture
570	Contribute to security planning and implementation in food manufacture
571	Monitor and control the recovery of by-products and waste disposal in food manufacture
572	Evaluate the receipt of payments from customers (Skillsmart Retail C.309(P)/C.310(P))
574	Plan and co-ordinate food services
581	Control production of bakery products
582	Design and develop specialist individual dough based products
583	Produce specialist individual dough based products
584	Evaluate specialist individual dough based products
585	Design and develop specialist individual flour confectionery products
586	Produce specialist individual flour confectionery products
587	Evaluate specialist individual flour confectionery products
588	Set up and maintain retail operations in food manufacture
589	Monitor effectiveness of retail operations in food manufacture
590	Set up and maintain food service operations in food manufacture
591	Monitor effectiveness of food service operations in food manufacture
592	Contribute to optimising work areas in food manufacture
593	Resolve production problems in food manufacture
594	Diagnose production problems in food manufacture
595	Maximise sales of food products in a retail environment
701	Provide information to support operational plans in food manufacture
702	Lead change (MSC, C4)
703	Plan change (MSC, C5)
704	Implement change (MSC, C6)
705	Ensure compliance with legal, regulatory, ethical and social requirements (MSC, B8)
706	Promote equality of opportunity and diversity in your area of responsibility (MSC, B11)
707	Provide learning opportunities for colleagues (MSC, D7)
708	Provide leadership in your area of responsibility (MSC, B6)
709	Manage finance for your area of responsibility (MSC, E2)
710	Explore Markets Abroad (SFEDI, B3)
711	Plan how to Develop the Business Using the Internet (SFEDI, B4)
712	Develop a business to business motivation strategy and plan (MSSSB, 4.7.1)
713	Manage business to business motivation plans (MSSSB, 4.7.2)
714	Develop an organisation's marketing strategy (MSSSB, 2.1.1)
715	Develop, implement and evaluate quality assurance systems in food manufacture
716	Evaluate and improve quality assurance systems in food manufacture
717	Allocate roles and responsibilities for food safety management in manufacture
718	Implement controls to manage safe food sources and products in manufacture
719	Assess operations for effectiveness and compliance with food safety standards in manufacture
720	Report on compliance with food safety requirements in manufacture
721	Analyse food safety hazards and risks in manufacture
722	Produce action plan to control food safety hazards and risks in manufacture
723	Develop policy and guidelines to manage food safety in manufacture
724	Develop working practices and procedures to manage food safety in manufacture
725	Develop recording procedures to monitor food safety in manufacture
726	Provide guidance on food safety information
727	Implement systems for food safety information
728	Develop policy and practice to manage health, safety and environmental systems in food manufacture
729	Manage commissioning and handover of plant and equipment in food manufacture
730	Develop and manage relationships with external organisations in food manufacture
731	Assess production requirements and calculate operational costs in food manufacture
732	Develop specifications for safe sources and supply of raw materials and ingredients in food manufacture
733	Develop health, safety and environmental management systems in food manufacture
734	Implement health, safety and environmental management systems in food manufacture
735	Undertake market research for food product development
736	Manage production trials in food manufacture
737	Manage and evaluate production performance in food manufacture

SPECIALIST SUPPLY CHAIN SKILLS PATHWAY
(8 units to be taken in total, one of which is mandatory)

Section E1 - Mandatory Unit

504	Communicate effectively (CfA, SAS1)
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Section E2 - Optional Units (a minimum of 5 units)

503	Manage your own resources and professional development (MSC, A2)
531	Monitor food safety at critical control points in manufacture
548	Organise the receipt and storage of goods in food manufacture
549	Monitor and maintain storage conditions in food manufacture
550	Monitor stored goods and materials in food manufacture
551	Monitor and maintain storage systems and procedures in food manufacture
552	Set up and maintain picking and packing orders in food manufacture
553	Monitor effectiveness of picking and packing operations in food manufacture
554	Plan resources to meet anticipated demand for products in food manufacture
555	Monitor wrapping and labelling of products in food manufacture
556	Set up and maintain despatch and transport of products in food manufacture
557	Monitor effectiveness of despatch and transport operations in food manufacture

Specified units (a maximum of 2 units)

501	Develop and implement operational plans for your area of responsibility (MSC, B1)
502	Manage a project
505	Organise planning and review meetings in food manufacture (MSC 1997)
506	Develop productive working relationships with colleagues (MSC, D1)
510	Enable Individual Learning through Coaching (ENTO, L12)
511	Enable Learning through Demonstrations and Instructions (ENTO, L11)
512	Allocate and monitor the progress and quality of work in your area of responsibility (MSC, D6)
513	Monitor and maintain required standards of conduct in food manufacture
514	Recruit, select and keep colleagues (MSC, D3)
516	Manage and store information (CfA, SAS 4)
517	Interpret and communicate information and data in food manufacture
518	Plan How To Improve Your Sales and Marketing (SFEDI, B1)
519	Improve Your Sales and Marketing (SFEDI, B2)
520	Implement business to business motivation activity (MSSSB, 4.7.3)
521	Monitor and solve customer service problems (ICS, Unit 32)
522	Monitor and evaluate customer service in food manufacture
523	Monitor product quality in food manufacture
524	Carry out sampling for quality control in food manufacture
525	Carry out testing for quality control in food manufacture
526	Monitor and control quality of work activities in food manufacture
527	Monitor and control throughput to achieve targets in food manufacture
528	Implement and evaluate an improvement programme in food manufacture
529	Carry out quality audits in food manufacture
530	Raise food safety awareness in manufacture
532	Contribute to continuous improvement of food safety in manufacture
534	Control and monitor safe supply of raw materials and ingredients in food manufacture
535	Monitor Procedures to Control Risks to Health and Safety (ENTO, Unit B)
536	Promote a Health and Safety Culture Within the Workplace (ENTO, Unit E)
537	Conduct an Assessment of Risks in the Workplace (ENTO, Unit G)
538	Maintain, promote and improve environmental good practice in food manufacture
541	Monitor health, safety and environmental systems in food manufacture
542	Support commissioning of plant, equipment and processes in food manufacture
543	Maintain plant and equipment in food manufacture
545	Develop test samples in food manufacture
547	Develop product specifications in food manufacture
559	Evaluate and improve production in food manufacture
560	Plan production schedules in food manufacture
561	Monitor and report on production progress in food manufacture
562	Diagnose and solve production problems in food manufacture
563	Carry out process control of production in food manufacture
564	Produce production specifications in food manufacture
565	Plan and co-ordinate bake-off operations in food manufacture
566	Start up plant and equipment in food manufacture
567	Shut down plant and equipment in food manufacture
568	Start up multi-stage operations in food manufacture
569	Shut down multi-stage operations in food manufacture
570	Contribute to security planning and implementation in food manufacture

571	Monitor and control the recovery of by-products and waste disposal in food manufacture
572	Evaluate the receipt of payments from customers (Skillsmart Retail C.309(P)/C.310(P))
574	Plan and co-ordinate food services
575	Contribute to converting livestock into meat
576	Monitor and control the recovery and disposal of meat processing by-products
577	Monitor and control meat and poultry processing
578	Arrange transport scheduling for delivery of livestock in food manufacture
579	Monitor and control reception of livestock in food manufacture
580	Maintain lairage and antemortem facilities in food manufacture
581	Control production of bakery products
582	Design and develop specialist individual dough based products
583	Produce specialist individual dough based products
584	Evaluate specialist individual dough based products
585	Design and develop specialist individual flour confectionery products
586	Produce specialist individual flour confectionery products
587	Evaluate specialist individual flour confectionery products
588	Set up and maintain retail operations in food manufacture
589	Monitor effectiveness of retail operations in food manufacture
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591	Monitor effectiveness of food service operations in food manufacture
592	Contribute to optimising work areas in food manufacture
593	Resolve production problems in food manufacture
594	Diagnose production problems in food manufacture
595	Maximise sales of food products in a retail environment
701	Provide information to support operational plans in food manufacture
702	Lead change (MSC, C4)
703	Plan change (MSC, C5)
704	Implement change (MSC, C6)
705	Ensure compliance with legal, regulatory, ethical and social requirements (MSC, B8)
706	Promote equality of opportunity and diversity in your area of responsibility (MSC, B11)
707	Provide learning opportunities for colleagues (MSC, D7)
708	Provide leadership in your area of responsibility (MSC, B6)
709	Manage finance in your area of responsibility (MSC, E2)
710	Explore Markets Abroad (SFEDI, B3)
711	Plan how to Develop the Business Using the Internet (SFEDI, B4)
712	Develop a business to business motivation strategy and plan (MSSSB, 4.7.1)
713	Manage business to business motivation plans (MSSSB, 4.7.2)
714	Develop an organisation's marketing strategy (MSSSB, 2.1.1)
715	Develop, implement and evaluate quality assurance systems in food manufacture
716	Evaluate and improve quality assurance systems in food manufacture
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718	Implement controls to manage safe food sources and products in manufacture
719	Assess operations for effectiveness and compliance with food safety standards in manufacture
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722	Produce action plan to control food safety hazards and risks in manufacture
723	Develop policy and guidelines to manage food safety in manufacture
724	Develop working practices and procedures to manage food safety in manufacture
725	Develop recording procedures to monitor food safety in manufacture
726	Provide guidance on food safety information
727	Implement systems for food safety information
728	Develop policy and practice to manage health, safety and environmental systems in food manufacture
729	Manage commissioning and handover of plant and equipment in food manufacture
730	Develop and manage relationships with external organisations in food manufacture
731	Assess production requirements and calculate operational costs in food manufacture
732	Develop specifications for safe sources and supply of raw materials and ingredients in food manufacture
733	Develop health, safety and environmental management systems in food manufacture
734	Implement health, safety and environmental management systems in food manufacture
735	Undertake market research for food product development
736	Manage production trials in food manufacture
737	Manage and evaluate production performance in food manufacture

SPECIALIST TECHNICAL SKILLS PATHWAY

(8 units to be taken in total, one of which is mandatory)

Section F1 - Mandatory Unit

504	Communicate effectively (CfA, SAS1)
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Section F2 - Optional Units (a minimum of 5 units)

Organisational Effectiveness

503	Manage your own resources and professional development (MSC, A2)
531	Monitor food safety at critical control points in manufacture
541	Monitor health, safety and environmental systems in food manufacture

Quality & Improvement

523	Monitor product quality in food manufacture
524	Carry out sampling for quality control in food manufacture
525	Carry out testing for quality control in food manufacture
526	Monitor and control quality of work activities in food manufacture
527	Monitor and control throughput to achieve targets in food manufacture
528	Implement and evaluate an improvement programme in food manufacture
529	Carry out quality audits in food manufacture
559	Evaluate and improve production in food manufacture

Food Safety

530	Raise food safety awareness in manufacture
532	Contribute to continuous improvement of food safety in manufacture
534	Control and monitor safe supply of raw materials and ingredients in food manufacture

Health & Safety

535	Monitor Procedures to Control Risks to Health and Safety (ENTO, Unit B)
536	Promote a Health and Safety Culture Within the Workplace (ENTO, Unit E)
537	Conduct an Assessment of Risks in the Workplace (ENTO, Unit G)

Support Operations

538	Maintain, promote and improve environmental good practice in food manufacture
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Engineering

542	Support commissioning of plant, equipment and processes in food manufacture
543	Maintain plant and equipment in food manufacture

Product Development

545	Develop test samples in food manufacture
547	Develop product specifications in food manufacture

Section F3 - Specified units (a maximum of 2 units)

501	Develop and implement operational plans for your area of responsibility (MSC, B1)
502	Manage a project