



A  
**MODERN APPRENTICESHIP**  
IN  
**Retail**

**FRAMEWORK DOCUMENT  
FOR  
SCOTLAND**

**Skillsmart Retail**

**June 2006  
(for implementation from 1 September 2006)**

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skillsmart retail™

# **Modern Apprenticeship**

**In**

# **Retail**

## **Framework Document for Scotland**

***Re-approved for use within Skillseekers in Scotland by the  
Modern Apprenticeship Implementation Group on  
16 June 2006***



***Derek Grieve***

***(Chairman of the Modern Apprenticeship Implementation 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:

- Scottish/National Vocational Qualification (S/NVQ) level 3
- Core Skills
- Industry specific training

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

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## **2 Modern Apprenticeships in Retail**

**This framework is for all new apprentices starting the programme on or after 1 September 2006.**

Retailing is a fast moving, exciting and dynamic sector with excellent career opportunities.

Retailing is the sale of goods to the public from physical premises and via electronic means. The retail sector is very diverse and ranges from the smallest corner store and market trader to the largest department stores and supermarkets. Retail also includes both catalogue sales and internet based stores.

The retail sector, in employment terms is a very large sector, providing jobs to a significant proportion of the working population. It is estimated that the Scottish retail sector employs 257,160 out of a total workforce of 1,791,000 or 14% of all employment. The retail sector employs a large proportion of people aged 16 – 24 who make up 33% of the retail workforce.

The workforce is located in around 23,800 retail establishments with the largest number of establishments in Glasgow and Edinburgh and the smallest in the Shetland and Orkney Islands. Four in five retailers in Scotland are micro-businesses employing less than 10 members of staff. There are only 115 retail establishments that employ over 250 staff members.

The retail sector has an important economic and strategic role. Retailing has created, and will continue to create real employment opportunities for those living in Scotland. In the period 2004 and 2014 16,000 new jobs are likely to be created, mainly in sales, customer service and management. Furthermore, 99,000 people are expected to enter the workforce due to people leaving the sector for reasons such as retirement, finding other jobs, etc.

The Retail Industry is responding to constant change and development through improving operational efficiency and recognising the importance of the customer. Retail employers are no longer recruiting people just to complete a functional task. They are looking for staff at all levels with the skills, knowledge, confidence and ability to add value to their business.

Retail employers have reported skills gaps in a number of key areas including:

- Customer handling skills
- Problem solving skills
- Planning and organising
- Team working
- Communication

The outcome is that many retailers are struggling to meet their customer service objectives.

For Skillsmart Retail, the Modern Apprenticeship is a key tool in our workforce development strategy because it:

- Addresses skills shortages
- is accessible by all retailers, regardless of size, and
- promotes the sector as a career

The recent review of the National Occupational Standards (NOS) will ensure that the current skills gaps and shortages can be addressed. There is an extensive range of optional units that cover both generic and discrete job roles. Moreover, the range of units has been extended to take into account the changing nature of retailing and, through our plans for incremental review, will ensure that the needs of retail employers are met the future.

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The revised S/NVQ Level 3 in Retail is based on these NOS. Retail Modern Apprentices will be able to choose one of three routes, namely:

- Sales Professional
- Retail Management
- Visual Merchandising

The Sales Professional and Retail Management routes in particular will help to address skills gaps.

On completion of the Retail Modern Apprenticeship, individuals will be able to work in senior sales positions or in first line management/supervisory roles.

### **3** Summary of Framework

Diagram showing the contents of the Modern Apprenticeship in Retail

#### **MANDATORY OUTCOMES**

##### **S/NVQ Level 3**

*One of the following SVQs (NVQ) must be achieved:*

- Retail (Management)
- Retail (Sales Professional)
- Retail (Visual Merchandising)

NB: In England, the above pathways are presented within one qualification, rather than 3 separate qualifications

##### **Core Skills**

- Communication (Intermediate 1)
  - Numeracy (Intermediate 1)
- Problem Solving (Intermediate 1)
- Information Technology (Intermediate 1)
- Working with Others (Intermediate 2)

*All of the above core skills must be separately certificated, with the exception of Problem Solving which is fully embedded in the mandatory unit of the S/NVQ*

##### **Additional Requirements**

A minimum of **TWO** certificated **UNIT outcomes** from the following list must be achieved:

- S/NVQ at Level 2 in Team Leading
- S/NVQs at **Level 3** in:
  - Retail
  - Customer Service
  - Management
  - Training and Development
  - Floristry
  - Vehicle Parts Distribution and Supply
  - Administration
  - Sales
  - Procurement
  - Using IT
  - Telesales

The following qualifications may have high cost of training and delivery, but also have value in the industry and are recognised as a valid framework outcome. However, there is no a compulsory requirement for Modern Apprenticeship Centres to offer these qualifications. Delivery of these qualifications is potentially a matter for negotiation of costs between employer and Modern Apprenticeship Centre. Each qualification counts as **one** unit:

Scottish Certificate in Licensing

REHIS Intermediate Food Hygiene Certificate

REHIS Intermediate Health and Safety Certificate

NEBS(M) Team Leading

European Computer Driving Licence

Approved Sector Trade Association short courses and training programmes (evidence of completion will also be required)

The following qualifications **will count as the two certificated unit outcomes**:

Certificate in Retail Operations Level 3 (EDI)

Certificate in Retail Level 3 (OCR)

Certificate in Retailing Level 3 (City and Guilds)

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## OPTIONAL OUTCOMES

Employers may include any other awards, qualifications or training programmes that meet the development needs of the apprentice and the business needs of the organisation.

Employers may choose the S/NVQ Retail Skills Level 2 as an optional outcome, but this is not a pre-requisite for either entering the Retail Modern Apprenticeship or achieving the framework.

## 4 The Framework

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

### **Mandatory Outcomes**

#### **1 SVQ(s)**

Each apprentice is required to achieve ONE of the following SVQs (NVQ):

- Retail (Management) G8AL 23
- Retail (Sales Professional) G8AM 23
- Retail (Visual Merchandising) G8AN 23

*NB: In England, the above pathways are presented within one qualification, rather than 3 separate qualifications*

Modern Apprentices will be required to undertake one of three SVQ pathways, namely Sales Professional, Visual Merchandising or Management. Each SVQ in Retail is made up of 6 units, comprising one mandatory unit and 5 optional units. Within the Sales Professional and Visual Merchandising pathways, one of the 5 optional units can be taken at level 2; the remaining units must all be taken at level 3. Within the Management pathway all units must be at level 3. The choice as to which optional units are selected is agreed between the employer and the apprentice.

Pathway	Number of Optional Units to choose from at level 3	Number of Optional Units to choose from at level 2
Sales Professional	20 units	9 units
Visual Merchandising	9 units	6 units
Management	20 units	Not applicable

See Appendix 4 for a list and structure of all the units at level 3 relating to the three pathways.

The decision to include one optional unit at level 2 was taken in response to guidance from retailers and providers. Due to the nature of some job roles, especially in smaller retailers, employees will often be required to take on additional responsibilities as employees in these smaller outlets generally carry out a broader range of activities. Additionally product/craft experts, whilst operating at different levels of selling or craft ability, will need to acquire the unit for their expertise if this has not already been achieved.

Scottish and National Vocational Qualifications (SVQ/NVQs) are work-based qualifications, which are based on NOS of competence drawn up by representatives from each industry sector. SVQ/NVQs 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. SVQ are available at five levels – although most are at level 2 and level 3. When someone has achieved an SVQ/NVQ, 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:

Core Skill	Minimum level	Reference number <sup>1</sup>
Communication	Intermediate 1	D6C6 04
Working with Others	Intermediate 2	D6CL 04
Problem Solving	Intermediate 1	D6CE 04
Information Technology	Intermediate 1	D6CP 04

<sup>1</sup> Only SQA Core Skill reference is shown. Equivalent Core Skills from other awarding bodies may also be used.

Numeracy	Intermediate 1	D6CA 04
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A detailed mapping of the Core Skills and the mandatory units of the S/NVQ Retail has been undertaken and it has clearly been established that the Core Skills **are not** embedded at the levels shown above with the exception of **Problem Solving**. Consequently, in this framework, the following Core Skills **must be separately certificated**.

Communication	Intermediate 1
Information Technology	Intermediate 1
Numeracy	Intermediate 1
Working with Others	Intermediate 2

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.

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 year 2000 Scottish candidates have been issued with a core skills profile on their Scottish Qualifications Certificate. Candidates who have already been certificated as achieving core skills at the levels given above – either in the workplace or at school or college - do not need to repeat these core skills as part of the Modern Apprenticeship Framework.

### **3 Additional Requirements**

A minimum of TWO certificated UNIT outcomes from the list contained within Section 3 must be achieved.

**Where S/NVQ units are taken**, they may both be taken from the same qualification at **Level 3**, or can be taken as single units from two different qualifications. Duplicated units of competence, even if taken from different S/NVQs, are not acceptable.

The list of Qualifications within the Additional Requirements component of this framework is not exhaustive. However anyone wishing to use qualifications that are not on this list **must** demonstrate their relevance, and agree this with Skillsmart Retail before including it in the individual training plan. Decisions are entirely at Skillsmart Retail's discretion.

The selection of training and development choices within the Additional Requirements listing is a matter for discussion between the employer and apprentice and agreed with the training provider. Selections must add value to the skills development of the apprentice, and be valid within the job role. The agreed structure will be set out in the Training Plan, which will be agreed at the start of the apprenticeship.

### **4 Optional Outcomes**

S/NVQ Retail Skills at Level 2 is entirely optional within this framework. Apprentices may take the level 2 in addition to the S/NVQ Retail Level 3 if it is appropriate to their needs.

## **5 Registration and certification**

This Scottish Modern Apprenticeship is managed by Skillsmart Retail. The SSC is the first point of contact for any enquiries in relation to the Framework. Contact details:

Skillsmart Retail  
 4<sup>th</sup> Floor, 93 Newman Street  
 London W1T 3EZ  
 Phone: 020 7462 5060 / Fax: 020 7462 5061 / Email: [contactus@skillsmartretail.com](mailto:contactus@skillsmartretail.com)

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Skillsmart Retail will register all Scottish Modern Apprentices undertaking this Framework. **All Modern Apprentices must be registered with Skillsmart Retail within 8 weeks of starting their apprenticeship.** Registration can be made by completing Skillsmart Retail's Training Plan and 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. In addition to the Training Plan and Training Agreement, Modern Apprenticeship Centres will be required to complete Skillsmart Retail's Registration Form which can be accessed from our website and is contained within the document:

***'Guide to Modern Apprenticeship Centre and Modern Apprentice Registration and Certification Procedures'***

Skillsmart Retail 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 Skillsmart Retail that the mandatory outcomes have been achieved. This will normally be in the form of photocopies of certificates from awarding bodies. A copy of the Certification Request Form is also available from the aforementioned Guide.

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

**Skillsmart Retail Service Level**

Skillsmart Retail 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.

Skillsmart Retail 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 such as volunteering activity undertaken outwith academic institutions.
- As individuals of all academic ability will apply to undertake the Retail Modern Apprenticeship, it is essential that there is a rigorous initial assessment process. Whilst Skillsmart Retail does not prescribe the use of any particular assessment and diagnostic tools, those used must be fit for purpose with regard to measuring literacy and numeracy skills. Furthermore, we recommend assessing an applicant's suitability for working within the sector with regard to personal attitudes, attributes and behaviours. A tool to help individuals identify whether or not they have the right personal attitudes and behaviours to be successful in the sector is available for free on our website ([www.skillsmartretail.com](http://www.skillsmartretail.com)). This tool has been designed for use either individually or with a careers advisor.

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

- Self motivation to succeed within the industry
  - Self discipline and enthusiasm
  - Shows initiative
  - Capacity to develop organisational skills
  - Demonstrates potential to complete the qualifications
  - Willingness to learn and apply that learning in the workplace
  - Willingness to work with due regard to health and safety
  - Willingness to adapt to different work roles
  - Capacity to cope in busy conditions
  - Willingness to communicate with a range of people
  - Being numerate and literate
- The following factors may also influence the selection process:
    - performance during a formal interview process
    - references
    - relevant work experience, e.g., through Skillseekers or part-time casual employment
    - 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 Skillsmart Retail 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)

## **7** Equal opportunities

Modern Apprenticeships should ensure that there is equality of opportunity for all and any barriers to entry and completion (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.

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## 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 Skillsmart Retail Training Agreement - this agreement outlines the basis of the modern apprenticeship, refers to the contract of employment and includes Health and Safety responsibilities.
- 3 Skillsmart Retail 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 Skillsmart Retail 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.

The following organisations are approved by Skillsmart Retail to deliver the Modern Apprenticeship in Retail.

<b>Skillsmart Centre Code</b>	<b>Company</b>	<b>Town</b>	<b>County</b>
S/001	Fife College	Kirkcaldy	Fife
S/002	Acorn Learning Solutions	Newport (Registered Office)	South Wales
S/003	Orkney College	Kirkwall	Orkney
S/004	Scottish Association of Master Bakers	Edinburgh	Midlothian
S/005	Edinburgh Chamber of Commerce	Edinburgh	Midlothian
S/006	Microcom Training	Glasgow	Lanarkshire
S/007	JHP Training	Ayr	Ayrshire
S/008	JHP Training	Dumfries	Dumfriesshire
S/009	JHP Training	Dundee	Angus
S/010	JHP Training	Edinburgh	Midlothian
S/011	JHP Training	Glasgow	Lanarkshire
S/012	JHP Training	Kilmarnock	Ayrshire
S/013	JHP Training	Motherwell	Lanarkshire
S/014	JHP Training	Paisley	Renfrewshire
S/015	JHP Training	Stirling	Stirlingshire
S/016	MI Technologies	Glasgow	Lanarkshire
S/017	Robson Associates	Kilmarnock	Ayrshire
S/018	Calder Associates (Scotland) Ltd	Dunfermline	Fife
S/019	Protocol Skills }	Dunfermline	Fife
S/020	Protocol Skills }	Dundee	Angus
S/021	Protocol Skills } Centres	Aberdeen	Aberdeenshire
S/023	Protocol Skills }	Elgin	Moray
S/024	Protocol Skills }	Glasgow	Lanarkshire
S/025	Protocol Skills * MAIN HUB	Kilmarnock	Ayrshire
S/026	Argyll Training	Oban	Argyll
S/027	Mentor Training Centre Ltd	Glasgow	Lanarkshire
S/028	West Lothian College	Livingston	West Lothian
S/029	Support Training	Edinburgh	Midlothian
S/030	General Physics (UK) Ltd	Glasgow	Lanarkshire
S/031	RRW Associates	Glasgow	Lanarkshire
S/032	XL Training	Dunfermline	Fife
S/033	Stevenson College Edinburgh	Edinburgh	Midlothian
S/034	Shetland Islands Council	Lerwick	Shetland
S/035	TTC Training	Woking (Registered Office)	Surrey
S/036	Touchstone Group	Southport (Registered Office)	Merseyside
S/037	Dundee College	Dundee	Angus
S/038	Lantra	Perth	Perthshire
S/039	Scottish Co-op	Hamilton	Lanarkshire
S/040	Govan Initiative Ltd	Glasgow	Lanarkshire
S/041	Holistic Training Ltd	Paisley	Renfrewshire
S/042	Minerva People Limited	Dumfries	Dumfriesshire
S/043	Global Highland Training & Consultancy	Inverness	Inverness-shire
S/044	A4e (Action For Employment)	Glasgow	Lanarkshire
S/045	ITP Solutions Ltd	Inverness	Inverness-shire
S/046	Galloway Training Ltd	Saltcoats	Ayrshire

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## Induction

Induction is an important component of the Retail Modern Apprenticeship. It should be seen as a process, rather than a one-off event. The content of the induction programme will vary according to the employer's requirements. However, by the end of the induction programme, every apprentice must:

- Understand and be trained in the organisation's health and safety policies and procedures (including fire, accident and emergency)
- Have an awareness and understanding of equal opportunities and anti-discriminatory issues
- Understand their own and the organisation's responsibilities, including the procedure for making a complaint
- Have an overview of the organisation's business, the retail sector within which it operates, its structure, personnel procedures and terms and conditions
- Be familiar with the physical working environment
- Be introduced to the key people who will be involved in their training, assessment and supervision
- Have an awareness and understanding of the organisation's policies, procedures and values
- Understand the purpose and requirements of apprenticeship, including S/NVQ training and assessment and Core Skills
- Understand and have agreed and signed their contract of employment which will be signed by the apprentice and employer, LEC training plan (only for apprentices funded through Skillseekers) or Skillsmart Retail Training Plan or similar document, and Skillsmart Retail Training Agreement.

A thorough induction process, which is delivered with the involvement and full understanding of the employer, will ensure that the employee is engaged in the programme from the outset and is aware of their role and responsibilities.

## Initial Assessment

As individuals of all academic ability will apply to undertake the framework, it is essential that there is a rigorous initial assessment process to identify the apprentice's existing ability level and any additional learning needs. Whilst Skillsmart Retail does not prescribe the use of any particular assessment and diagnostic tools, those used must be fit for purpose with regard to measuring literacy and numeracy skills and the potential for the apprentice to achieve all the mandatory outcomes of the framework.

## Skillsmart Retail 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 previous relevant 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) or other quality provisions (where not financially supported by SE or HIE)
- comply with the stipulations of this Framework
- meet the needs of the employer and apprentice

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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 review and formal consultation activities that have taken place over the last three years. It has included:

- Major research<sup>2</sup> to investigate the barriers facing providers in the effective delivery of the Retail Modern Apprenticeship
- Development of an action plan based on the recommendations of the above report which is monitored quarterly and expanded as new interventions are identified and taken forward
- Regular monitoring of the Retail Modern Apprenticeship statistics
- Feedback from Skillsmart Retail's Apprenticeship Employers Advisory Group on a regular basis
- Facilitating a Focus Group meeting of key stakeholders to identify key issues in November 2005
- A postal survey (based on a questionnaire) sent to employers, providers and other stakeholders during January/April 2006

During 2005 an extensive review of the Retail NOS was also carried out. The timing of the Focus Group and postal survey were arranged so that respondents would be aware of the key outcomes of the review of the NOS. The content of the questionnaire was steered by the outcomes of the Focus Group and the Employers' Apprenticeship Advisory Group. The representative from Scottish Enterprise on the Employers' Apprenticeship Advisory Group and at the Focus Group also provided useful input.

The outcomes of the consultations resulted in the existing mandatory outcomes being retained including the two additional enhancements. In addition, there is a need for Skillsmart Retail to continue to undertake activities in terms of promoting careers in retail, marketing the programme and supporting providers to improve their performance. These activities will be determined as part of our annual business planning process.

## **14 Career progression**

Entry onto a Retail Modern Apprenticeship can be from a number of routes:

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

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

- Store Manager of a small outlet – *Management pathway*
- Department Manager (also known as Floor Manager) – *Management pathway*
- Supervisor or Team Leader – *Management pathway*
- Visual Merchandiser Supervisor – *Visual Merchandising pathway*
- Brand or Product Specialist – *Sales Professional pathway*
- Senior Sales Assistants – *Sales Professional pathway*
- Style Advisors (Personal Shoppers, Retail Consultant, Stylist) – *Management or Sales Professional pathway*
- Craft Experts (e.g. Bakery) – *Management or Sales Professional pathway*

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<sup>2</sup> Pye Tait: Improving the provision of Government funded work based learning in the retail sector January 2005

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For those who wish to continue the development of their skills and qualifications beyond level 3, opportunities exist to progress to:

- Higher level S/NVQs say in Management
- Higher National Certificates/Higher National Diplomas in Retail Management
- BA Honours Degrees in Retail
- In-house development programmes leading to job roles in more senior management positions such as deputy or store manager, branch manager, and beyond to area or regional manager, operational manager

Progression will, however, be dependent on the qualifications and experience an individual possesses as achievement alone of the Retail Modern Apprenticeship does not guarantee entry to these opportunities. Institutions have developed 'access' courses that will enable people to progress to higher level qualifications.

Skillsmart Retail will be developing NOS for occupations in the sector at levels 4, 5 and 6. We will be undertaking research to determine whether or not to make S/NVQs available at this level. Irrespective of the outcome of this, retailers will be able to use the NOS to develop the skills and knowledge of their staff via in-house development programmes.

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## 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 Group (MAG) – previously known as Modern Apprenticeship Implementation Group
- 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.

For details on your 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 (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, a private or voluntary training company or in some cases the employer themselves or employer partnerships.

##### Training Providers are responsible for:

- Confirming an appropriate MA programme for candidates
- Agreeing the training needs of the candidates
- Agreeing roles and responsibilities for on-the-job training

- 
- Agreeing where off-the-job training will be required and defining roles and responsibilities for this with relevant parties
  - Ensuring trainee/candidate has access to the best quality training opportunities available
  - Ensuring that the Modern Apprentices and employers fully understand the principles and processes of competence-based assessment
  - Registering of MA candidates with the relevant 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 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**

Employers' 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.

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## **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.

### **The responsibilities of Modern Apprentices 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

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## Appendix 2

### Modern Apprenticeship Centres (MACs)

Modern Apprentices may only be registered through organisations approved by Skillsmart Retail 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 Skillsmart Retail, 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 Skillsmart Retail.

Skillsmart Retail 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 Skillsmart Retail
- Applying for the final 'Certificate of Completion' on behalf of Modern Apprentices from Skillsmart Retail
- Informing Skillsmart Retail of any material alterations to a Modern Apprentice's training plan or desired changes to the selected Framework outcomes.
- Informing Skillsmart Retail of Modern Apprentices who leave their Modern Apprenticeship before achieving all the mandatory 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:



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**Summary of Modern Apprentices accredited prior learning**

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

Skillsmart Retail  
4<sup>th</sup> Floor, 93 Newman Street  
London  
W1T 3EZ  
Tel: 020 7462 5060  
Fax: 020 7462 5061  
Email: [contactus@skillsmartretail.com](mailto:contactus@skillsmartretail.com)

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## Appendix 4

### Structure of the S/NVQ in Retail at Level 3

#### Sales Professional pathway

Candidates must successfully complete a total of six units.

##### **Mandatory Unit**

Candidates must achieve the following unit:

Unit E8            Work effectively in your retail organisation

##### **Optional Units**

Candidates must achieve a further **five** units. **At least four** of these must be chosen from the following units at **Level 3**:

##### **Sales**

Unit C.7            Process part exchange sales transactions in a retail environment  
Unit C.14          Provide specialist support in helping customers to make purchase in a retail environment  
Unit C.30          Develop individual retail service opportunities  
Unit C.31          Provide a personalised sales and after-sales service to your retail clients

##### **Stock management**

Unit B.14          Organise the receipt and storage of goods in a retail environment  
Unit B.15          Audit stock levels and stock inventories in a retail environment

##### **Product expertise**

Unit B.22          Monitor and help improve food safety in a retail environment  
Unit C.38          Assist customers to obtain appropriate insurance

##### **Sourcing**

Unit B.16          Source required goods and services in a retail environment

##### **Merchandising**

Unit C.13          Maintain the availability of goods for sale to customers in a retail environment

##### **Management and leadership**

Unit E.9            Help to manage a retail team  
Unit E.12          Plan, monitor and adjust staffing levels and schedules in a retail environment

##### **Finance and administration**

Unit C.15          Enable customers to apply for credit and hire purchase facilities

##### **Customer service**

Unit E.17          Monitor and evaluate the quality of service provided by external suppliers to your customers

*Only **one** unit can count towards the qualification when chosen from units D.5, D.6, D.7, D.8, D.9:*

Unit D.5            Organise the delivery of reliable customer service  
Unit D.6            Improve the customer relationship  
Unit D.7            Work with others to improve customer service  
Unit D.8            Monitor and solve customer service problems  
Unit D.9            Promote continuous improvement in customer service

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### **Organisational effectiveness**

Unit E.11 Help to monitor and maintain the security of the retail unit

A **maximum of one** unit can be chosen from the following units at **Level 2**.

### **Product expertise**

Unit B.10 Process bake-off products for sale in a retail environment  
Unit B.11 Process fish and shellfish for sale in a retail environment  
Unit B.12 Process greengrocery products for sale in a retail environment  
Unit B.13 Finish meat products by hand in a retail environment  
Unit B.17 Contribute to dough production control and efficiency  
Unit B.18 Select, weigh and measure dough ingredients  
Unit B.19 Hand divide, mould and shape fermented doughs  
Unit C.17 Provide the lingerie fitting service in a retail environment  
Unit C.35 Promote beauty products to retail customers

### **Visual Merchandising pathway**

Candidates must successfully complete a total of six units.

#### **Mandatory Unit**

Candidates must achieve the following unit:

Unit E8 Work effectively in your retail organisation

#### **Optional Units**

Candidates must achieve a further **five** units. **At least four** of these must be chosen from the following units at **Level 3**:

#### **Stock management**

Unit B.14 Organise the receipt and storage of goods in a retail environment

#### **Visual merchandising**

Unit C.24 Choose merchandise to feature in visual merchandising displays  
Unit C.25 Plan, monitor and control how graphics are used in visual merchandising displays  
Unit C.26 Monitor the effect of visual merchandising displays and layouts  
Unit C.27 Allocate, monitor and control visual merchandising project resources against budgets  
Unit C.28 Contribute to developing and putting into practice the company's visual merchandising policy  
Unit C.29 Create plans, evaluations and drawings to realise visual merchandising ideas

#### **Management and leadership**

Unit E.9 Help to manage a retail team  
Unit E.10 Contribute to the continuous improvement of retail operations

A **maximum of one** unit can be chosen from the following units at **Level 2**.

#### **Visual merchandising**

Unit C.18 Follow guidelines for planning and preparing visual merchandising displays  
Unit C.19 Follow guidelines for dressing visual merchandising displays  
Unit C.20 Order graphic materials for visual merchandising displays  
Unit C.21 Dismantle and store visual merchandising displays  
Unit C.22 Make props for visual merchandising displays  
Unit C.23 Put visual merchandising displays together

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## **Management pathway**

Candidates must successfully complete a total of six units.

### **Mandatory Unit**

Candidates must achieve the following unit:

Unit E8            Work effectively in your retail organisation

### **Optional Units**

Candidates must achieve a further **five** units. **At least one** unit must be chosen from:

Unit E.13        Recruit, select and keep colleagues  
Unit E.14        Provide learning opportunities for colleagues  
Unit E.15        Develop productive working relationships with colleagues  
Unit E.16        Allocate and check work in your team

The remaining **four** units must be chosen from the following units at **Level 3**:

### **Stock management**

Unit B.14        Organise the receipt and storage of goods in a retail environment  
Unit B.15        Audit stock levels and stock inventories in a retail environment

### **Product expertise**

Unit B.22        Monitor and help improve food safety in a retail environment

### **Sourcing**

Unit B.16        Source required goods and services in a retail environment

### **Merchandising**

Unit C.13        Maintain the availability of goods for sale to customers in a retail environment

### **Management and leadership**

Unit E.10        Contribute to the continuous improvement of retail operations  
Unit E.12        Plan, monitor and adjust staffing levels and schedules in a retail environment  
Unit E.13        Recruit, select and keep colleagues  
Unit E.16        Allocate and check work in your team

### **Developing people**

Unit E.14        Provide learning opportunities for colleagues  
Unit E.15        Develop productive working relationships with colleagues

### **Finance and administration**

Unit C.15        Enable customers to apply for credit and hire purchase facilities

### **Customer service**

Unit E.17        Monitor and evaluate the quality of service provided by external suppliers to your customers

*Only **one** unit can count towards the qualification when chosen from units D.5, D.6, D.7, D.8, D.9:*

Unit D.5        Organise the delivery of reliable customer service  
Unit D.6        Improve the customer relationship  
Unit D.7        Work with others to improve customer service  
Unit D.8        Monitor and solve customer service problems  
Unit D.9        Promote continuous improvement in customer service

### **Organisational effectiveness**

Unit E.11        Help to monitor and maintain the security of the retail unit  
Unit E.18        Monitor and maintain health and safety in a retail environment