



Level 2

MODERN APPRENTICESHIP

IN

Customer Service

**FRAMEWORK DOCUMENT
FOR
SCOTLAND**

Institute of Customer Service

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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 Councils (SSCs). SSCs consult with employers and key partners in their sector to produce a training programme, which meets the needs of employers.

Who are they for?

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

What's in a Modern Apprenticeship?

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

- A relevant S/NVQ (or alternative competency based qualifications)
- Core Skills
- Industry specific training

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

2 Modern Apprenticeships in Customer Service Level 2

Future Skills Scotland – the Scottish Labour Market 2006 predicted that by 2014 there will be 49,000 customer service jobs in Scotland, an increase of 13,000 over 2004. The report states that ‘sales and customer service’ are one of three occupations “projected to dominate employment growth” in Scotland by 2014 with a 12% growth in the market, leading to a 73,000 replacement demand, and 98,000 job openings by 2014.

Given the growth in customer service occupations it is important to note that the most commonly cited skills in short supply in Scotland are “soft skills” with oral communication and customer handling skills being the most cited. In addition 41 per cent of employers cite difficulties in meeting customer service objectives as the main difficulty with having skill shortages. Similarly, where skills gaps exist, employers most often cite soft skills such as customer handling, problem solving, teamworking and oral communication as those most lacking in employees¹.

Customer service requires generic skills which are in demand in wide-ranging job roles across sector and organisational boundaries. Many employers in the private, public and third sectors now recognise that customer service is a strategic issue which impacts on organisational reputation and success and that the development and improvement of customer service requires action in the areas of organisational strategy and culture, the processes that underpin service delivery and the skills of those involved in delivering and supporting customer service delivery.

Employers are recruiting new staff solely dedicated to customer service whilst also developing the skills of existing staff who are in direct contact with customers, recognising that it is they who play a major part in determining the quality of the customer experience.

There are a growing number of individuals whose ‘occupational identity’ is ‘customer service’, i.e. because the primary function of their job role is customer service, and whose career in customer service will take them from organisation to organisation, department to department, and sector to sector. In the ICS Employer Survey 2007 85 per cent of respondents highlighted the importance of generic customer service skills for flexibility of movement in the constantly changing labour market where jobs are no longer jobs for life².

Typically these individuals have dedicated job titles as shown below:

Job Titles for Customer Service Occupations	
Customer Service Trainee	Customer Relationship Manager
Customer Service Assistant	Customer Support Agent
Customer Service Advisor	Customer Support Officer
Customer Service Administrator	Customer Service Executive Officer
Customer Service Representative	Customer Service Delivery Co-ordinator
Customer Service Agent	Customer Service Operator
Customer Service Officer	Customer Service Team Leader
Customer Liaison Officer	Customer Service Supervisor
Customer Liaison Assistant	Customer Service Manager
Customer Liaison Executive	Senior Customer Service Advisor
Customer Service Clerk	Customer Relations Officer

Source – Customer Service Modern Apprenticeship Level 3 achievers in Scotland (ICS Database)

Although for some individuals customer service is their primary job role employers do select customer service Modern Apprenticeships for a range of individuals where customer service skills are used as an enhancement to their job role and technical skills. The breadth and diversity of apprentice job titles in this group runs into hundreds. *The table below* gives an indication of the job roles and titles of a small sample of customer service Modern Apprentice achievers – these are just a few of many, but do give an indication of the diversity of sectors and job titles that customer service Modern Apprentices will have in Scotland.

Job Titles of Other Customer Service Modern Apprentices Achievers For Level 3 Apprenticeships in Scotland			
Administrator	Dental Nurse	Help Desk Technician	Project Engineer
14 day Money Back Clerk	Despatch Assistant	Housekeeper	Reservations Advisor
A&E Clerk	Dispensing Assistant	Insurance Advisor	Restaurant Supervisor

¹ *Future Skills Scotland, The Scottish Labour Market, 2006*

² *Customer service employment and skills, now and in the future, ICS, 2008*

Account Manager	Driver/Store man	Internet Café Supervisor	Retail Assistant
Accounts Payable Clerk	Drug Support Worker	IT Analyst	Revenue Officer
Baker	Estate Agent	Kennel Maid	Senior Beauty Therapist
Bakery Assistant	Events co-ordinator	Lab Technician	Telephone Collector
Banqueting Manager	Events Manager	Legal Assistant	Telephone Sales Agent
Bike Technician	Export Clerk	Leisure Attendant	Telesales Trainee
Bingo Caller	Fitness Instructor	Lifeguard	Therapist
Butcher	Fleet Maintenance Engineer	Loan Officer	Trainee Chef
Trainee Bus Driver	Footwear Manager	Nail Technician	Trainee Draughtsman
Cabin Assistant	Forecourt Assistant	Night Porter	Trainee Electrician
Call Centre Operator	Frame Designer	Nurse	Trainee Golf Pro
Car Valet	Front of House Manager	Nursery Nurse	Trainee Optician
Car Mechanic	Fun Factory supervisor	Optical Advisor	Trainee Surveyor
Care Assistant	Funeral Director	Paint Body Advisor	Trainee Sports Coach
Caretaker	Funfair Assistant	Panel Beater	Trainee Teller
Catering Manager	Glass Operative	Parts Person	Trainee Travel Consultant
CCTV Operator	Green keeper	Photo Lab Assistant	Trip Boat Skipper
Child Care Worker	Grooming Parlour Assistant	Photographer & Developer	Tyre Fitter
Cinema Operative	Gym Instructor	Planner	Underwriter
Cleaning Supervisor	Hairdresser	Pool Attendant	Usher
Client Liaison Officer	Head Florist	Purchase Ledger Assistant	Wacky Warehouse Assistant
Concierge	Heating Designer	Recruitment Consultant	Watch Technician
Crew Member	Help Desk Operator	Redcoat	Youth Outreach Worker

Currently the ICS has a Modern Apprenticeship in Scotland at Level 3 with 18,084 registered MAs and 11,251 Achievers. For the year 2007-2008 there have been 1,252 starts with an achievement rate of 80% (female) and 78 % (male). There are currently 114 registered organisations offering this Modern Apprenticeship.

Over a four year period take-up has been as follows:

2849 in 2005 2431 in 2006 1583 in 2007 1252 in 2008

The ICS believes that the -74% decrease in take-up for the three year period 2005 and 2007 can be attributed to the introduction of a new SVQ and a requirement for five separately certificated core skills in 2007.

Despite this the take up of Level 3 Modern Apprenticeship in Scotland is now fairly stable, however the evidence of the skills gaps and shortages in the country remain a problem particularly as there are currently no pathways to this level for those interested in developing their customer service skills. Feedback from our consultation has indicated that employers find that the Level 3 Modern Apprenticeship is not achievable for particular job roles in their workforce, being too demanding and requiring higher level skills than some employees can achieve due to the constraints of their position.

Other evidence from the ICS consultation underpinning this document and extrapolated from trends in England and Wales³ demonstrates the popularity of a Level 2 Customer Service M/Apprenticeship as a clear progression route to the Level 3. In England and Wales, the Level 2 Apprenticeship/Foundation Modern Apprenticeship take up is 70% higher than the Level 3 and has provided a stepping stone for employers and individuals to improve customer service skills and raise customer service standards. With the growth of customer service occupations in Scotland, the identified skills gaps and shortages and the continued need to improve the customer service skills of new and existing employers in a variety of job roles it is envisaged that a Level 2 Modern Apprenticeship will have significant take up at least doubling the Level 3 take-up and will give greater choice, flexibility and opportunities for transferability to meet employment and employer needs and vacancies.

³ *Customer service skills development, now and the future, ICS 2008*

3 Summary of Framework

Diagram showing the contents of the Modern Apprenticeship in Customer Service Level 2

Mandatory outcomes

SVNVQ Level 2

ONE of the following must be achieved:

- EDI Level 2 SVQ in Customer Service – G87X22
- City and Guilds Level 2 SVQ in Customer Service -G89N22
- SQA Level 2 in Customer Service – G89X22
- SQA and HAB Level 2 SVQ in Customer Service – G8A022
- Edexcel Level 2 SVQ in Customer Service – G9K022

Equivalent NVQs may also be used

Core Skills

- Communication SCQF Level 3
- Working With Others SCQF Level 3
- Problem Solving SCQF Level 3
- Information and
Communication Technology SCQF Level 3
- Numeracy SCQF Level 3

4 The Framework

The mandatory and optional content of the Modern Apprenticeship in Customer Service Level 2 is as follows:

Mandatory Outcomes

1 SINVQ(s)

Each apprentice is required to achieve one of the following Qualifications:

- EDI Level 2 SVQ in Customer Service – G87X22
- City and Guilds Level 2 SVQ in Customer Service – G89N22
- SQA Level 2 in Customer Service – G89X22
- SQA & HAB Level 2 SVQ in Customer Service – G8AO22
- Edexcel Level 2 SVQ in Customer Service – G9K022

(Equivalent NVQs may also be used)

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

2 Core Skills

Each apprentice is required to achieve the following core skills:

- Communication SCQF level 3 – 6 SCQF credit points
- Working with others SCQF level 3 – 6 SCQF credit points
- Problem Solving SCQF level 3 – 6 SCQF credit points
- Information and Communication Technology SCQF level 3 – 6 SCQF credit points
- Numeracy SCQF level 3 – 6 SCQF credit points

All core skills must be separately certificated.

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

5 Registration and certification

This Scottish Modern Apprenticeship is managed by the Institute of Customer Service (ICS). The ICS is the first point of contact in Scotland for any enquiries in relation to the Framework. Contact details:

Scottish Modern Apprenticeship Section
Institute of Customer Service
2 Castle Court
St Peter's Street
Essex C01 1PB

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

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

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

ICS Service level

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

The ICS 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 institution, such as volunteering activity.
- The following factors may also influence the selection process:
 - performance during a formal interview process
 - references

- relevant work experience
- trial observation period.
- Employers should be aware of the nature, relevance and quality of foreign qualifications and make appropriate allowances concerning entry requirements.
- In order to promote and maintain the high status of the Modern Apprenticeship within the industry all literature distributed for recruitment purposes should emphasise the high standards of achievement expected of the candidate.
- Employers may wish to contact the ICS for advice and guidance on recruitment and selection.

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 to undertake the Modern Apprenticeship.

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

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 Skills Development Scotland will be required to satisfy the adequacy of SDS's 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 ICS Training Agreement - this agreement outlines the basis of the modern apprenticeship, refers to the contract of employment and includes Health and Safety responsibilities.
- 3 ICS Training Plan - this plan outlines the selected outcomes and the expected duration of the apprenticeship. In cases where funding is offered by a SDS area office, the SDS Training Plan will be sufficient on condition that it contains all relevant information as set out in the MA Training Plan at Appendix 2. Training Plans may be modified to reflect changing circumstances, however it is essential that the ICS 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 a consortium or use peripatetic assessors. Some large employers will be able to complete all the training and development in-house, but most employers will find that some of the training and development will have to take place away from the normal workplace. In particular the underpinning knowledge requirements are often more suited to delivery by outside training providers which might include:

- private training organisations
- colleges / universities
- other employers

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

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

Centres Registered with the ICS to offer Customer Service Modern Apprenticeship at Level 3			
Name of employer	Contact Firstname	Contact Surname	Town
A4e Work (Action for Employment)	Ewan	Robertson	Glasgow
Aberdeen and Grampian Chamber of Commerce	George	Brand	Aberdeen
Aberdeen City Council	Diane	Priestley	Aberdeen
Aberdeen College	Robert	Laird	Aberdeen
Accenture HR Services	Les	Whitton	Yarnfield Nr Stone
Acorn Learning Solutions	Carol-Anne Spence	Strickland	Edinburgh
AD Services (Scotland) Ltd	Mary	Ferguson	Hamilton
Angel Training Associates	Nadine	Krol	Bridge of Weir
Angus College	Marie	Stuart	Arbroath
Ardlin Training	Lilian	Smith	Peterhead
Argyll Training	Eleanor	McKinnon	Oban
Axiom Training Partnership Ltd	Elizabeth	McGinley	Clydebank
BC Consultants Limited	June	McGuinness	Hawick
BCT Assessments Ltd	Phillip	Ross	Morecambe
Cambrian Training Company	Jane	Kennedy	Stranraer
Cardonald College	Maggie	Robson	Glasgow
Carnegie College	Marion	Craig	Halbeath, Fife

Carter & Carter Group Plc	Denise	Grant	Sheffield
CBT Training Ltd	Alison	Carlin	Glasgow
Central Sports Management & Training	Ellen	Roche	Wigan
Clackmannanshire Council	Alice	Sutherland	The Whins
Coatbridge College	Margaret Rose	Livingstone	Coatbridge
Cothrom Ltd	Barbara	MacDonald	Isle of South Uist
Dawes Training Consultancy	Eric	Dawes	Tibbermore
Denise Darwin (Training)	Denise	Darwin	Aberdeen
DGM Training Consultants Ltd	Michelle	Montcrieff	Edinburgh
DHP Scotland Ltd	Mark	Nicholas	Dumfries
Direct Partners Ltd	Debra	Tracy	Edinburgh
Discovery Training Services	John	Lynch	Dundee
Dundee College	Ron	Harris	Dundee
East Kilbride Training Association	David	Herbertson	East Kilbride
East Renfrewshire Council	Sandra	Moore	Barrhead
Edinburgh Chamber of Commerce	Anne	Lovering	Edinburgh
Edinburgh's Teleford College	James	Grant	Edinburgh
Employment and Enterprise	Karen	Paterson	Polmont
Forte Business Consultants Ltd	Isobel	Morgan	Burntisland
Forth Valley College	Elaine	McGeorge	Falkirk
Forward Training Partnership	Bernadette	Kerr	Glasgow
General Physics (UK) Ltd	Ian	Hemingway	Glasgow
Glasgow City Council	Marian	Hopkins	Glasgow
Glasgow North Ltd	Jane	Morrison	Glasgow
Glenrothes College	Janet Moss	Thomson	Glenrothes
Global Highland Training & Consultancy Ltd	Glenn	Dymond	Inverness
GO@L Training Ltd	Andrew	Douglas	Perth
Govan Initiatives Ltd	Michelle	Houghton	Glasgow
GTG Training Ltd	Michael	Gillies	Glasgow
Hallmark Training and Development and Consultancy	Iris	Robertson	
Hilton Scotland	Helen	Peart	Edinburgh
Hodgins Smith (CDM) Ltd	Maureen	Paterson	Shawfarm
Holistic Training Ltd	Linda	Orr	Paisley
Hospitality Training	Karen	Black	Aberdeen
IBM UK Ltd	Maria	Catchpool	Greenock
Instep Initiatives Ltd	Lorna	Martin	Dundee
Intec Business Colleges Plc	Mary	Simpson	Rugby
Inverness College	Suzanne	Stewart	Inverness
ITP Solutions Ltd	Kathryn	Low	Inverness
Jackson Mills Associates Ltd	Carol	Jackson	Glasgow
James Watt College	Jillian	Rodgers	Greenock
JHP Training Ltd (Ayr)	Alison	Crockatt	Ayr
JHP Training Ltd (Dumfries)	Sheila	Mogg	Dumfries
JHP Training Ltd (Dundee)	Greig	Renwick	Stirling
JHP Training Ltd (Edinburgh)	Susan	McBride	Edinburgh
JHP Training Ltd (Glasgow)	Elizabeth	Strathdee	Motherwell
JHP Training Ltd (Paisley)	Alison	Crockatt	Ayr
JHP Training Ltd (Stirling)	Greig	Renwick	Stirling
LAGTA Group Training Ltd	Peter	Foy	Eurocentral
Lloyds Training Ltd	Kate	Leadbetter	
Lochaber College	Magz	Cormack	Fort William
Manpower c/o Harris Associates	Daljit	Ritchie	Birmingham

MGT Training Ltd	Patricia	Middleton	Dundee
MI Technologies Ltd	Kelly	Biggins	Glasgow
Microcom Training Ltd	Robert	McPhee	Glasgow
Minerva People Limited	Tricia	Hunter	Dumfries
Montpeliers (Edinburgh) Ltd	Linda	Mitchell	Edinburgh
Motherwell College	Mari	Nicolson	Motherwell
Muir Slicer Associates Ltd	Marie	Muir	Paisley
Ness Training Ltd	Joan	Montgomery	Falkirk
Norwich Union Insurance	Tony	Waterfield	Norwich
NTP (Scotland)	David	Wilkinson	Glasgow
Park Court Training Solutions	Margaret	Scott	Paisley
Perth and Kinross Council	Kathy	Harper	Perth
Perth College	Mel	Millar	Perth
Pilot Clothing Ltd	Christine	Allison	Winchester
Protocol Skills (Kilmarnock)	Sylvia	Mackay	Kilmarnock
Quest (Scotland) Ltd	Susan	Landsburgh	Dundee
R T Resources Ltd	Barbara	Alexander	Ayr
Raeburn Group Ltd	Rhoda	Duncan	Aberdeen
Reid Kerr College	Maria	Roushias	Paisley
ReMIT Scotland	Margaret	McGhee	Livingston
Renfrewshire Council	Jim	Paterson	Paisley
Response Handling Ltd	Neil	McNiven	Clydebank
Rewards Training Recruitment Consultancy (Scotland)	Liam	McGeevor	Edinburgh
Robson Associates Ltd	Stephen	Gillies	Kilmarnock
RRW Associates Ltd	Pat	McKay	Glasgow
Saltire Training Ltd	Mo	Simpson	Cowdenbeath
Sight and Sound	Kate	Leadbetter	Glasgow
Smart Move	Louise	Langdale	Balloch
South Ayrshire Council	Craig	Rebpath	Prestwick
Southwest Business Services	Marion	Aitken	Dumfries
Standard Life Assurance Company	Tracey	Livingstone	Edinburgh
Stevenson College Edinburgh	Aileen	Cunningham	Edinburgh
Strathearn Training	Debra	Murphy	Kirkintilloch
Support Training Ltd	Louise	Robertson	Edinburgh
The Adam Smith College, Fife	Gill	Ritchie	Kirkcaldy
The Assessment Company	M	Martin	Maidenhead
The Pickaquooy Centre	Charlotte	Harrison	Kirkwall
The Tell Organisation Ltd	Christine	Doherty	Dumbarton
Topic Training Grampian Ltd	Denise	Branks	Fraserburgh
Training for Development	Donald	MacDonald	Stornoway
Training Services Fife	Rod	Williams	Kirkcaldy
Unique Solutions	Lynne	Armitage	Moniaive
University of Glasgow	Alison	Fenton	Glasgow
University of Strathclyde	Jean Margaret	Cloherly	Glasgow
Vision Training (Scotland) Ltd	J R	Matheson	Stirling
West Lothian College	Ann	Cartwright	Livingston
Xchanging HR Services	Raymond	Gilliland	Prestwick
XL Training Ltd	Brian	Woodrow	Dunfermline
YouTrain Ltd	Shirley	Forbes	Stirling

The SSC training plan

The plan is required to identify:

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

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

However any changes must:

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

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

13 Consultation Process

The consultation process leading to this Framework proposal has built on evidence of employer and apprentice wishes collected in the consultation for the ICS Scottish Apprenticeship Submission, March 2007 and in the ICS Training and Qualifications Surveys of Employers and Training Providers in 2008 reported in 'Customer Service Skills Development – Now and the Future'. It also sits alongside and is informed by consultation currently taking place to review the Customer Service National Occupational Standards.

The consultation with Employers and Trainers regarding the introduction of a Modern Apprenticeship in Customer Service at Level 2 was carried out in March and April 2009.

The consultation sought views on

- employer requirements and the demand for this Framework
- the proposed Framework outcomes
- progression routes and the way in which this Framework complements other Frameworks and qualifications
- anticipated issues relating to completion and equality of access
- ways in which the ICS can support delivery of the Framework.

The consultation had three main strands:-

Consultation meetings

Telephone contact was made with some 80 organisations registered to offer the Customer Service Modern Apprenticeship in Scotland and a selection of employers. As a result, in March, consultation meetings were held in Edinburgh, Glasgow and Inverness with 35 representatives from employers, colleges and training providers.

All the consultees are already involved with Customer Service Qualifications or potential Candidates in 40 different economic Sectors. The number of people in the organisations employing the Apprentices/Candidates with whom they are involved ranges from less than 10 to over 1,000. Most typically, the organisations employ either less than 50 or between than 200 and 1,000. Profiles of participants and the organisations they are involved with are shown below.

Update of the 2007 survey

In April 2009, a questionnaire was used to update the findings of a survey conducted early in 2007 as a component of the consultation carried out prior to the ICS Scottish Apprenticeship Submission, March 2007. 20 representatives from employers, colleges and training providers engaged in small group discussions to rate the answers to the same questions as were posed in the earlier survey. A list of those taking part is attached is attached at Annex C.

Once again, between them, these people are already involved with Customer Service Qualifications or potential Candidates in 34 different Sectors. The number of people in the organisations employing the Apprentices/Candidates with whom they are involved is most typically 11-50 although many of them represent organisations employing over 2,000 people.

Executive summary of consultation findings

This summary identifies key points of the consultation findings. It is not intended as an evaluation of the findings but simply as a reporting of the views expressed by those consulted.

Framework content

- the current Standards and structure of the Customer Service S/NVQ level 2 are effective in enabling the VQ to be closely tailored to the job role of people for whom customer service is a key skill set across a wide variety of sectors
- it is strongly believed that Core Skills and in particular Communication, Problem Solving and Working with Others should be mapped to the SVQ so that Modern Apprenticeship candidates are required to take fewer separately certificated Core Skill units
- the requirement for Core Skills should be at SCQF level 3 although it is recognised that a number of Apprentices will be capable of and should be encouraged to take Core Skills at a higher level
- there are no enhancements which are seen as adding value were they to be included in the Framework

Demand for the Framework

- the Framework is appropriate for a wide range of job roles across all sectors and particularly in service industries
- it is most likely to be used for people between the ages of 16 and 18 who are in their first job or new to a service role
- it also has a value for those who have been in work for longer but have no vocational qualifications

Progression and the fit with other Frameworks

- the Framework will make many different contributions to progression opportunities
- the most frequent progression is expected to be to a Customer Service Modern Apprenticeship level 3 or to an enhanced job role
- some Employers will prefer to use the Framework as a foundation qualification to develop interpersonal and communication skills prior to someone specialising in a technical skills area

- Apprentices are likely to see the Apprenticeship as a means of providing evidence of portable and transferable skills
- the Employer's policy and the candidate's career preference are the most common reasons for people choosing a Customer Service rather than a sector-specific framework

Completion

- support from immediate line managers and supervisors will be critical to achieving high completion rates
- setting the Core Skill requirement so that it is achievable will also be important
- being in a job which makes evidence collection practical is important to completion
- changes in personal circumstances, job changes and time pressures at work all contribute to non-completion

Equality of access

- the wide application of Customer Service means that equality of access issues are not anticipated as long as the mandatory outcomes are set at an appropriate level

Benefits and barriers

- generally the benefits of a Customer Service Modern Apprenticeship are seen as enabling candidates to gain confidence and develop broad communication and interpersonal skills
- the introduction of a Framework at level 2 will open up this possibility to a wider range of Candidates
- the Framework will help to increase the stock of much needed Customer Service skills across all economic sectors and particularly in service industries
- the mandatory outputs for the Framework must be set at a realistic level particularly as regards Core Skills if the full benefits are to be realised

14 Career progression

Following the completion of the Modern Apprenticeship level 2, candidates should be able to achieve positions in areas such as:

- Customer Service Assistant
- Customer Service Administrator
- Customer Service Representative
- Customer Service Agent
- Customer Service Officer
- Customer Liaison Assistant
- Customer Service Operator

Consultation indicates that those Apprentices who choose to move on to further vocational qualifications are expected to progress to a Customer Service Modern Apprenticeship level 3. Alternatively, they may use the use the Customer Service Modern Apprenticeship level 2 as a foundation qualification before moving on to a sector specific Apprenticeship at level 3.

Appendices

Appendix 1

Stakeholder Responsibilities

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

- Awarding Bodies
- Employers
- Modern Apprentices
- Modern Apprenticeship Group (MAG)
- Sector Skills Councils (SSCs)
- Skills Development Scotland
- Training Providers

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 SSC visit www.sscalliance.org.uk

Role of Skills Development Scotland

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

Further information is available from www.modernapprenticeships.com

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

Responsibilities include:

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

Role of the Awarding Bodies

A significant proportion of the Modern Apprenticeship is based on the assessment of the apprentice against S/NVQs or S/NVQ units. These qualifications are accredited by the SQA Accreditation and the Office of the Qualifications and Examinations Regulator (Ofqual) 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 SSC (and Skills Development Scotland if appropriate).
- Compiling and agreeing assessment schedules/assessment plans
- Judging performance evidence
- Completing assessment records
- Reviewing candidates progress at regular intervals
- Submitting records and evidence for moderation
- Advising the Modern Apprentice who to approach for support, advice, encouragement and in case of complaint

Role of Modern Apprenticeship Group (MAG)

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

MAG is responsible for:

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

Role of the Employer

Employers' responsibilities include:

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

Role of the Modern Apprentice

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

Modern Apprentices' responsibilities include:

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

Appendix 2

Modern Apprenticeship Centres (MACs)

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

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

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

Either

- 1 be approved by an appropriate Awarding Body as a centre for the assessment of the relevant S/NVQ(s) (and Core Skills if these are being separately certificated)
- or
- 2 be capable of demonstrating a contractual relationship with another approved centre for the assessment of those units for which the MAC does not have approval from an appropriate Awarding Body.

In addition

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

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

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

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

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

Appendix 3



MODERN APPRENTICESHIP SAMPLE TRAINING AGREEMENT

This Training Agreement is entered into by:

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

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

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

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

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

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

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

This agreement to be signed by all parties:

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



MODERN APPRENTICESHIP TRAINING PLAN

The Modern Apprenticeship Centre

Name:
Address:
Telephone:
Contact:

The Modern Apprentice

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

The Employer

Name:
Address:
Telephone:
Contact:

The Local Enterprise Company (if applicable)

Name:
Address:
Telephone:
Contact:

Framework selected outcomes

Mandatory outcomes

S\NVQ Level (please identify level) <i>(List mandatory and optional units)</i>		Tick units being undertaken	SCQF Level	SCQF Points
S\NVQ level (please identify level) <i>(List mandatory and optional units)</i>				
Enhancements				

Core Skills <i>(Include details of the minimum level required)</i>		Tick units being undertaken	SCQF Level	SCQF Points
1	Communication			
2	Working with others			
3	Numeracy			
4	Information technology			
5	Problem Solving			

Optional outcomes

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

Summary of Modern Apprentices accredited prior learning

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

Institute of Customer Service
2 Castle Court
St Peter's Street
Colchester
Essex
C01 1PW

Telephone: 01206 571 716
Email: enquiries@icsmail.co.uk