



Dear Employer,

## **Employer Guidelines**

Thank you for providing the opportunity for a young person to undertake an Apprenticeship in Enterprise. You will not regret it.

Unlike other apprenticeships, the purpose of the Apprenticeship in Enterprise is about backing a young employee to make a direct contribution to business growth right from the start of their employment with you.

Despite its simplicity, this is a new concept in a pilot phase and so your contribution to improvement and programme growth is vital. This is a high profile pilot in that our partners are watching closely to see if this approach to youth employment works for both your business and your apprentice.

Every Apprenticeship in Enterprise is completely unique and is defined by the relationship energy between the entrepreneur and apprentice. Communication is critical, barriers to overcome are inevitable and the journey will be both challenging and rewarding.

I hope that, like me, you will be inspired to support your young employees as they begin to grasp your vision and make it their own.

Ronnie Davidson MSc DipCG MCDI MIOEE CIWP FRSA

*Founder & Apprentice in Hospitality and Catering 1994-98*



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## 1. Purpose

“The two most important days in your life are the day you are born and the day you find out why.”

Mark Twain

Why do you want an Enterprise Apprentice in your business as opposed to any other type of apprentice? This is a question we will be asking in assessing your suitability as an employer for this programme. We need to look our employers in the eye and know that they will go the extra mile in supporting their young employee to be a success.

We are looking for employers who are thinking enterprisingly about how they can make this work. It means taking risks and giving your apprentice some developmental responsibility early. A forgiveness culture is necessary. Apprentices are not graduates and often take longer to learn about the right behaviours and expectations. This is a journey which can result in the development of professional skills and helps young employees to find purpose through their work.

In our experience, we would expect a feeling of purpose to 'emerge' over the first year based on the direction, drive and talent of the young employee as they learn and contribute to the business. This purpose can then form the basis of the final module in the Diploma which is about the apprentice communicating a new role, product or service.

*Useful questions:*

- *Why do we want an Enterprise Apprentice?*
- *What developmental responsibilities might we align to their role?*
- *Can we offer the necessary risk and forgiveness environment?*



## **2. Preparing to recruit**

“Spectacular achievement is always preceded by unspectacular preparation.”

Robert Schuller

Apprenticeships in Enterprise are based on enterprise learning principles. The recommended reading below underpins this approach. We recommend that your entire business commits to the Enterprise Apprenticeship programme and that all staff are energised by the prospect. A good way to do this is to share the responsibility for drafting a job advert/job specification across your teams. We also suggest making use of our Apprenticeships in Scotland Youth Opportunities Advisers who can help ensure your candidate attraction campaign generates the right applicants.

Preparing for an Enterprise Apprentice is exactly the same as preparing for any other new employee and so please make the necessary provision in your normal HR procedures. We recommend a one-year fixed term contract of employment and can advise on contract, terms, pay, holiday and other matters as necessary.

*Important Background:*

**NESTA Research: Learning to take risks, learning to succeed**

[http://www.nesta.org.uk/library/documents/Learning\\_to\\_take\\_risks.pdf](http://www.nesta.org.uk/library/documents/Learning_to_take_risks.pdf)

*Useful Questions:*

- *How does this appointment impact on others in our business?*
- *What advice did we get from AiS Youth Opportunities Advisers?*
- *Can we make the necessary HR arrangements?*



### **3. Induction**

“Your circumstances don't determine where you can go; they merely determine where you start.”

Nido Qubein

We currently have three induction processes planned as part of the apprenticeship. A *workplace induction* and probationary period should be undertaken as normal by the employer. We recommend a non-critical mini project is a great way to start. Something that lets young employees in your business to learn the ropes will be ideal.

During the first month our assessor will arrange to visit and undertake the *diploma induction*. This kicks off the vocational qualification process and sets the apprentice on a pathway to achieving their QCF Level 3 Diploma in Enterprising Skills in a Business Environment.

In preparation for the diploma we will administer the VIA Character Survey. This reports on the potential character strengths of the apprentice and provides a shared language for the apprentice, employer, mentor and assessor to engage in personal development discussions.

Your Enterprise Apprentice is part of a national pilot and may benefit from some *group induction* activities. These will be organised in advance and are optional.

*Important Background:*

#### **VIA Survey**

<http://www.viacharacter.org>

*Useful Questions:*

- *Do we need to adapt our existing induction/probation arrangements?*
- *Can we organise a useful mini-project to get the ball rolling?*



#### **4. Communication**

“The single biggest problem in communication is the illusion that it has taken place.”

George Bernard Shaw

Any new employee has to go through a period of alignment to the values, attitudes and behaviours expected and required by their employer. Our experience is that we need to be patient with young employees. They often take a while to get it and we need to work hard to maintain it. Values, attitudes and behaviours are often labelled 'employability skills' but we believe these are unique to you and your business.

Working with young people can be frustrating. One day they seem to have cracked it and the next day it's gone. The alignment to values, attitudes and behaviours needs regular attention and is best approached in *regular one-to-one meetings* with your apprentice.

We recommend a pastoral approach in the early months. By listening and taking into account various circumstances and perceptions we can work on improving alignment at each meeting. Discussing character qualities, using tools like the VIA report as well as sharing your own experience of overcoming barriers are vital ingredients to success. These discussions are also very important for the diploma as the apprentice will make regular reference to your meetings.

*Useful Questions:*

- *Can you make the time to meet with your apprentice on a regular basis?*
- *Are you prepared to take a pastoral approach in the early months?*
- *Do you have clear expectations about values, attitudes and behaviours?*



## **5. Qualification Overview**

“People who reach the top of the tree are only those who haven't got the qualifications to detain them at the bottom.”

Peter Ustinov

The Level 3 Diploma in Enterprising Skills in a Business Environment (QCF) is designed to support the development of enterprising skills amongst new and/or existing members of staff to address the challenges and opportunities of helping to develop and grow a business in an economy with increasing levels of uncertainty.

Those likely to undertake this qualification include those in employment within smaller businesses and those in employment in more specific projects or defined roles within larger organisations.

There are no formal entry requirements for this qualification however, in order to benefit from the qualification; learners should possess communication skills sufficient to allow them to address the assessment requirements.

There are eight mandatory modules:

- Achieve Work Objectives and Personal Needs
- Leadership and Teamwork
- Developing the Mindset and Skills Required for Enterprise
- Developing the Innovative Intrapreneur
- Business Organisation, Behaviour and Opportunity
- Using Enterprise Skills in the Workplace
- The Business Environment
- Planning and Pitching a New Business Opportunity

*Important Background:*

### **Level 3 Diploma in Enterprising Skills in a Business Environment**

<http://sfediawards.com/qualifications/level-3-diploma-in-enterprising-skills-in-a-business-environment/>



## **6. The Enterprise Portfolio**

“Growth is the only evidence of life.”

John Henry Newman

The diploma qualification is evidence based and requires a detailed portfolio to be gathered over the period of the apprenticeship. It is important to support your apprentice with this discipline. Progress with the qualification is reliant on good quality evidence of competence for each learning outcome.

We encourage employers to get actively involved in supporting the evidencing process. Witness testimonies are a great way to encourage other employees to get involved. The nature of the learning outcomes often involves a requirement to evidence personal development which can be challenging.

You will also need to be mindful of any sensitive information being used as evidence. Emails, datasets and project plans are often used by apprentices to evidence their role and what they have learned. We actively encourage this but suggest you take care in reviewing the content. The Enterprise Portfolio will be used to evidence that the apprentice has met the criteria and will be quality assured. This means the portfolio will have to leave your office premises.

*Useful Questions:*

- *Can we help to ensure our apprentice maintains a quality portfolio?*
- *Do we have any sensitive information we need to watch out for?*





## **7. Assessment and Mentoring**

“He who would learn to fly one day must first learn to stand and walk and run and climb and dance; one cannot fly into flying.”

Friedrich Nietzsche

Young people can take a while to grasp the journey involved in learning to become successful at what you do. ‘One can fly into flying but one is likely to crash.’ Apprenticeships in Enterprise are about learning from and evidencing success and failure on the journey.

Your apprentice will meet with our assessor on a regular basis depending on the pace achieved by the apprentice. Typically we expect the qualification to take 12 months with the assessor visiting 12 times during that period. However, it may be quicker or take longer and require fewer or more visits.

The purpose of the assessor visit is to guide the learning and assess the evidence against the module learning outcomes. The assessor can also advise and coach the employer where necessary.

The assessor is monitored and evaluated by the Internal Quality Assurance process and further by the External Quality Assurance process.

In addition, we can appoint a youth mentor to be available to support from our growing pool of previous enterprise apprentices.

*Useful Questions:*

- *Are we comfortable with regular visits from an assessor and mentor?*
- *Does a 12 month expectation fit with our plans?*



## **8. Enterprise Activity**

“Entrepreneurs are risk takers, willing to roll the dice with their money and reputation in support of an idea or enterprise.”

Victor Kiam

For employers in Fife, as part of Fife Council's Culture of Enterprise (CoE) Initiative, we ask every employer to allow their apprentice to take part in a Culture of Enterprise activity.

The Fife Culture of Enterprise Framework for Action provides a blueprint for creating a vibrant enterprise culture in Fife. It is intended to initiate a programme of enterprise development over the next three to five years that will lay the foundations of long-term change, while also addressing immediate priorities.

*Important Background:*

### **Fife Culture of Enterprise**

<http://fifeconomypartnership.com/index.php/our-strategies/culture-of-enterprise>

*Useful Questions:*

- *Are we happy to commit our apprentice to up to 5 days external activity?*
- *What other activities do we do with schools?*



## **9. Overcoming Difficulties**

“Kites rise highest against the wind - not with it.”

Sir Winston Churchill

Expecting a young person to make valuable contributions to the business without having had time to learn and train in using new skills is challenging for all concerned. However, that is the point! Having a go and making mistakes is a vital component of an Apprenticeship in Enterprise.

This approach has implications for many young employees. Confidence can quickly evaporate, energy and enthusiasm can be eroded and communication skills can vanish. It is possible that you might appoint what you thought was a young professional and end up feeling like you have got a grumpy teenager.

Patience and consistent good communication are key. Ups and downs are critical to enterprise learning. Enterprising employers already know this and value the process as a gateway to eventual success. Reflecting on these experiences are also important evidence requirements for the Diploma.

Young people can have complex lives and are going through changes as they become independent adults. The Apprenticeship in Enterprise motto is “always believe in young people”. This should apply even if they let you down first time around.

Senior staff and our Youth Mentors at Career Studio are on hand to provide advice to those employer facing challenges.

*Useful Questions:*

- *Have we considered the pastoral implications of this appointment?*
- *What advice did we get from AiS Youth Opportunities Advisers?*
- *What limitations do we have in how far we bend the rules for an apprentice?*



## **10. Key Contact Details**

We are always ready to help.

**Telephone: 01334 844900**

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