BUSINESS SCENARIOS

The following discussion activity is devised to draw out current knowledge of IAG and to enable the sharing of good practice. The scenarios are simplified cases based on real employers. They invite participants to offer headline suggestions prior to going through a full Organisational Needs Analysis.

Discuss and make notes on how you would approach the situation, focusing in particular on the IAG element.

Scenario 1 – Engineering Company

**Company background:** A small engineering company with 20 employees. The employees are all highly skilled engineers and have come to the company with existing skill sets. For the company to survive and thrive, they need to provide flexibility within the workforce and encourage the employees to take on additional work. Shift patterns are in place and are a combination of early shift, late shift and a rotating six week shift pattern of days. Different staff do different shifts, some do permanent lates, some rotate.

**Prior/current training:** The company has never undertaken any training. The company has never put a Training and Development Plan together.

**Situation:** The company has traditionally built its workforce on individual specialisms but now find more and more customers require technical drawing (CAD) support and report writing projects. The MD is not sure how to go ahead with starting employees on any programmes or what sort of support will be expected throughout the training programmes. A training provider has persuaded the employer that training is a good idea and that the company might attract government funding. The training provider is not Matrix accredited and calls on Business Link to accompany them to the company.

**Points to consider:**

- Use of ‘light touch’ approach (after referral from provider)
- Broker needs to know whether the provider is delivering IAG in the workplace and find out from the provider which course they will follow
- Identify possible issues or problems employer may pose (around IAG)
Scenario 2 - District Council

**Company background:** Large District Council based in semi-rural area. There are 65 employees in the department. The core business is to provide Borough Council support in the form of street cleaning, building maintenance, and landscaping and grounds maintenance.

The hours of work are from 7am through to 4pm. In the winter, nights are also included to cover the gritting of roads.

**Prior/current training:** Previous training has included NVQs in cleaning and horticulture.

**Situation:** Many employees have Skills for Life issues and this has demonstrated itself in the NVQ delivery. Staff are available for training during the hours of 7am to 4pm. The support from management is okay but meets opposition from time to time. Also employees feel they have been cajoled into training because this is a ‘flavour of the month’ senior management initiative.

The organisation has benefited from Employer Training Pilot funding in the past. As part of this, the Matrix accredited training provider was able to provide advice and guidance. However, the District Council now wish to widen their scope of training to business administration, particularly with ICT in mind, and may require training delivery from more than one provider.

They have made an appointment with a Business Link Skills Broker and want to find out about eligibility for 20 additional employees under Train to Gain and management training for 2 new supervisors.

**Points to consider:**

- Eligibility for Train to Gain (IAG)
- Alternative access to IAG
- IAG in workplace – benefits to individual in relation to job, income opportunities
- Business benefits of IAG
- Identify possible issues or problems employer may pose (around IAG)
Scenario 3 – Call Centre

**Company background:** This town based Call Centre employs 45 operators. Most of the workforce work flexi and part-time hours. They take orders for baby clothes on-line but are also targeted to make sales calls as part of the operation.

The phones are operated from 9am to 5pm from Monday to Friday. Breaks are taken in rotation and lunches are staggered.

**Situation:** There have been a number of issues recently revolving around customer complaints, poor order taking and incorrect financial calculations regarding both stock orders and deliveries to customers.

The MD has called in Business Link to seek advice. Whilst he is generally in support of improving the service he cannot see how he can allow his staff to be trained during day time operations, as his staff count is already very tight. He has raised a number of objections to his Business Link Personal Advisor focusing on relevance, cost and resources.

**Points to consider:**

- Referral from Business Link Personal Adviser to Skills Broker
- Wage contribution may overcome training release
- Identify Provider to discuss specific requirements
- IAG for learners in workplace
- Identify possible issues or problems employer may pose (around IAG)

NB. It may be worth considering scenarios where IAG has not worked at the first intervention to explore situations and come up with other points when making alternatives.