APPRENTICESHIPS
BUSINESS SCENARIOS

Version 2 (June 2008)
HOW TO BROKER APPROPRIATE PROVISION

The following discussion activity is devised to draw out current knowledge of Apprenticeships and to enable the sharing of good practice. The scenarios are simplified cases based on real employers and invite participants to offer deductions without having had access to a full organisational needs analysis.

You have received a referral from a colleague who has made the following notes from their initial conversation with the employer. In your groups, analyse the scenario allocated to you and consider what conclusions you would draw at this stage from the information available.

Discuss and make notes on the following (include both short and long term priorities):

1. The possible Apprenticeship training needs and any other key training needs identified

2. The questions you would raise and/or the solutions you may propose to the employer

3. Which resources/where you would look to source anticipated training provision
Scenario One
Hot Wheels, 10 employees, rural location (20 mins drive from nearest city)

Company background: Motor and motorcycle engineers who also re-condition engines. The majority of their work focuses on the machining of crankshafts and they specialize in cylinder head re-conditioning and thermo-coatings.

Company structure: Owner and Managing Director, Fred, set up the family company 35 years ago. He employs his two sons (in their 30s) as engineers and there is a part time bookkeeper. Cheryl works on reception and taking orders. The 4 other staff all in their late 40s/50s were all taken on as experienced engineers who have worked in the industry for over 10 years (2 of whom race their own bikes). Oliver (16) helps out on a Saturday and during his school holidays.

Prior/current training: Father and sons completed their initial craft Apprenticeships at college a long time ago. They had one apprentice but he left after 3 months at the local college.

Situation: They are currently short-staffed and looking to recruit a new member to the team. Fred has never formally recruited staff as all have been known to him as friends or family in the racing circuit. Oliver has shown an interest in working for them full-time but Fred is nervous about taking on someone without much experience or training. They tried to take on a school leaver last year and they left after 3 months of training them up. He also expresses an interest in general IT as Owen (eldest son) and Cheryl are the only ones who can use their old PC and version of Windows.
Scenario Two
Chuckie Chickens, 60 employees, rural location

**Company background:** Commercial egg factory with 8 egg laying units and a warehouse for packing and distribution. Adjacent to the warehouse are the offices which house management and administration.

**Company structure:** Managing Director, heads up a management team with one lead for each of the following: Office, Finance, Human Resources, Production and the Warehouse. There are also 3 administrators and a receptionist in the office team. The rest of the staff are split between the egg production units and the warehouse. A high proportion of those are between the ages of 17 and 26.

**Prior/current training:** Some staff have completed/currently undergoing NVQs in Warehouse Operations; 3 have not yet completed and put the programme on hold as they are lacking motivation. No one has gone through an Apprenticeship programme and the Production Manager doesn’t really understand what’s involved.

**Situation:** High turnover of staff especially in the warehouse where 5 warehouse assistants have left in the last 3 months. There are also 2 workers who have been sacked due to drug use on site. There have been complaints from their customers (local supermarkets) about receiving damaged goods and they have lost income by failing quality checks or having to replace orders. They have also had issues about fork-lift driving too - due to a minor accident last year. Simon (Production Manager) is interested in putting 2 more staff through fork-lift training.
Scenario Three
Plush, interior design company, based in city centre, 30 employees.

Company background: A small consultancy set up in 1989 by 2 partners who have grown the business themselves. Specialise in the top end of the market.

Company structure: They have employed a large number of design graduates from the local university.

Prior/current training: Currently have not participated in any government funded programmes. They are unsure whether there is a programme which exists specifically relating to their field.

Situation: The company, although brilliant on a creative level, seems to have difficulty in maintaining good relations amongst the senior staff; there are frequent disputes over operational issues which has been taking its toll on quality of work produced. They have recently employed 2 girls; one to assist with running the office (including reception, greeting clients and dealing with general enquiries) the other to start as a junior designer. The partners feel unsure as to whether to provide initial training for them although would like to put together a personal development plan for each. Anna, (24) has completed a Foundation Art degree and Sophie (19) has done a GNVQ in Business Administration at a local college and has a couple of years work experience in administration.
Scenario Four:
Copas, tapas bar, city suburbs, 10 staff

Company background: Small bar and tapas restaurant set up by owner Carlos and his girlfriend Lydia.

Company structure: Carlos works every day as owner/manager and employs his friend Jack to assist with the accounts and bookkeeping. Lydia helps out with the administration when time allows. They employ 1 chef, Stefan who formerly studied an Apprenticeship, one kitchen assistant and have 6 part-time waiting staff 4 of whom are students (who cover the weekends and evenings). The other 2 waiting staff (Jonny and Jodie) are in their early twenties and work on average four five hour shifts. Jonny, although only experienced in waiting tables, has shown an interest in cooking and sometimes helps out Stefan during peak times.

Prior/current training: All staff go through the mandatory Health and Safety and Food Hygiene training.

Situation: Some problems with staff retention and low morale as a result of 2 staff leaving to go to Bernardo’s restaurant in the city centre. Carlos has little idea about formal training and is keen to offer his staff some form of training, although he has reservations about the danger that they may leave as this has happened in the past.