

Employer Engagement from The JGA Group (JGA Limited) Pam Morgan: Project Leader

1.0 Background

Employer engagement was low and we needed to research how we could improve this. As the learning spanned both qualification programmes and on the job learning, it was important that we had employer buy-in. This historically has not been an issue for large companies – e.g. Rolls Royce – but small and medium enterprises (SMEs) have often failed to keep records of on the job training and trainee progress. This issue has been further exacerbated by poor employer feedback on reviews – sometimes non-existent – and frequent difficulty with employer contact after the start of an apprenticeship or training programme.

This is an issue that has been referred to before – see the Department for Business Innovation & Skills (BIS) March 2014¹. It is further evidenced in the low return of feedback forms from reviews.

The research paper on page 33 states 'It's a timeframe thing'. As SMEs are busy trying to run a profit making business, time is of the essence. This is a major issue for SMEs when they employ an apprentice and need to take '**the time**' to grow that apprentice.

We asked ourselves this question. *What was the difference between a 'Rolls Royce' version as opposed to an 'SME' version?*

We saw that major employers had a clear training programme (some which lasted several years) whereas our SMEs did not have a clear programme of workplace learning – just 'learn the job' – hands on! We decided to implement a '**workplace development plan**' which detailed the learning that would take place over the period of the Apprenticeship. This could be shadowing, outside training e.g. Health & Safety, placements (in other departments), personal skills development - task or technical.

This plan was shared with the assessor who could then monitor and record progress in line with the plan. A report on progress would then be fed back to the employer,

¹ BIS Research Paper 162: Employer Influence on Apprenticeships: March 2014

who would be more likely to respond to such feedback and thus be more involved in the whole process.

Briefly, then, we chose to do this so that assessors could monitor on the job learning in a structured way and with clear objectives.

2.0 Method

We designed three electronic surveys: one for employers, one for assessors and one for apprentices (Appendices B, C and D). The purpose of these surveys was to gain feedback on how we could improve employer engagement. As employer engagement was the issue, there was no surprise that only three employers replied from 12 employers engaged. Assessors were keen to respond (five responses) as were learners (ten responses).

Results were collated into categories and then portrayed through a Power Point presentation (see Appendix I and separate attachment) into percentages.

The head office team were assigned a caseload of employers with whom to implement the workplace development plan and make it available to the assessors and apprentices. Professional discussion also took place with two employers, which was helpful in ensuring that the plan was a genuinely useful tool.

Ethics forms were used for all data collected (see Appendix A)

3.0 Results

Copies of all results are retained, a sample of which are in the Appendices. Headline results are shown below: 10 from the apprentices, 3 from employers and 5 from assessors.

A summary of raw results is also shown on the attached infographic – see Appendix I, accompanied by notes highlighting the small number of responses from employers.

3.1 Results of the questionnaire carried out with 10 apprentices.

Further detail can be found in Appendix E.

1. 100% said their relationship with their employer was good, with a nil response for satisfactory and poor.
2. 80% said their mentor was their manager and 20% said their supervisor, with a nil return for either 'Dedicated Mentor' or 'Don't Know'.
3. A range of training was quoted including operating telephones, fax machines, scanners, emailing and social media.
4. 50% of apprentices felt their assessor was liaising with their employer with regard to their Apprenticeship, whereas 50% did not know if they were liaising with their employer.

5. 90% rated their employer as being flexible in allowing their Assessor to meet with them, with 10% saying they experienced difficulties.
6. 100% said their employer understood that Apprenticeship components should be undertaken in contracted hours i.e. working hours.
7. 90% stated their employer was interested in their progress and actively involved themselves in the Apprenticeship journey, and 10% stated this was not the case.
8. 90% felt that were putting into practice new skills they had learnt, whereas 10% felt this was not the case.
9. 90% of apprentices would like their employer to have access to their OneFile progress i.e. Gap Analysis, whereas 10% said no. A range of reasons were provided on how this would assist the employer.
10. 70% said they would like to see improvements from either their employer or the JGA Group.

3.2 Results of the questionnaires completed by three employers are listed below:

Further detail can be found in Appendix F.

1. Employers rated their apprentices having made an impact on their organisation as 67% good and 33% satisfactory.
2. 100% said they had a clear training plan (workforce development plan) in place.
3. NVQ, Functional skills and Employer Rights and Responsibilities were correctly identified, and BTEC and Personal Learning and Thinking Skills were not.
4. 66% correctly identified **on the job training** as learning taking place at work, and 66% correctly identified **off the job training** as learning taking place by attending workshops.
5. 67% said they review their training plan regularly and 33 % do not review it regularly.
 - 5b. 67% said the plan is reviewed with the assessor, 33% with the mentor, and 33% with another.
6. 67% said they had discussed their apprentice with the assessor, whereas 33% had not.

7. 67% had completed their part of the review process; 33% had not, with a range of reasons provided.
8. 67% felt the information on the reviews is useful; 33% did not find it useful.
9. A range of answers were provided outlining how JGA can improve on the support provided to the employer.
10. 100% said they would consider taking on another apprentice.

3.3 Results of the questionnaires completed by five assessors are listed below:

Further detail can be found in Appendix G.

1. 60% introduced themselves to the employer prior to the induction meeting, and 40% at the induction meeting.
 - 1a. 67% held the meeting within 2 weeks and 33% within 4 weeks.
2. 80% felt employers were flexible when they booked appointments with their apprentices. (40% ok, 40% good) and 20% said employers were not at all flexible.
3. 25% said when completing 3 monthly reviews the employer and apprentice were always present, and 75% said they were never present, with nil responses for sometimes present. A range of reasons were provided.
4. 80% said their employers were aware of compulsory workshops; 20% said they were not fully aware of compulsory workshops.
5. 80% knew which workshops their apprentices had attended; 20% of the assessors did not know which workshop their apprentices had attended, with a range of reasons given as to why not.
6. 60% did not know if the employer had returned their part of the review process; 20% said some did; 20% said all of their employers returned their part of the review process.
7. 80% of assessors had fed back to the JGA team on issues from employers in the last year, whereas 20% had not.
8. 80% thought the employer would benefit by having access to the gap analysis on OneFile, whereas 20% did not. A range of reasons were provided.
9. 40% said they always involved the employer in choosing optional units; 40% said sometimes; 20% said they never did involve employers in that choice for their apprentice.

10. 60% rated their relationship with their employers as mostly good and 40% mostly fair, with nil response for mostly difficult.

The signs show a change in employer engagement through use of the workplace development plan and head office staff taking on caseloads to buddy up with employers.

The research project went pretty much to plan. JGA Group had predicted that not all employers would respond and in general the message from the ones that did respond was reinforced by later conversations with employers currently joining the programme i.e. they wanted a closer relationship and would like the training provider to empower the employers to produce a learning programme in the workplace.

4.0 Conclusion

The intervention has worked and we have seen that by introducing the workplace development plan and having frequent employer visits by head office staff, the employer feels more supported in delivering the workplace plan. This helps build a rapport with the training provider, thus promoting future business.

This [video](#) (6.38 minutes): **An Apprenticeship Carol** demonstrates our journey.



An Apprenticeship Carol

(note this is an image) Click [here](#) to view the video.

The professional discussion attached, as Appendix H, supports the use of a workplace development plan and a visit by a member of the head office team.

Two key areas of improvement identified from the professional discussions are:

(i) A Workplace Development Plan is critical to the skills development of the apprentice and should be discussed between parties throughout the programme.

(ii) Dates for communication regarding the attendance of the apprentice at workshops away from the workplace should be arranged in advance so that the employer can ensure staff availability.

We are sure that through regular visits to employers, further tweaks to the relationships can be made to improve the process.

To improve the project, we would have liked to have undertaken individual discussions with each employer. However, this was not possible within the timescale.

There needs to be further research on how to engage with SMEs **nationally**. Most case studies from Ofsted are from a larger employer perspective, and more is needed from **SMEs** highlighting their needs.

5.0 References

Below are the references we have used:

BIS Research Paper 162: Employer Influence on Apprenticeships: March 2014

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284766/bis-14-601-employer-influence-on-apprenticeships.pdf

<http://www.cebr.com/>

<http://thetessgroup.com/invest-in-apprenticeships/>

http://webcache.googleusercontent.com/search?q=cache:Fp0iyZ3yXVgJ:www.wamitab.org.uk/useruploads/files/focuson/focus_on_apprenticeships_march_2014.pdf+&cd=1&hl=en&ct=clnk&gl=uk

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32305/12-813-evaluation-of-apprenticeships-employers.pdf

[Source: GOV.UK 12 May 2014 Research and analysis Apprenticeships: progression to higher education - 2014 update](#)

<https://www.gov.uk/government/news/more-apprentices-progress-into-higher-education>

6.0 Appendices

Appendix A:	Ethics consent form (sample)
Appendix B:	Apprentice questionnaire (blank)
Appendix C:	Employer questionnaire (blank)
Appendix D:	Assessor questionnaire (Blank)
Appendix E:	Apprentice questionnaire results (on screen and graphs)
Appendix F:	Employer questionnaire results (on screen and graphs)
Appendix G:	Assessor questionnaire results (on screen and graphs)
Appendix H:	Professional discussion with an employer
Appendix I:	Power Point / Infographic (see separate attachment as well)

Appendix A: Ethic consent form

Ethics Form

Please also see the BERA Ethical Guidelines for Educational Research (<http://www.bera.ac.uk/publications/guides.php>).

Name of Project: Practitioner Led Action Research (2014) – Employer Engagement

Researcher(s): JGA Group

Dear Sanjay

I would like to invite you to take part in an action research project, which I am doing with JGA Group. I want to explain why we are doing this research and what it would involve for you. Please ask me if there is anything that is not clear or if you would like more information.

What is the purpose of the project?

We want employer engagement from SMEs to support and embrace the Apprenticeship Journey. To open employers minds to the potential assets of an apprentice employee.

Why are you asking me to take part?

Your input is valuable to us, as an Employer.

Do I have to take part?

Participation is completely voluntary but your feedback would be most appreciated to make this project successful.

What will taking part involve for me?

- A survey will be sent out to you to complete
- The results of the survey will be discussed at the PLAR Project (2014) final dissemination event on 8 July 2014
- The results of the survey will be used by JGA Group to improve the understanding of SME's about apprenticeships and how they can work for them
- Names will not be published of participants, all surveys will remain anonymous

What will I have to do?

Please sign this consent form, complete any surveys sent to you and feedback if required. You may be asked to participate in the Team Forum workshop.

What are the possible benefits of taking part?

It will increase retention of apprentices and increase employer recruitment. It will plug skills gap to a better relationship with the employer. It is more in tune with OFSTED requirements.

Thank you for reading this information sheet.

Pam Morgan
Operations Manager
JGA Group

Consent Form

Title of Project: Practitioner Led Action Research (2014) – Employer Engagement

Name of Researcher(s): Pam Morgan, Naina Haria, Bekki Hewinson, Siobhan Hogg, Laurence George, JGA Group

Please initial box

1. I confirm that I have read and I understand the action research information sheet
2. I understand that my participation is voluntary
3. I consent to the interview/ session being audio/ video recorded
4. I agree to take part in the action research project

Name of Participant:

Date: 30/4/19

Signature:

Appendix B:

Apprentice questionnaire

APPRENTICESHIPS

1. What would you say is the relationship between you and your employer?
Good, bad or indifferent! Say why.
2. Who is your mentor?
3. What training have you received to date at work?
4. Do you feel your Assessor is liaising with your Employer with regard to your Apprenticeship? Give examples.
5. Is your employer flexible in allowing your Assessor to meet you or do you have difficulties? Explain.
6. Does your Employer understand that Apprentice components should be undertaken in contracted hours i.e. working hours?
7. Is your Employer interested in your progress and actively involve themselves in the Apprenticeship journey? Please explain.
8. Do you feel that you are putting into practice new skills learnt? Explain
9. Would you like your employer to have access to your OneFile progress i.e. Gap Analysis. How do you feel this would assist them?
10. What improvements would you like to see either from your Employer or the JGA Group?

Appendix C: Employer questionnaire

EMPLOYER QUESTIONNAIRE

Complete this questionnaire and you will be entered into our Employer Prize Draw!

APPRENTICESHIPS

1. How has your Apprentice made a positive impact on your organisation and how?
2. There are up to 5 components in an Apprenticeship. Could you list them below?
 1.
 2.
 3.
 4.
 5.
3. What is your understanding of 'on and off' the job learning?
 1. On the job -
 2. Off the job -
4. Do you have a clear training plan (workplace development plan) in place?
5. Do you re-visit the plan regularly and with whom?
6. Have you met your Apprentice's Assessor? If so, have they arranged any follow up meetings with you?
7. Are you pro-active in completing your part of the review process? If not, why?
8. Do you feel the information on the reviews is useful? If not, why?
9. What can JGA improve on to support you as the Employer e.g. would you like periodical visits from the Vocational Qualifications team?
10. Would you consider taking on another Apprentice. If not, why?

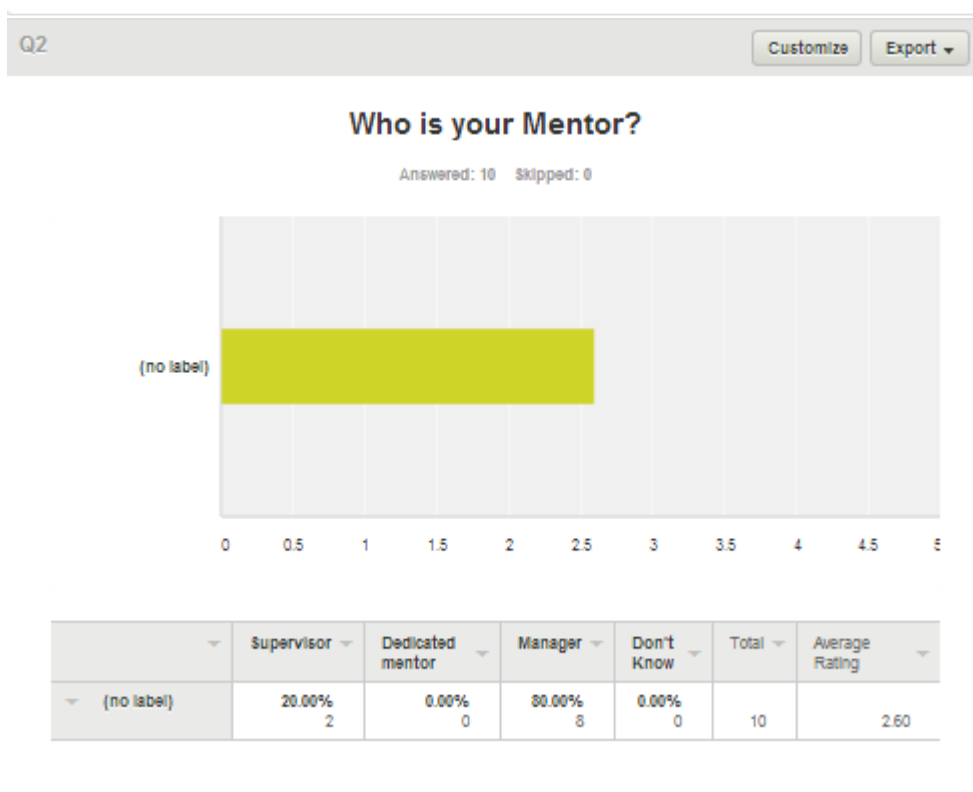
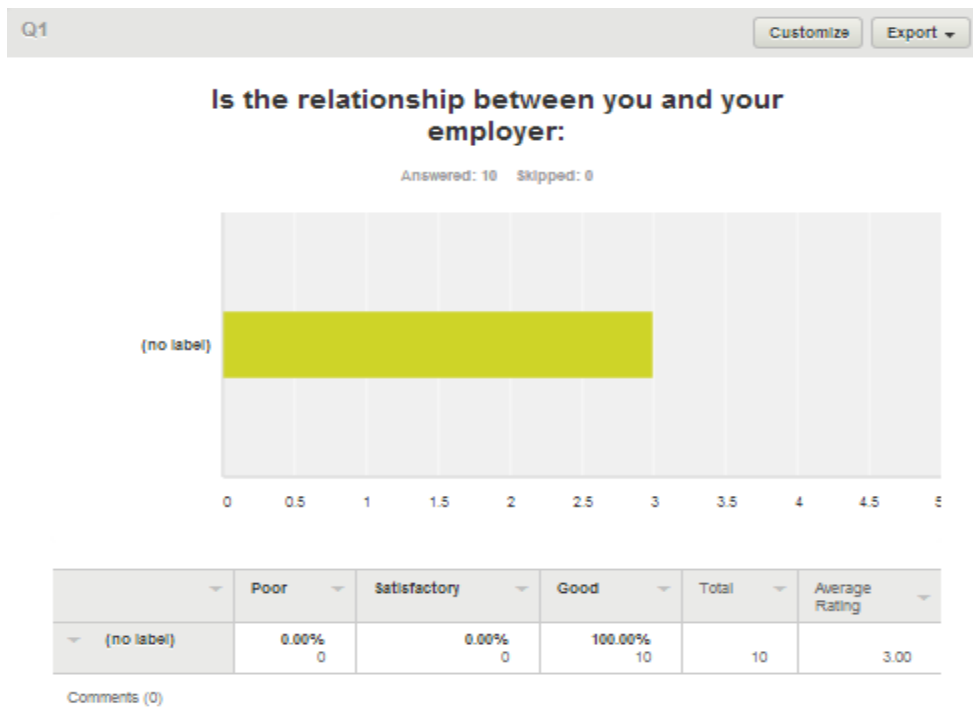
Appendix D: Assessor questionnaire

ASSESSOR'S QUESTIONNAIRE

APPRENTICESHIPS

1. At what point do you introduce yourself to the Employer?
2. Do you feel the Employers are flexible when you book appointments with your Apprentices?
3. When completing your 3 monthly reviews, do you undertake these with the employer and learner present?
4. Is the Employer aware of compulsory workshops?
5. Do you know which workshops your learners have attended? If not, why?
6. Do you ensure that employer has returned their part of the review process and discuss their comments?
7. How often have you fed back to the JGA team on issues from Employers in the last year? Give examples?
8. Do you think the employer would benefit by having access to the gap analysis on OneFile? If so, why?
9. Do you involve the employer in choosing the optional units?
10. How can you improve the relationship between you and the employer?

Appendix E: Apprentice questionnaire results (on screen and graphs)



Q3

Export

What training have you received at work to date? This could be any kind of training, ie how to use the scanner, answer the telephones, etc.

Answered: 10 Skipped: 0

Responses (10)

Text Analysis

My Categories

PRO FEATURE

Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a GOLD or PLATINUM plan.

Upgrade

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Categorize as...

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Search responses

?

Showing 10 responses

Scanner, telephones, post, k17, OS2, OS1, order official copies, copier, AP1, Exchange, formal writing, mortgage reports, pali, olio and too much more to list :)

3/27/2014 3:15 PM

[View respondent's answers](#)

customer service, Photoshop, writing skills, how to use the phone, fax machine, scanner.

3/27/2014 3:15 PM

[View respondent's answers](#)

how to use the computer system to book appointments and seeing patients contacts and payment history, how to use certain clinic equipment like the massage thumper.

3/27/2014 3:14 PM

[View respondent's answers](#)

Answer Telephone Troubleshooting technology Fixing Technology Use copiers Set up systems

3/27/2014 3:13 PM

[View respondent's answers](#)

Answering calls in correct manner, inputting data, using scanner/printer, handling money

3/27/2014 3:13 PM

[View respondent's answers](#)

email, social media, cocktails and CRM management skills

3/27/2014 3:13 PM

[View respondent's answers](#)

Q3

Export

What training have you received at work to date? This could be any kind of training, ie how to use the scanner, answer the telephones, etc.

Answered: 10 Skipped: 0

Responses (10)

Text Analysis

My Categories

PRO FEATURE

Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a GOLD or PLATINUM plan.

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Categorize as...

Filter by Category

Search responses

?

Showing 10 responses

Answering calls in correct manner, inputting data, using scanner/printer, handling money

3/27/2014 3:13 PM

[View respondent's answers](#)

email, social media, cocktails and CRM management skills

3/27/2014 3:13 PM

[View respondent's answers](#)

ONLINE ORDERS.

3/27/2014 3:12 PM

[View respondent's answers](#)

complete training of block management

3/27/2014 3:12 PM

[View respondent's answers](#)

reception duties

3/27/2014 3:07 PM

[View respondent's answers](#)

Stop Smoking Cessation Understanding Infant Feeding Currently doing a Medicine Counter Assistance

3/27/2014 3:06 PM

[View respondent's answers](#)

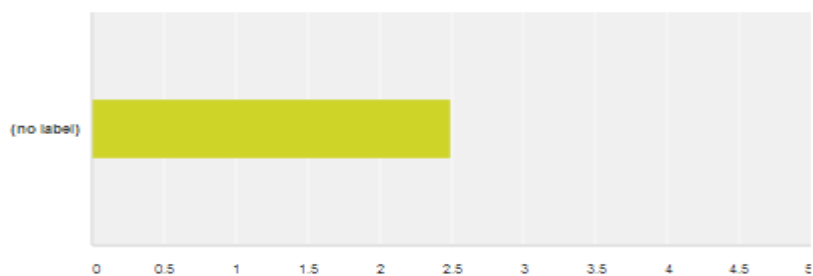
Q4

Customize

Export

Does your Assessor talk to your Employer about you and your progress?

Answered: 10 Skipped: 0



	No	Yes	Don't Know	Total	Average Rating
(no label)	0.00% 0	50.00% 5	50.00% 5	10	2.50

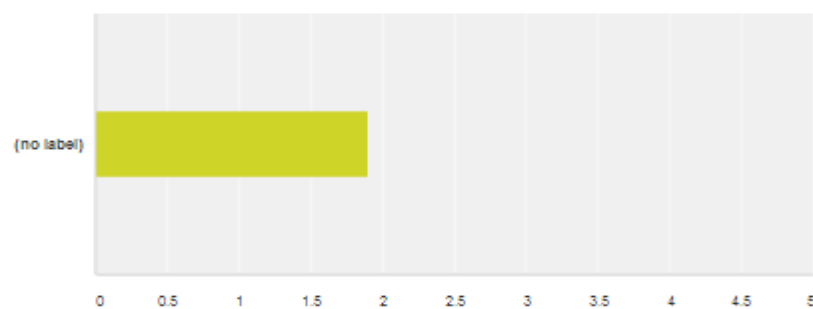
Q5

Customize

Export

Is your Employer flexible in allowing you time to meet with your Assessor?

Answered: 10 Skipped: 0



	No	Yes	Total	Average Rating
(no label)	10.00% 1	90.00% 9	10	1.90

Comments (1)

Responses (1)

Text Analysis

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Search responses



Showing 1 response

because of the nature of the work generally everyone involved is having to travel in from outside of london for the meetings

3/27/2014 3:13 PM

View respondent's answers

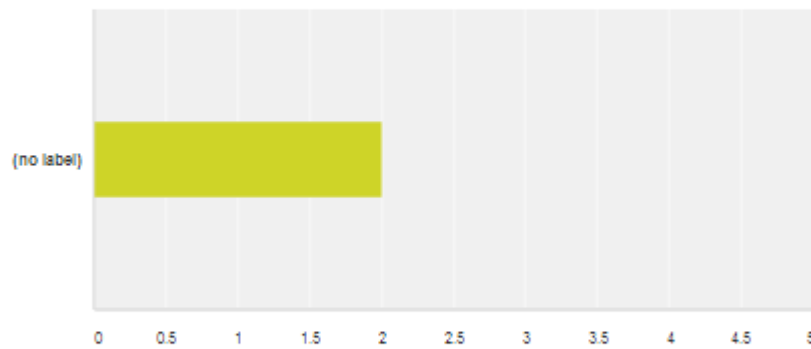
Q6

Customize

Export

Does your Employer understand that Apprenticeship components, ie workshops, observations, etc, should be carried out during your contracted hours, ie working hours?

Answered: 10 Skipped: 0



	No	Yes	Total	Average Rating
(no label)	0.00% 0	100.00% 10	10	2.00

Comments (0)

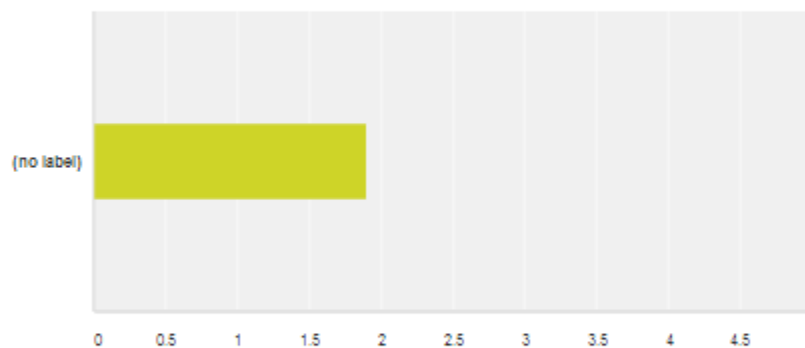
Q7

Customize

Export

**Does your employer track your progress?
Eg, read the reviews, ask how you are getting on, what you are working on, etc?**

Answered: 10 Skipped: 0

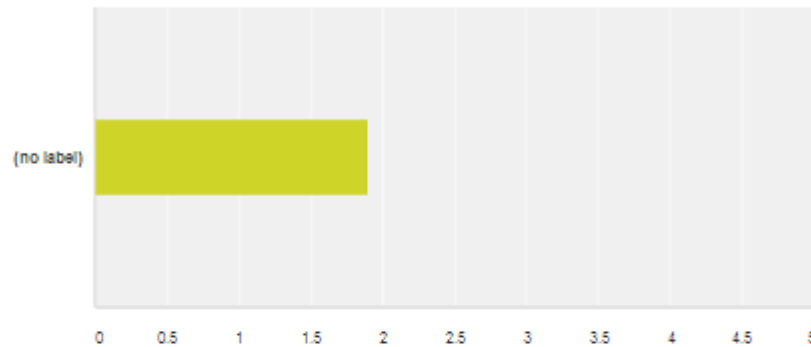


	No	Yes	Total	Average Rating
(no label)	10.00% 1	90.00% 9	10	1.90



Would you like your employer to have access to your e-portfolio progress? ie Gap Analysis.

Answered: 10 Skipped: 0



	No	Yes	Total	Average Rating
(no label)	10.00% 1	90.00% 9	10	1.90

Comments (1)

Responses (1)
Text Analysis
My Categories

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 Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a GOLD or PLATINUM plan.
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Categorize as...
Filter by Category
Search responses

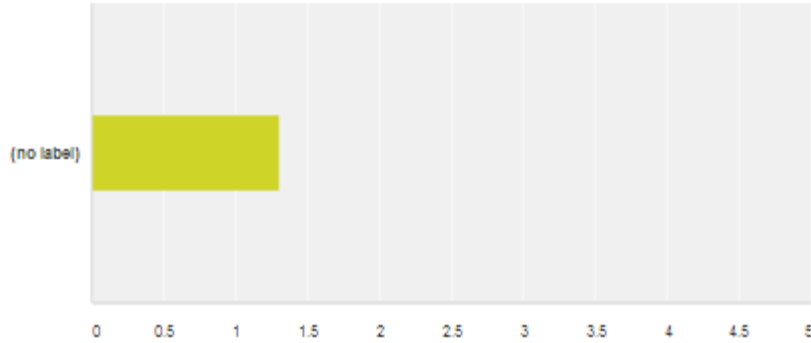
Showing 1 response

because the system doesnt allow for the apprentice ot have a separate account from employer (no confidentiality)

3/27/2014 3:13 PM [View respondent's answers](#)

Would you like to see any improvements either from your Employer or the JGA Group?

Answered: 10 Skipped: 0



	No	Yes	Total	Average Rating
(no label)	70.00% 7	30.00% 3	10	1.30

Comments (2)

Responses (2)
Text Analysis
My Categories

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 Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a GOLD or PLATINUM plan.
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Categorize as... Filter by Category Search responses

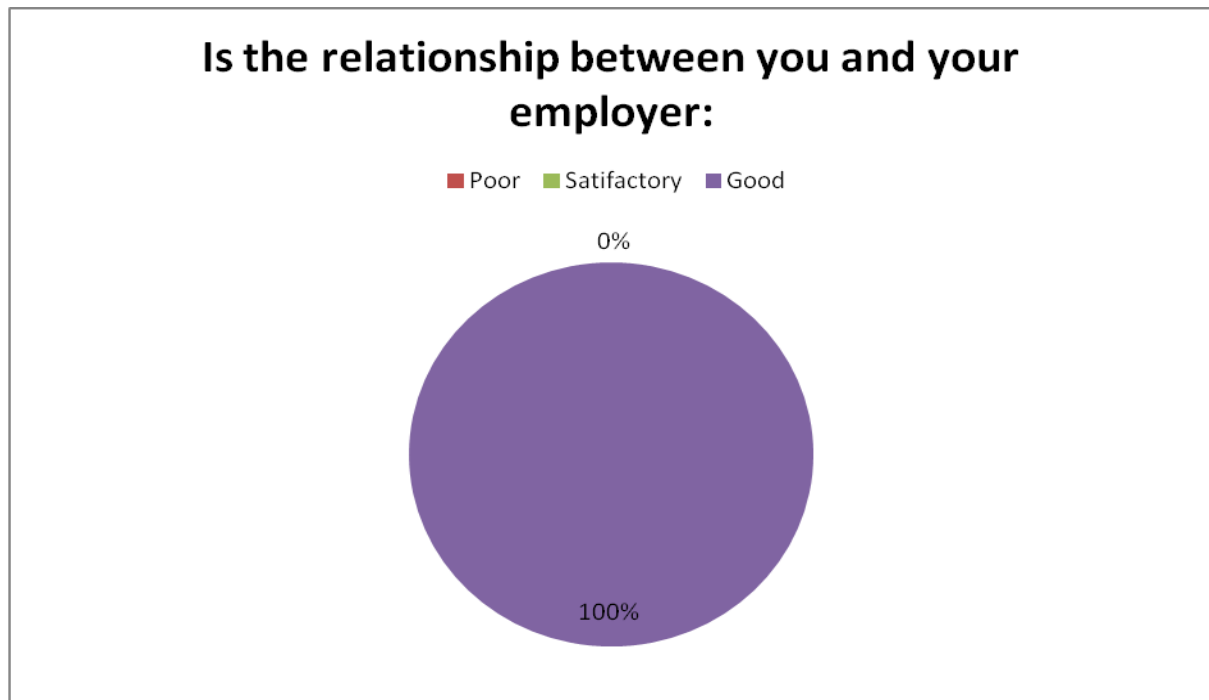
Showing 2 responses

Fix Onefile upload system.
 3/27/2014 3:15 PM [View respondent's answers](#)

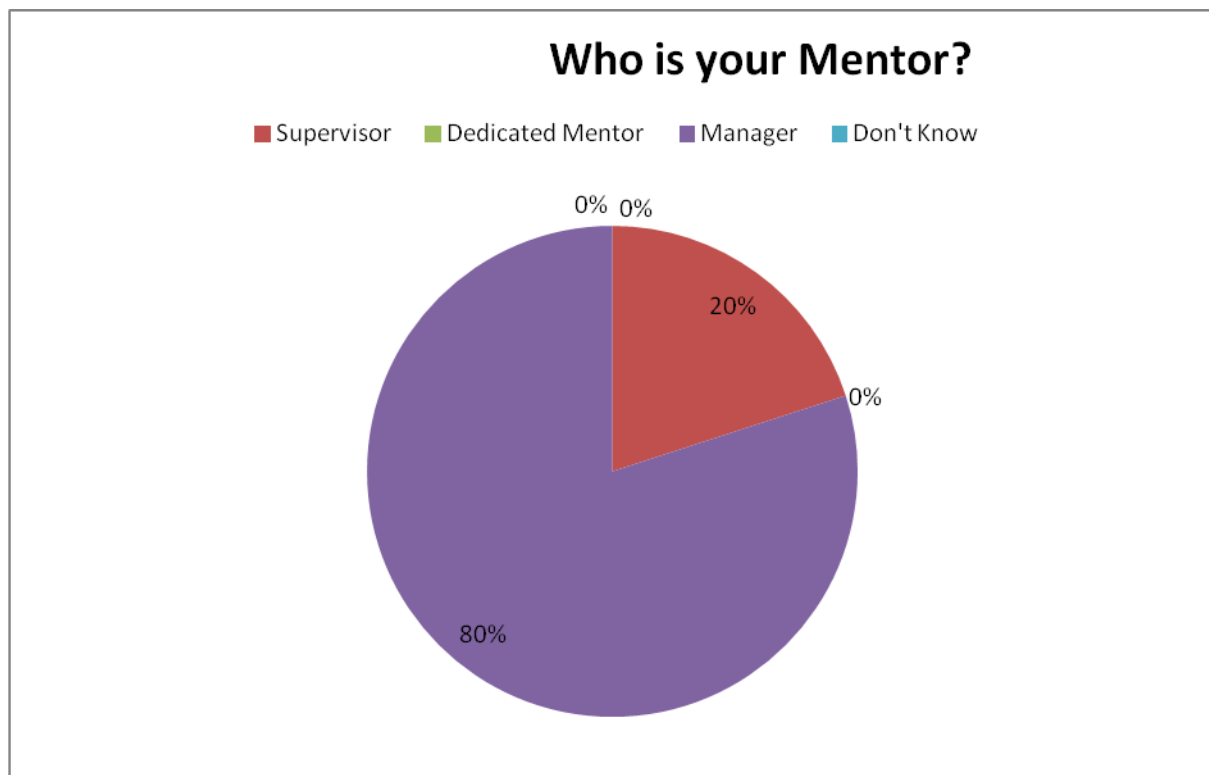
efficiency from jga would be nice
 3/27/2014 3:13 PM [View respondent's answers](#)

Appendix E: Apprentice questionnaire results (on screen and graphs)

Question 1

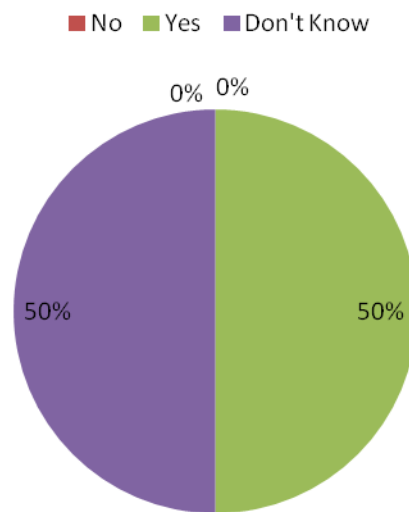


Question 2



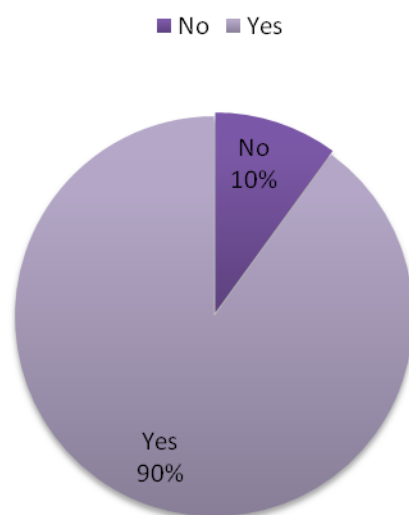
Question 4

Does your Assessor talk to your Employer about you and your progress?



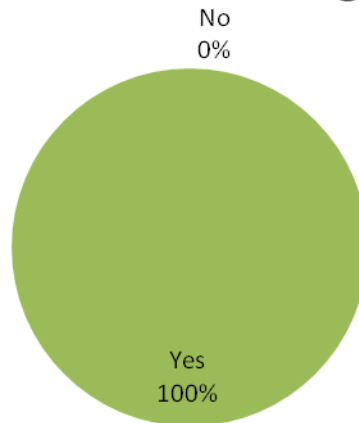
Question 5

Is your Employer flexible in allowing you time to meet with your Assessor?



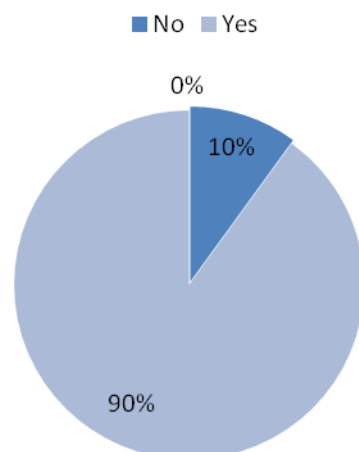
Question 6

Does your Employer understand that Apprenticeship components, i.e. workshops, observations etc should be carried out during your contracted working hours?



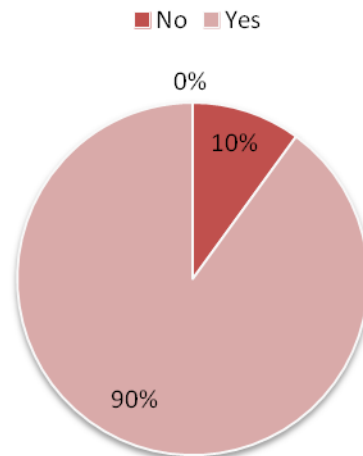
Question 7

Does your Employer track your progress? E.g. read the reviews, ask how you are getting on, what you are working on, etc?



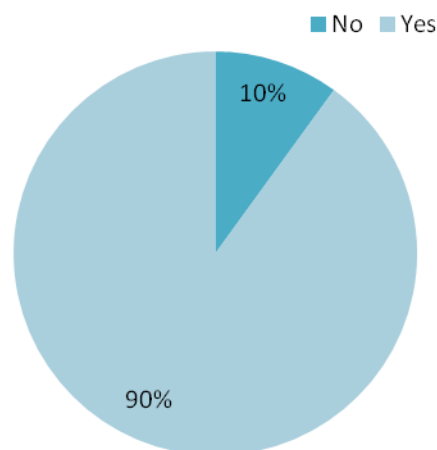
Question 8

Do you feel that you are putting into practice new skills that you have learnt? For example, training you have received from your employer



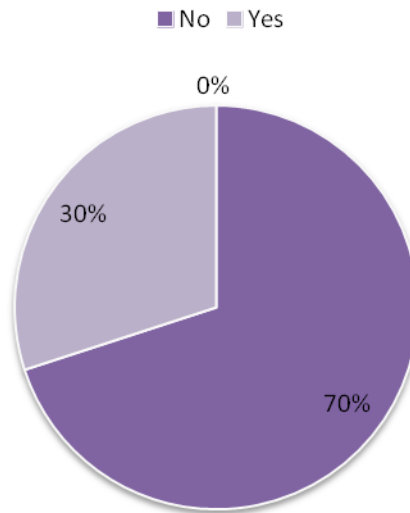
Question 9

Would you like your employer to access your e-portfolio progress? I.e. Gap Analysis



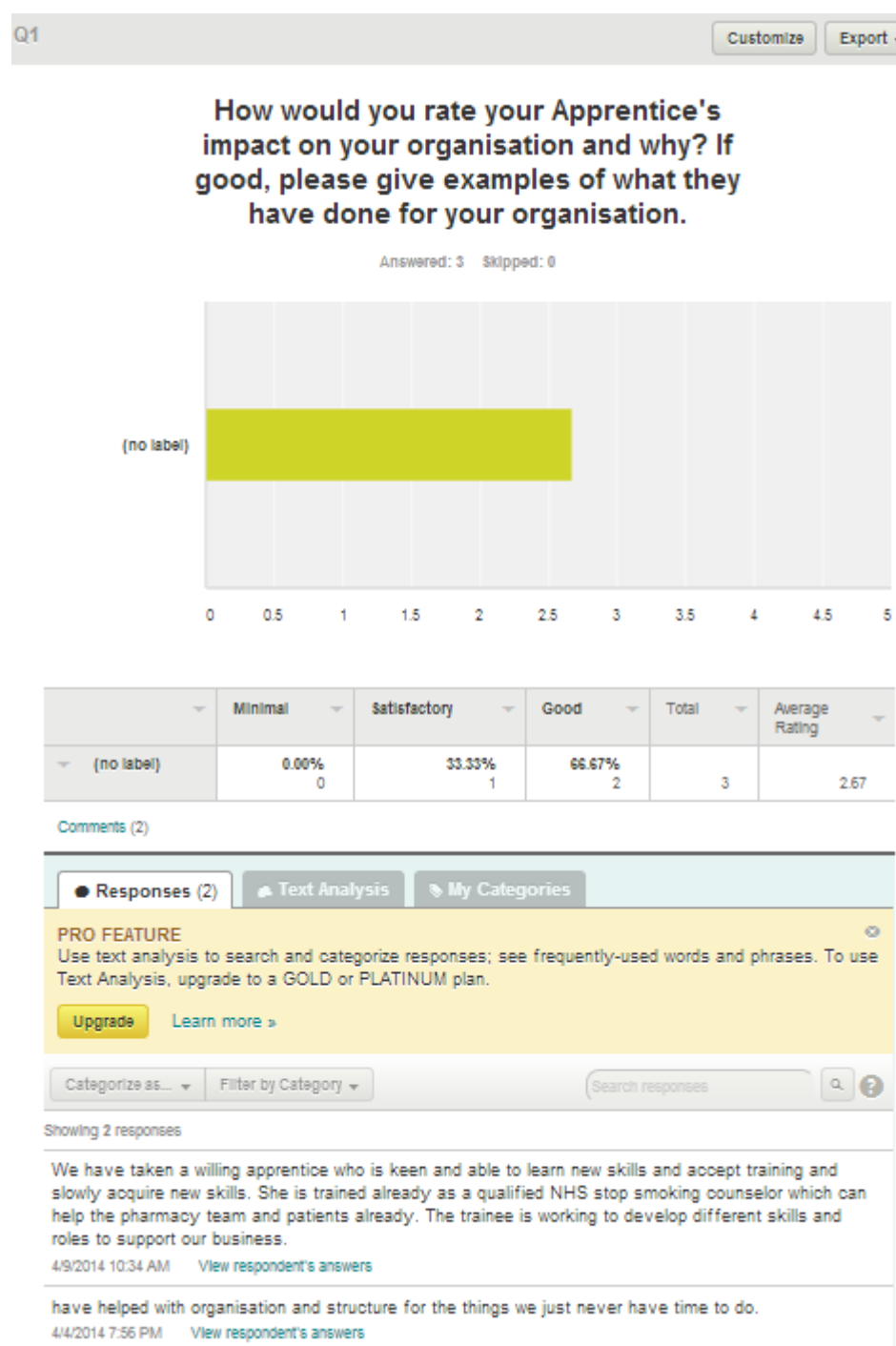
Question 10

Would you like to see any improvements either from your Employer or the JGA Group?



Appendix F: Employer questionnaire results (on screen and graphs)

Appendices 4 - Employer Questionnaire – Sample of answers received to questions



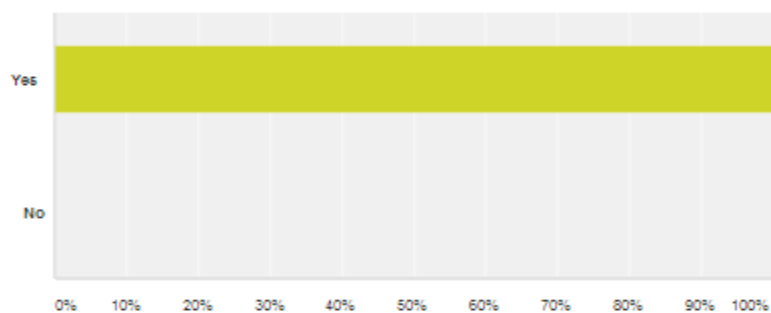
Q2

Customize

Export ▾

Do you have a clear training plan (workplace development plan) in place?

Answered: 3 Skipped: 0



Answer Choices ▾	Responses ▾
▾ Yes	100.00% 3
▾ No	0.00% 0
Total	3

There are upto 5 components in an Apprenticeship. List as many as you know.

Answered: 2 Skipped: 1

Answer Choices	Responses
1. Responses	100.00% 2

● Responses (2)
☁ Text Analysis
🔍 My Categories

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Categorize as...
Filter by Category
Search responses

Showing 2 responses

On-the-job training	4/9/2014 10:34 AM	View respondent's answers
the active learning with the work book	4/4/2014 7:56 PM	View respondent's answers

Answer Choices	Responses
2. Responses	100.00% 2

● Responses (2)
☁ Text Analysis
🔍 My Categories

PRO FEATURE

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Categorize as...
Filter by Category
Search responses

Showing 2 responses

National Vocational Qualifications (NVQs)	4/9/2014 10:34 AM	View respondent's answers
working with the assessors	4/4/2014 7:56 PM	View respondent's answers

Answer Choices	Responses
3. Responses	100.00% 2

● Responses (2)
☁ Text Analysis
🔍 My Categories

PRO FEATURE

Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a GOLD or PLATINUM plan.

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Categorize as...
Filter by Category
Search responses

Showing 2 responses

Key skills	4/9/2014 10:34 AM	View respondent's answers
on the job assessment	4/4/2014 7:56 PM	View respondent's answers

4.

Responses

100.00%

2

Responses (2)

Text Analysis

My Categories

PRO FEATURE

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Categorize as...

Filter by Category

Search responses

Q

?

Showing 2 responses

Employment responsibilities and rights (ERR)

4/9/2014 10:34 AM [View respondent's answers](#)

educational requirements

4/4/2014 7:56 PM [View respondent's answers](#)

5.

Responses

50.00%

1

Responses (1)

Text Analysis

My Categories

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Categorize as...

Filter by Category

Search responses

Q

?

Showing 1 response

College education

4/9/2014 10:34 AM [View respondent's answers](#)

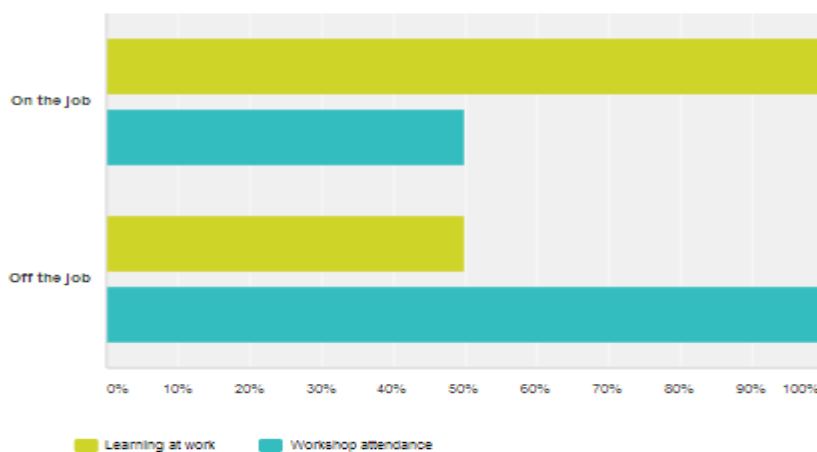
Q4

Customize

Export

What is your understanding of "on and off" the job learning?

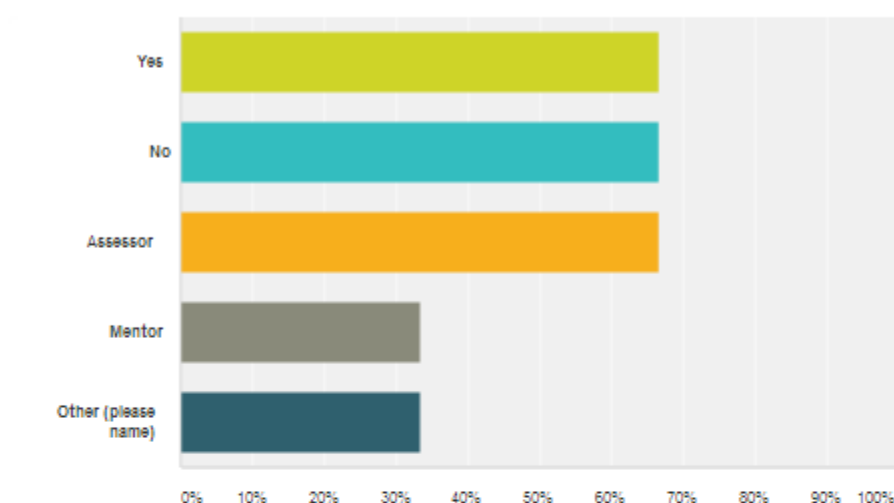
Answered: 2 Skipped: 1



	Learning at work	Workshop attendance	Total Respondents
On the job	100.00% 2	50.00% 1	2
Off the job	50.00% 1	100.00% 2	2

If you have a plan, do you review it regularly? If you do review it regularly, which of the following are present?

Answered: 3 Skipped: 0



Answer Choices	Responses
Yes	66.67% 2
No	66.67% 2
Assessor	66.67% 2
Mentor	33.33% 1
Other (please name)	33.33% 1
Total Respondents: 3	

Comments (1)

Responses (1)

Text Analysis

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Categorize as...

Filter by Category

Search responses



Showing 1 response

?I was falsely to tick either assessor or mentor to submit - assume fault in survey

4/3/2014 1:49 PM

[View respondent's answers](#)

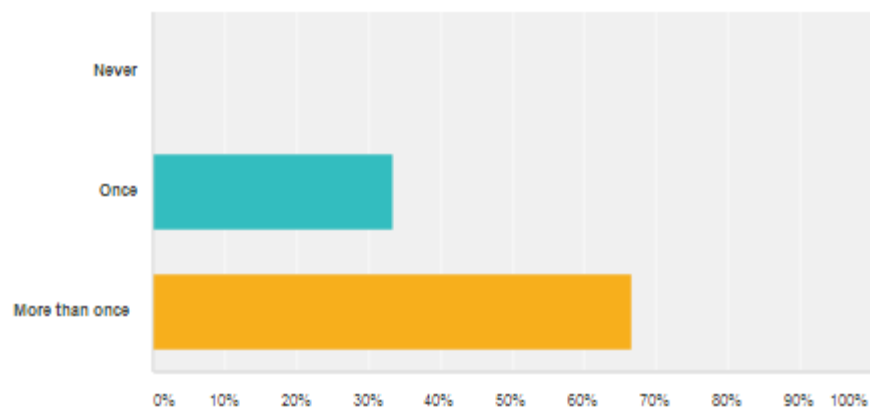
Q6

Customize

Export ▾

Have you discussed your Apprentice with their Assessor?

Answered: 3 Skipped: 0



Answer Choices ▾

Responses ▾

▾ Never

0.00%

0

▾ Once

33.33%

1

▾ More than once

66.67%

2

Total

3

Q7

Customize

Export ▾

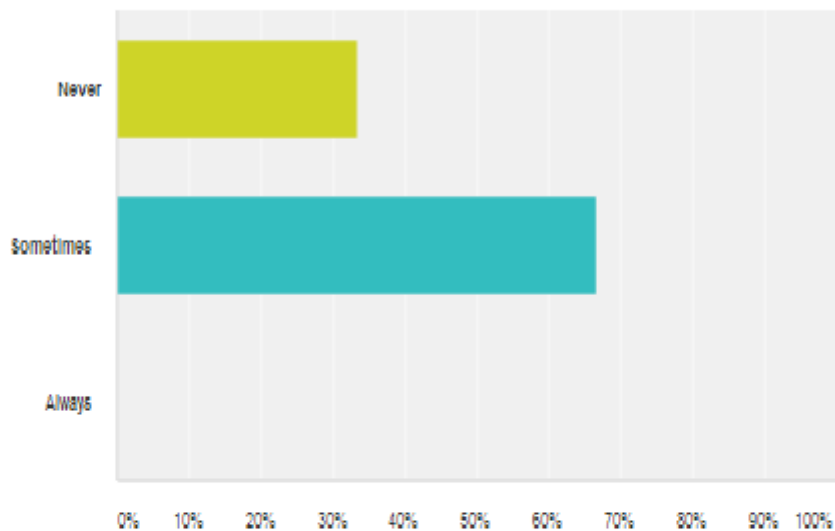
Q7

Customize

Export ▾

Do you complete your part of the review process? If not, why?

Answered: 3 Skipped: 0



Answer Choices ▾	Responses ▾
▾ Never	33.33% 1
▾ Sometimes	66.67% 2
▾ Always	0.00% 0
Total	3

Comments (3)

● Responses (3)

🔍 Text Analysis

📁 My Categories

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● Responses (3)

☁ Text Analysis

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Categorize as... ▾

Filter by Category ▾

Search responses

🔍 ?

Showing 3 responses

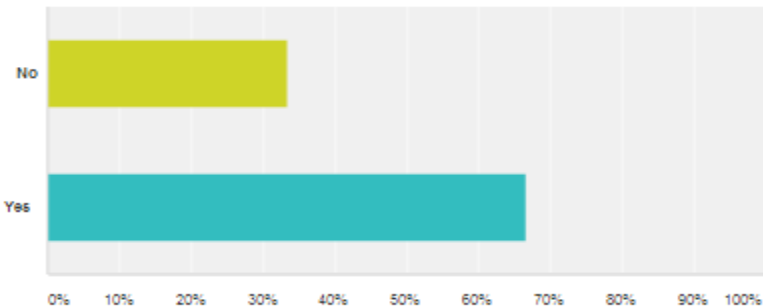
Depend on time and activity pressures.
4/9/2014 10:34 AM [View respondent's answers](#)

we haven't had a review with this apprentice yet
4/4/2014 7:56 PM [View respondent's answers](#)

I do not know as the communication between us is poor, the process not clear to me and very occasionally I get a demand to do something normally with a short deadline attached as if you are playing catch up.
4/3/2014 1:49 PM [View respondent's answers](#)

Do you find the information on the reviews useful? If not, why? Are there any improvements or additions you would like to see?

Answered: 3 Skipped: 0



Answer Choices	Responses
No	33.33% 1
Yes	66.67% 2
Total	3

Comments (2)

● Responses (2)

☁ Text Analysis

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Categorize as...

Filter by Category

Search responses



Showing 2 responses

We could have a summary and short term work plan after review to ensure performance improvement.
4/9/2014 10:34 AM [View respondent's answers](#)

Lack of reviews and clarity of process. No communication from JGA to employer and existing relationship has generated distrust between us.
4/3/2014 1:49 PM [View respondent's answers](#)

How can JGA Group further support you as an employer?

Answered: 3 Skipped: 0

● Responses (3)

☁ Text Analysis

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Categorize as... ▾

Filter by Category ▾

Search responses

Q ?

Showing 3 responses

Can we get notice for up coming training sessions it often appears to come as a surprise for the next day or later in the week.

4/9/2014 10:34 AM [View respondent's answers](#)

I think things are much improved this time around, and the support for the apprentice is much better, I think that discussing with the apprentices about real life working is key, many of them believe they are still at school and don't understand what effort is and how to behave in the real world.

4/4/2014 7:56 PM [View respondent's answers](#)

Talk with us and involve us in the process. Yes you are tasked with training the candidates but you must seek out the employers like us that would be willing to grow our business by bringing in apprentices if we felt the relationship was one where the training provider was working with us instead of for the apprentice.

4/3/2014 1:49 PM [View respondent's answers](#)

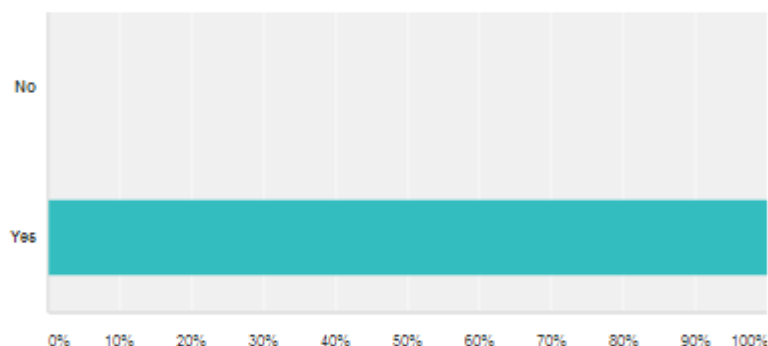
Q10

Customize

Export

**Would you consider taking on another
Apprentice? If you are considering taking
another Apprentice, please give reasons
why.**

Answered: 3 Skipped: 0



Answer Choices	Responses
No	0.00% 0
Yes	100.00% 3
Total	3

Comments (3)

Categorize as...

Filter by Category

Search responses



Showing 3 responses

Change in how our business has to progress. More work

4/9/2014 10:34 AM [View respondent's answers](#)

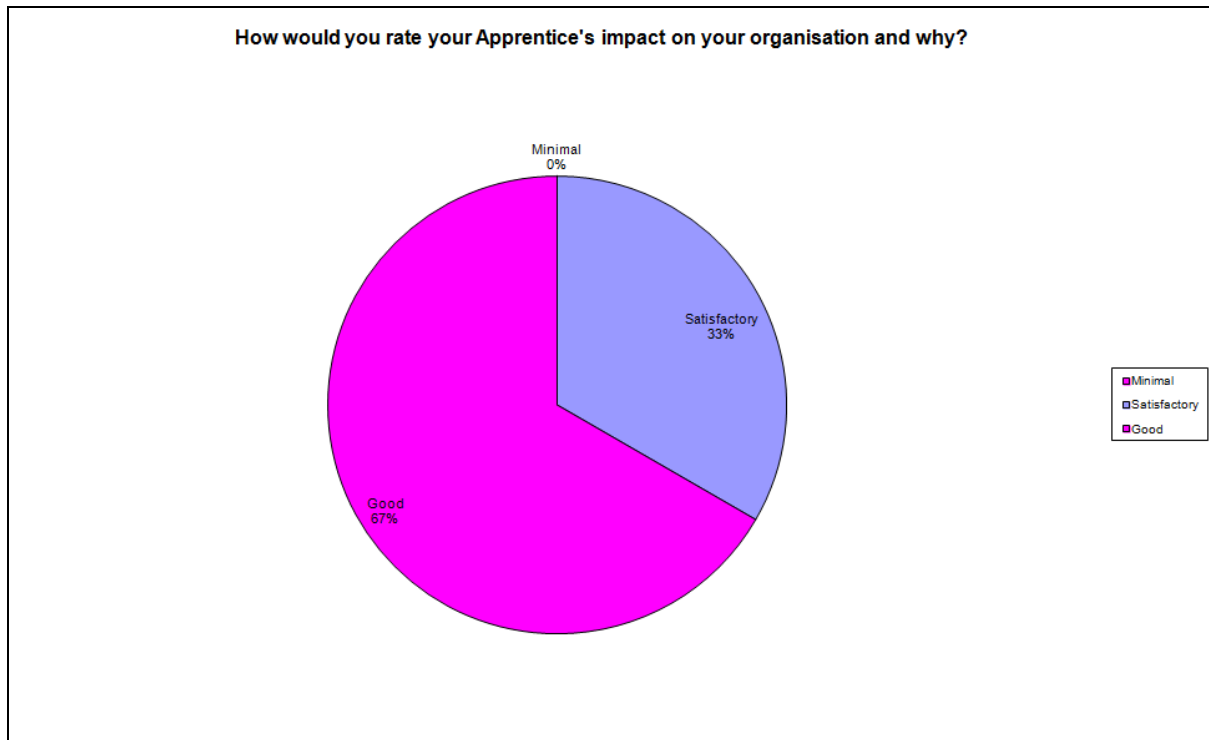
I feel that we have contributed to the apprentices by teaching them competent work ethics in exchange for hard work, I have found it rewarding, i am looking to build a team from within if possible to keep someone with us for years.

4/4/2014 7:56 PM [View respondent's answers](#)

We would possibly but not with JGA - in fact I would go as far to say that we did not already take another one on as we felt our training provider was not suitable and we would rather wait a few months (so we could afford it) and give an experienced person the opportunity instead. My assumption is that perhaps all training providers are the same, it is our requirements which are different to the norm and I do not have time to research an alternative provider Sorry this is direct, I have spoken to your Ofsted inspector and Trishal about this and am happy to talk to your directors on the phone. Your process is not working for us but I appreciate we are not perhaps like all the companies you work with. Trishal has been excellent and the learning seems to be taking place for our apprentice. Note: the survey would not let me type in the five components to the apprenticeship but I did not know them.

Appendix F: Employer questionnaire results (on screen and graphs)

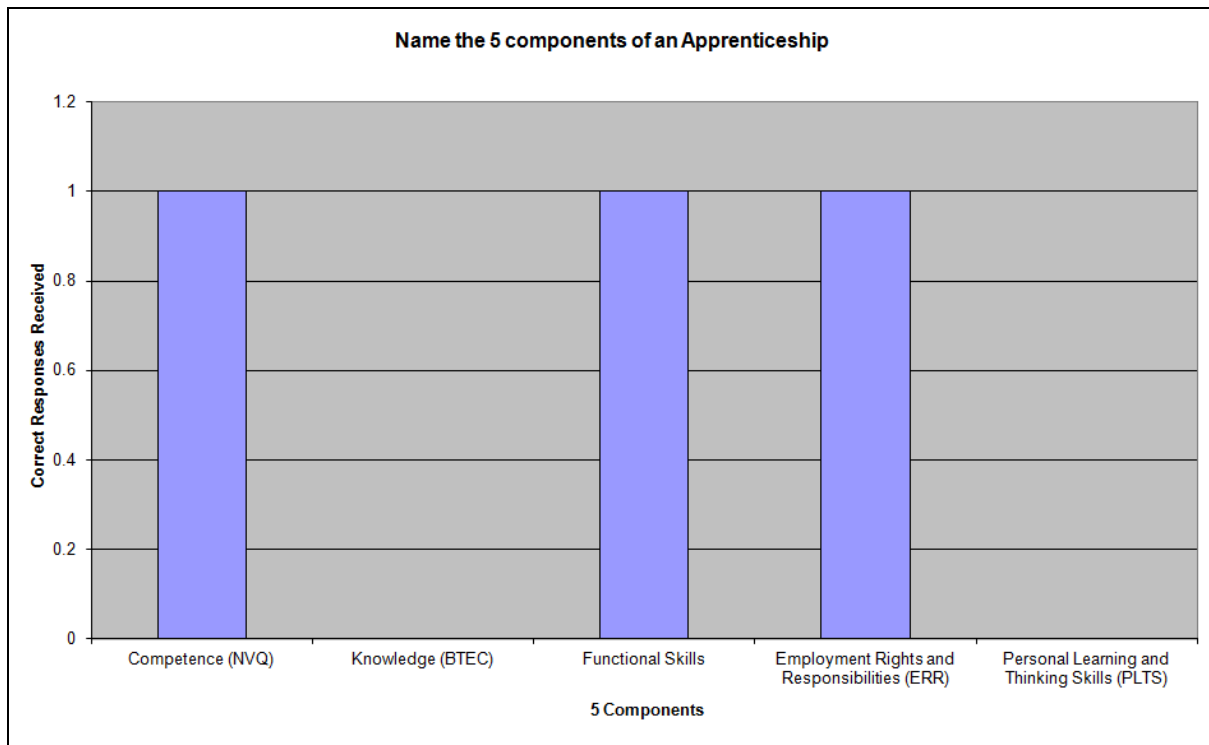
Question 1



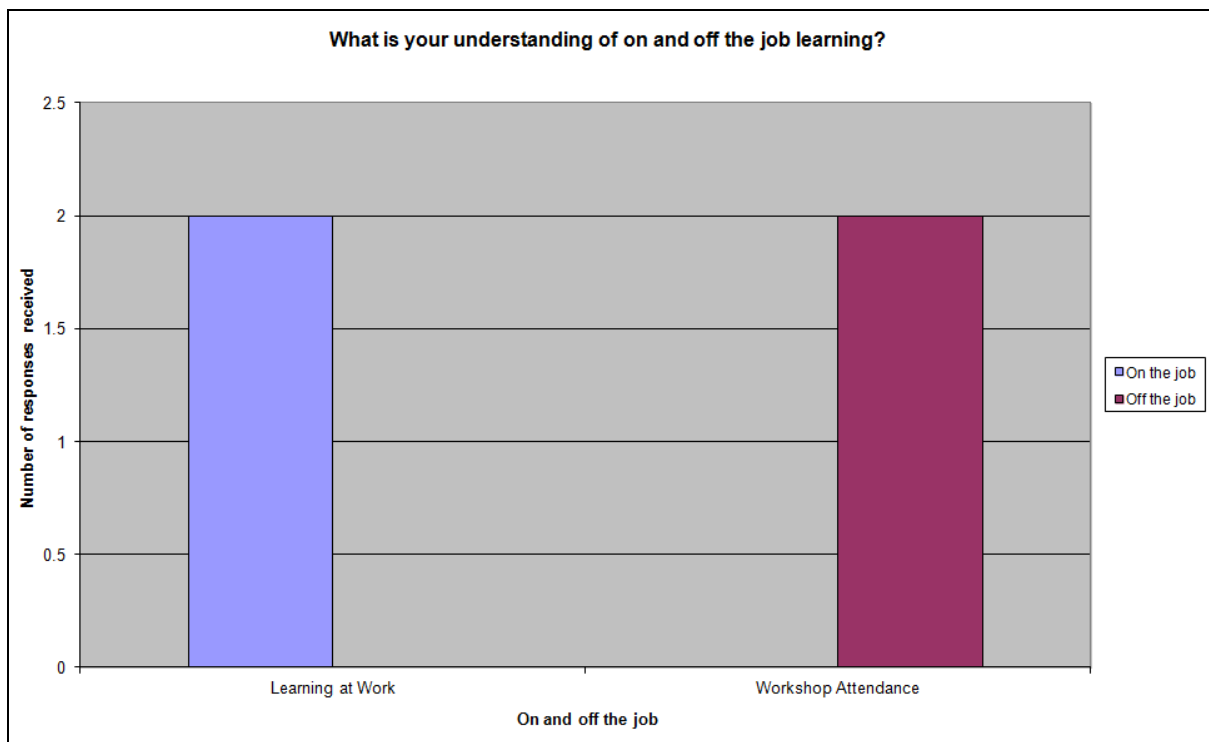
Question 2



Question 3

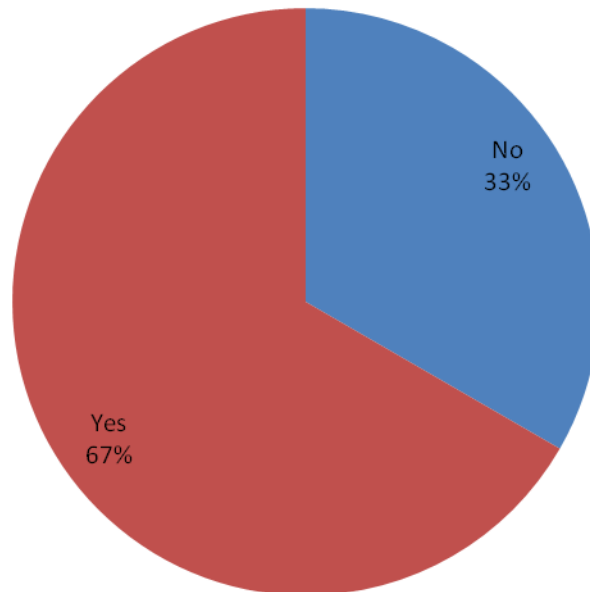


Question 4



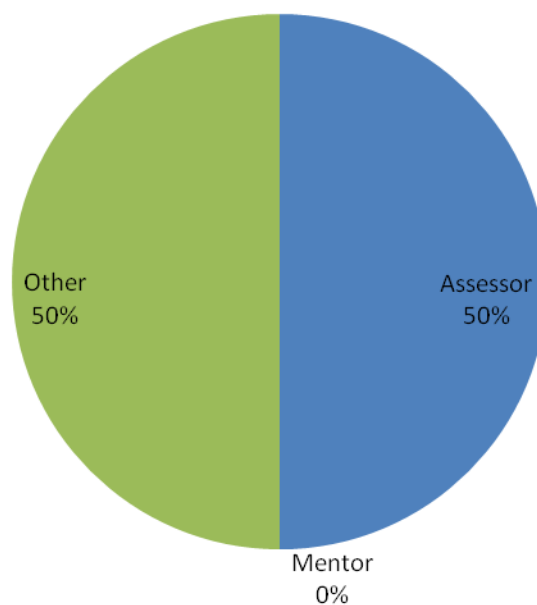
Question 5a

If you have a plan, do you review it regularly?

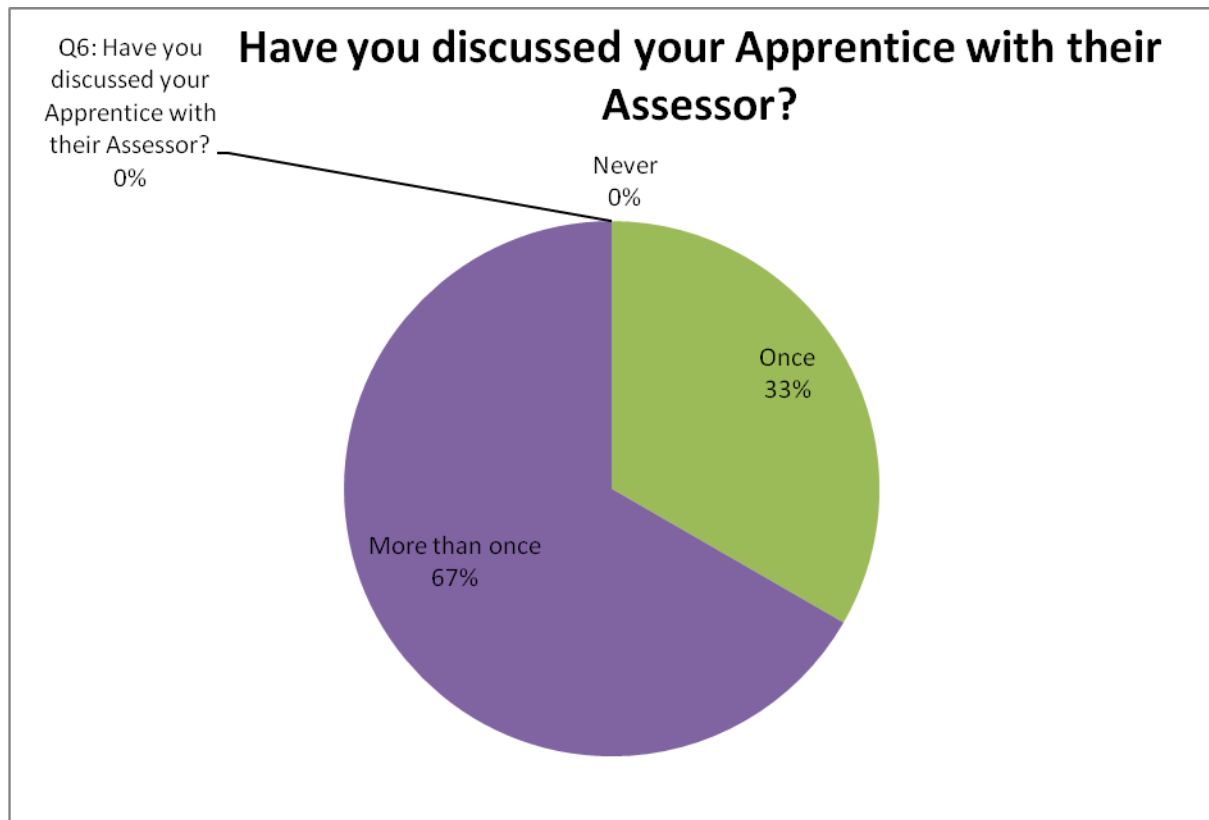


Question 5b

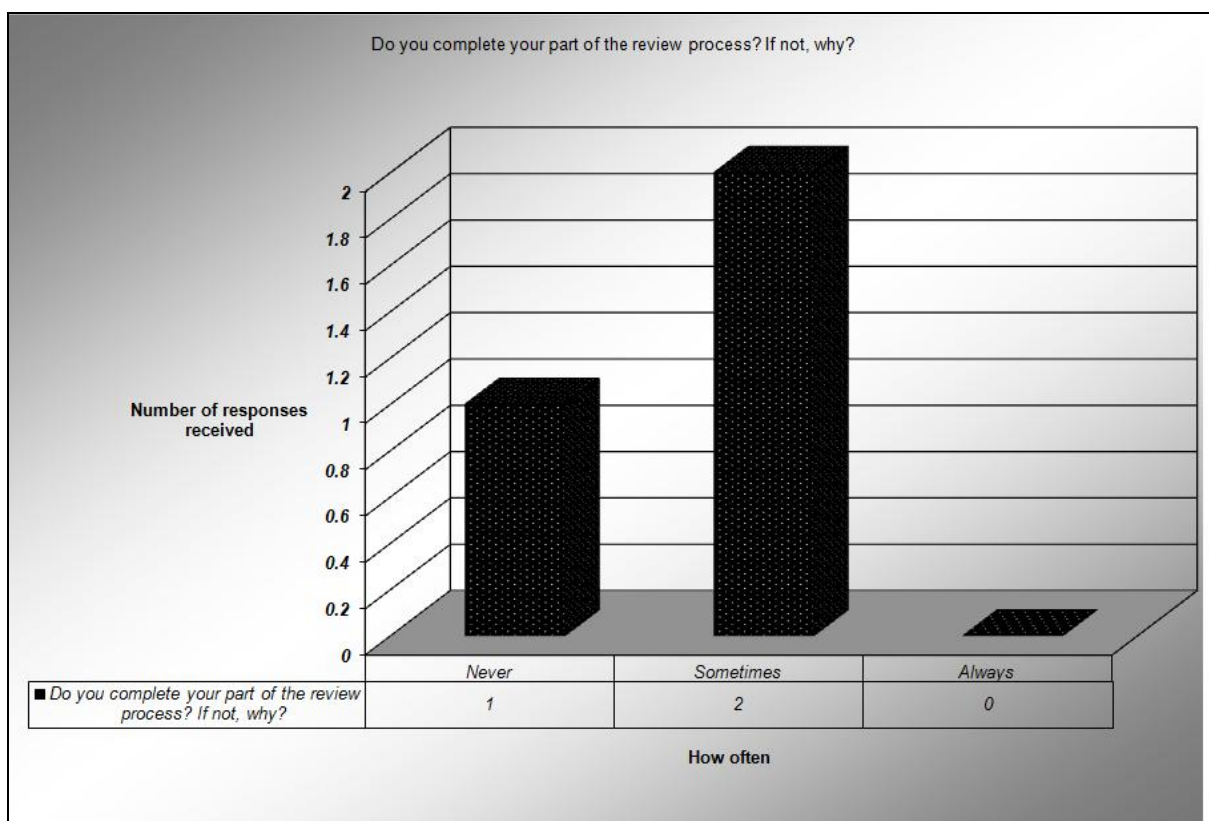
If you do review the plan regularly, which of the following are present?



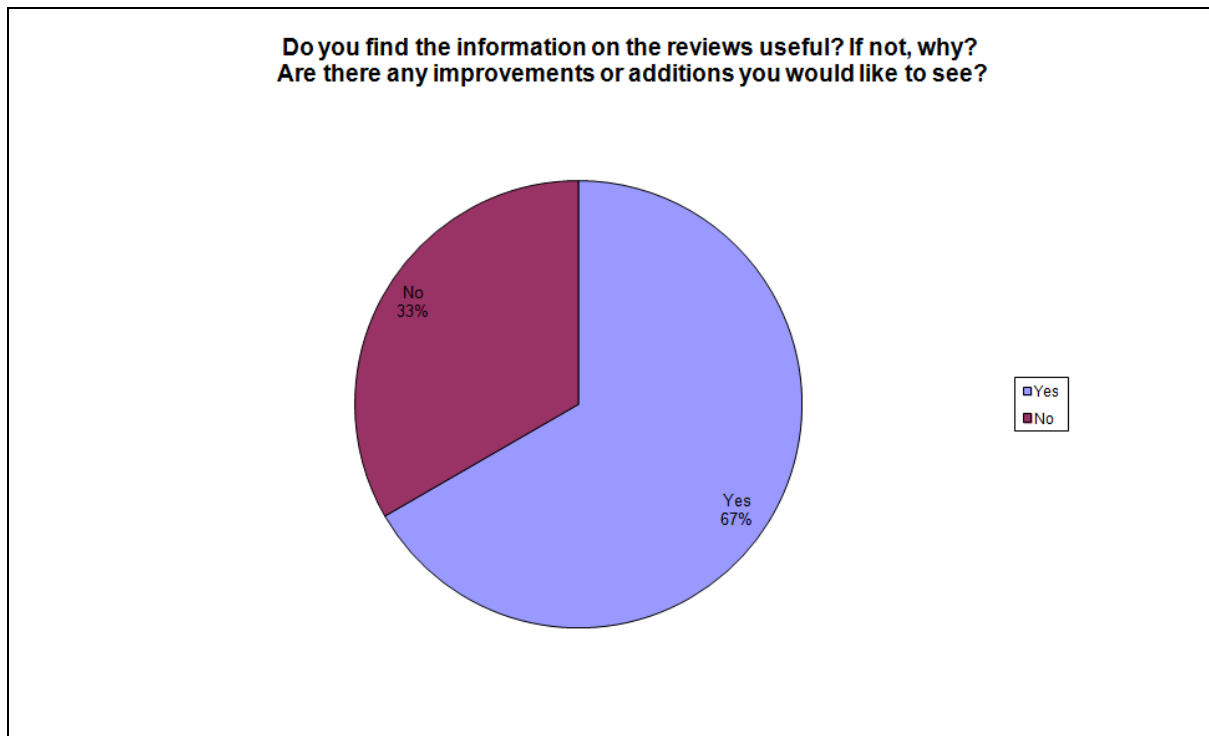
Question 6



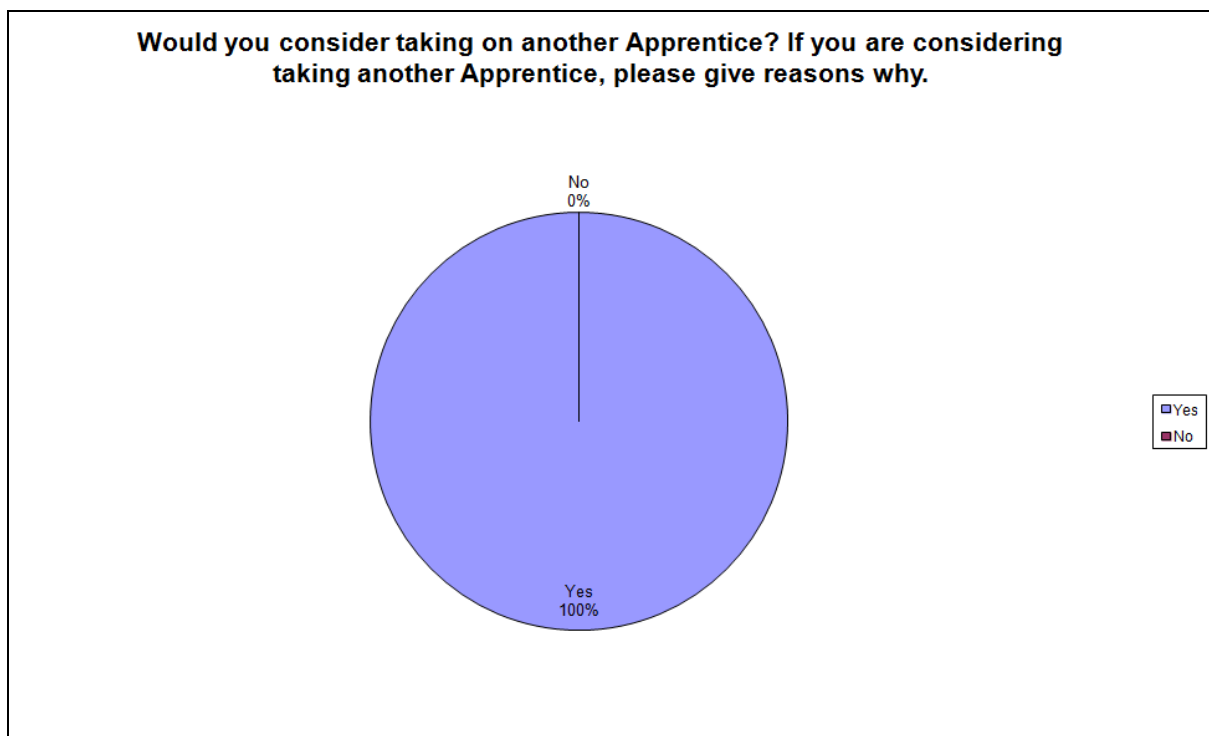
Question 7



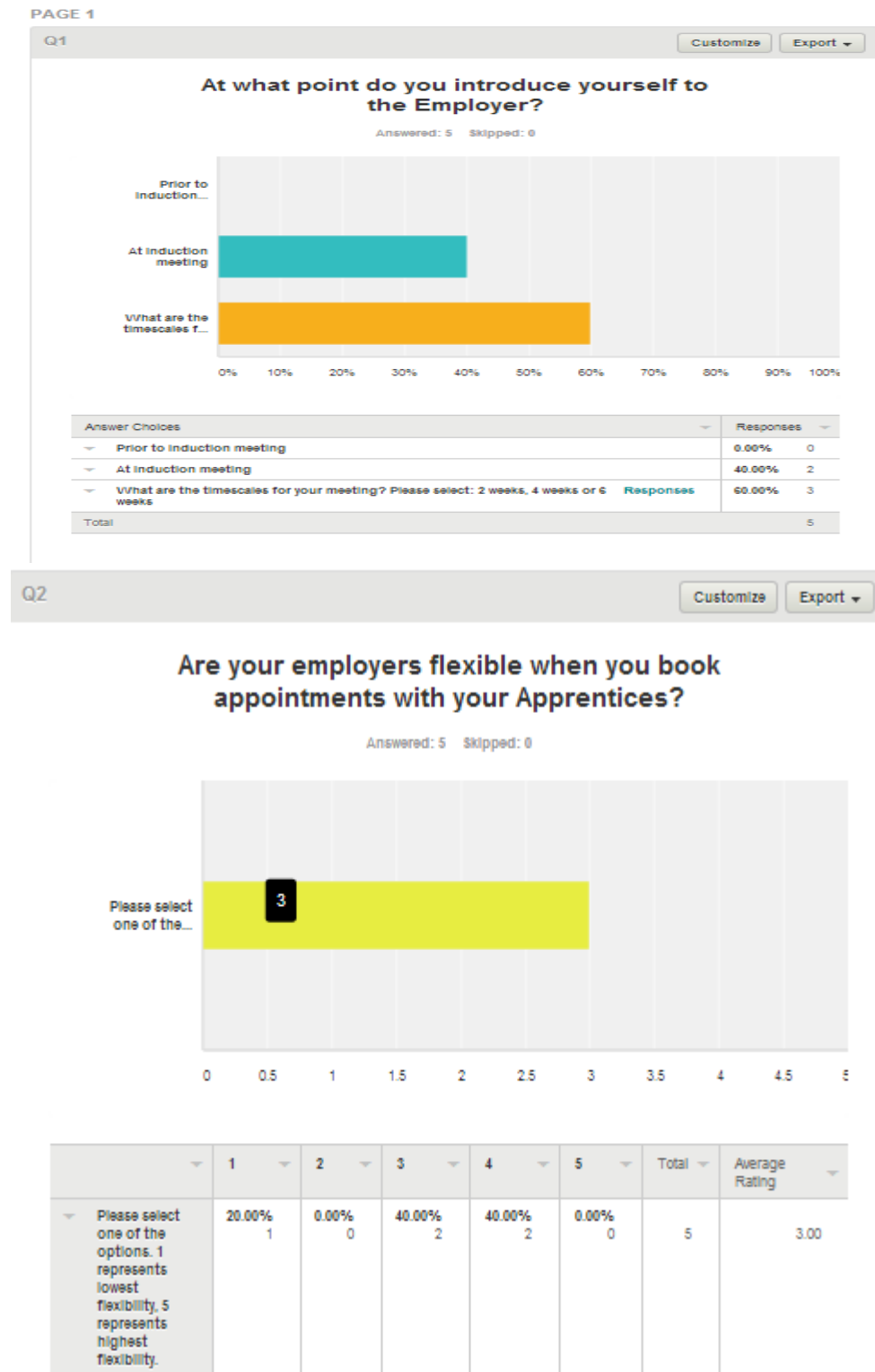
Question 8



Question 10

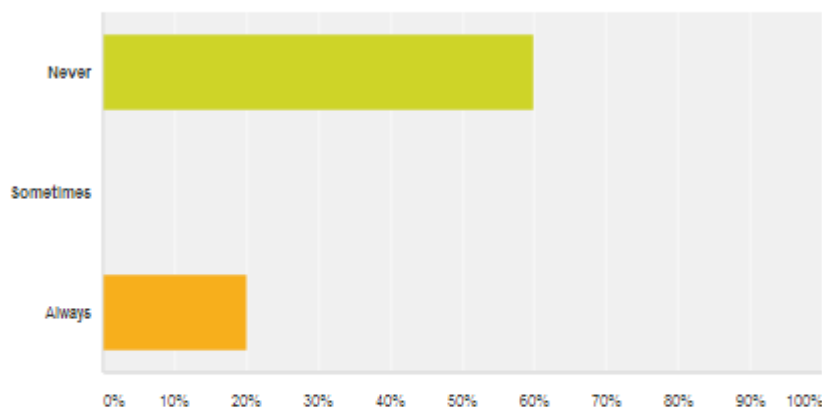


Appendix G: Assessor questionnaire (on screen and graphs)



When completing your 3 monthly reviews, do you undertake these with both employer and learner present?

Answered: 5 Skipped: 0



Answer Choices	Responses
Never	60.00% 3
Sometimes	0.00% 0
Always	20.00% 1
Total Respondents: 5	

[Comments \(5\)](#)

Responses (5)

Text Analysis

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Search responses

Showing 4 responses

I was not aware the Apprenticeship Review needed to be done with the employer present, as I thought that they are sent a Hard copy of the review and were only required to provide their comments on

3/31/2014 2:46 PM [View respondent's answers](#)

I should do, but I have not had one done yet

3/31/2014 11:39 AM [View respondent's answers](#)

The only reviews I undertake are with apprentices and the employer is not always available.

3/30/2014 5:22 PM [View respondent's answers](#)

I understood that it was a confidential review between me and my apprentice.

3/28/2014 3:04 PM [View respondent's answers](#)

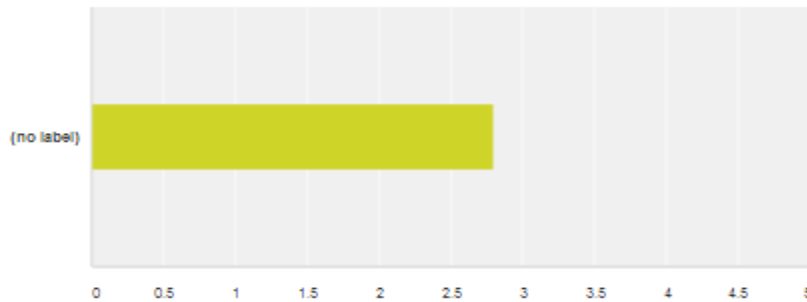
Q4

Customize

Export

Are your Employers aware of compulsory workshops?

Answered: 5 Skipped: 0



	None	Some	All	Total	Average Rating
(no label)	0.00% 0	20.00% 1	80.00% 4	5	2.80

Comments (0)

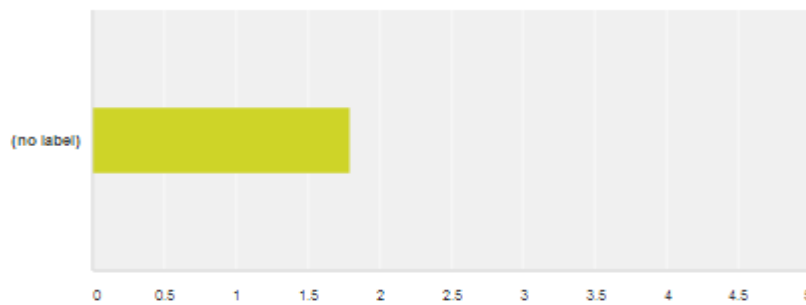
Q5

Customize

Export

Do you know which workshops your learners have attended?

Answered: 5 Skipped: 0



	No	Yes	Total	Average Rating
(no label)	20.00% 1	80.00% 4	5	1.80

Comments (1)

Responses (1)

Text Analysis

My Categories

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Categorize as...

Filter by Category

Search responses



Showing 1 response

I do not keep a log

3/31/2014 2:46 PM

View respondent's answers

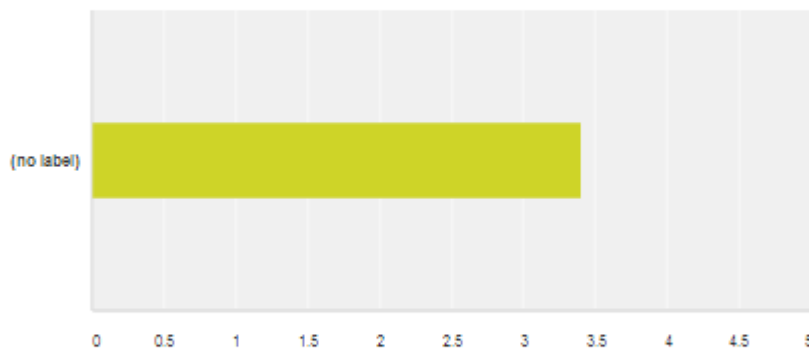
Q6

Customize

Export

Do your Employers return their part of their review process?

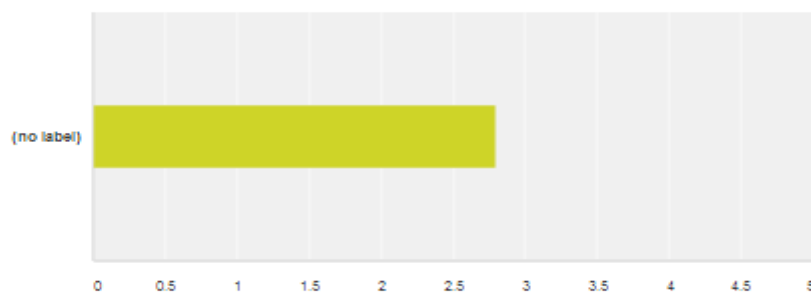
Answered: 5 Skipped: 0



	None	Some	All	Don't know	Total	Average Rating
(no label)	0.00% 0	20.00% 1	20.00% 1	60.00% 3	5	3.40

Have you fed back to the JGA team on all issues with your Employers in the last year?

Answered: 5 Skipped: 0



	None	Some	All	Total	Average Rating
(no label)	0.00% 0	20.00% 1	80.00% 4	5	2.80

Comments (3)

Categorize as...

Filter by Category

Search responses

Q ?

Showing 3 responses

I had a problem with one of the employers and in fact, another assessor took over from me due to certain circumstances of which JGA was aware

3/30/2014 5:22 PM [View respondent's answers](#)

Lack of access to the work place and restricting meeting times to outside working hours.

3/28/2014 3:04 PM [View respondent's answers](#)

Usually these are cases when I find the employer is not responding to my phone or e-mails, or showing less than required support for their employee.

3/28/2014 9:53 AM [View respondent's answers](#)

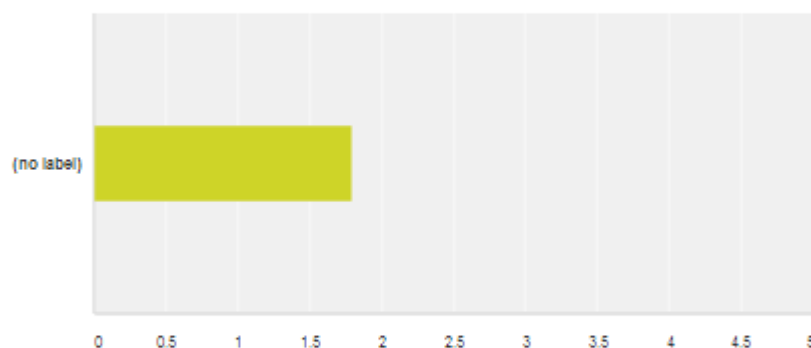
Q8

Customize

Export ▾

Do you think the employer would benefit by having access to the gap analysis on OneFile?

Answered: 5 Skipped: 0



	No	Yes	Total	Average Rating
(no label)	20.00% 1	80.00% 4	5	1.80

[Comments \(4\)](#)

Responses (4)
Text Analysis
My Categories

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Categorize as... ▾ Filter by Category ▾ Search responses 🔍 ?

Showing 4 responses

Its better them having access then not, however I'm not sure how many employers will make time to access it.

3/31/2014 2:46 PM [View respondent's answers](#)

This is important and will enable employers see what the Learner will be gaining and learning on the apprenticeship.

3/31/2014 11:39 AM [View respondent's answers](#)

If there are gaps, it would be useful for the employer to be aware of them and do something about it.

3/30/2014 5:22 PM [View respondent's answers](#)

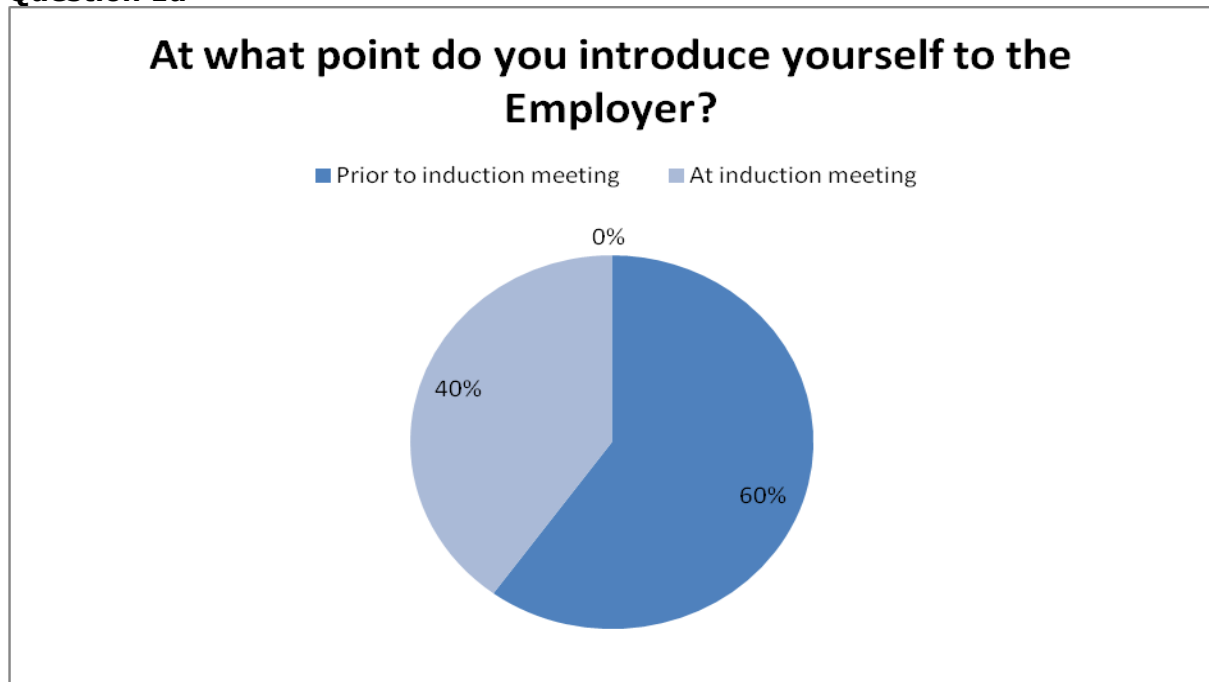
With them in the picture they can be more engaged with helping with progress and opportunities to produce evidence.

3/28/2014 3:04 PM [View respondent's answers](#)

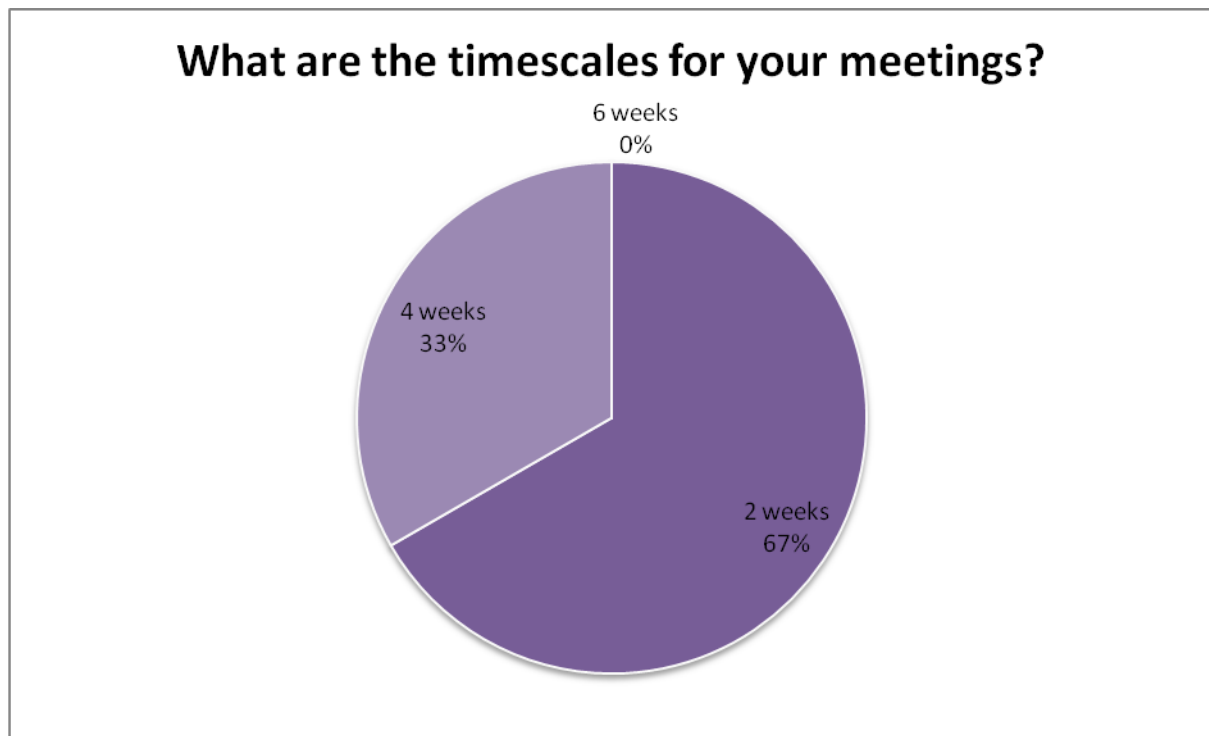
Appendix G: Assessor questionnaire (on screen and graphs)

Graphical results of Assessor's Questionnaire

Question 1a



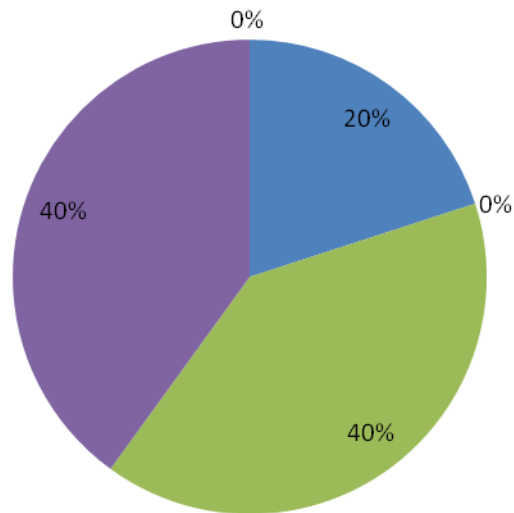
Question 1b



Question 2

Are your employers flexible when you book appointments with your Apprentices?

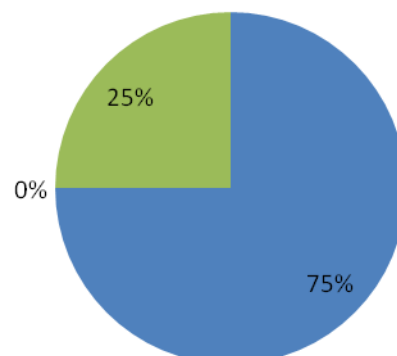
■ Not at all ■ A little ■ OK ■ Good ■ Excellent



Question 3

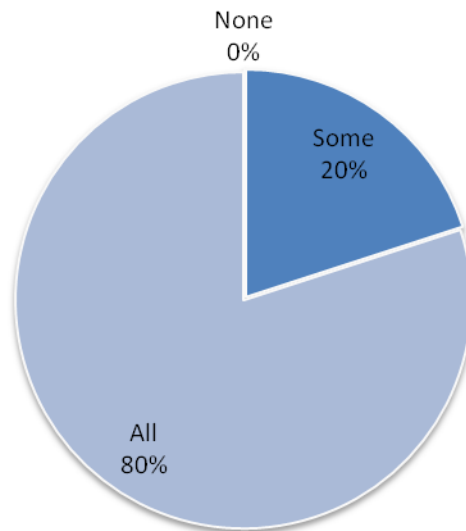
When completing your 3 monthly reviews, do you undertake these with both employer and learner present?

■ Never ■ Sometimes ■ Always



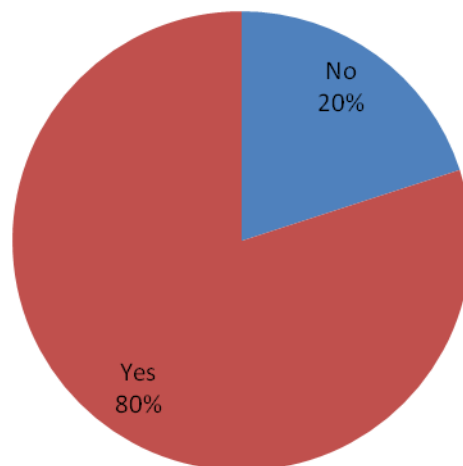
Question 4

Are your employers aware of compulsory workshops?



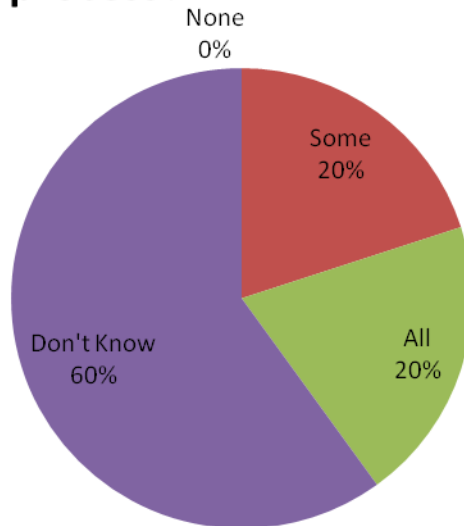
Question 5

Do you know which workshops your learners have attended?



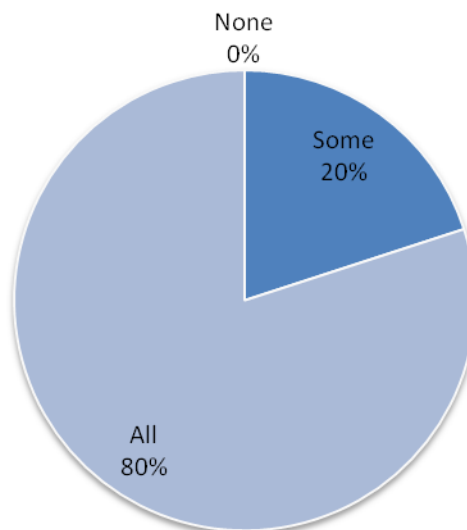
Question 6

Do your employers return their part of the review process?



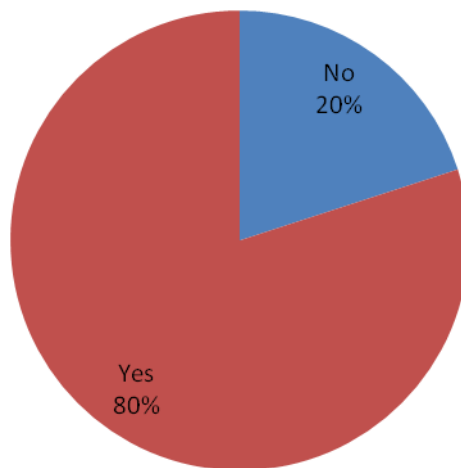
Question 7

Have you fed back to the JGA team on all issues with your Employers in the last year?



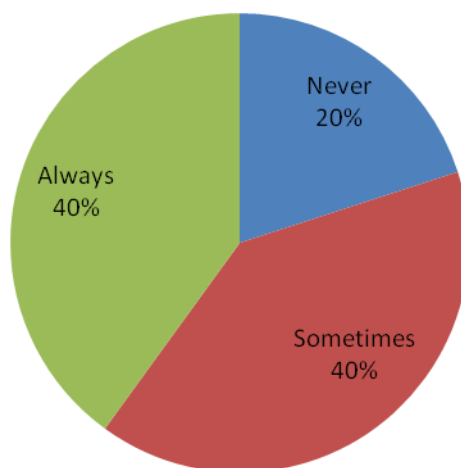
Question 8

Do you think the Employer would benefit by having access to the gap analysis on OneFile?



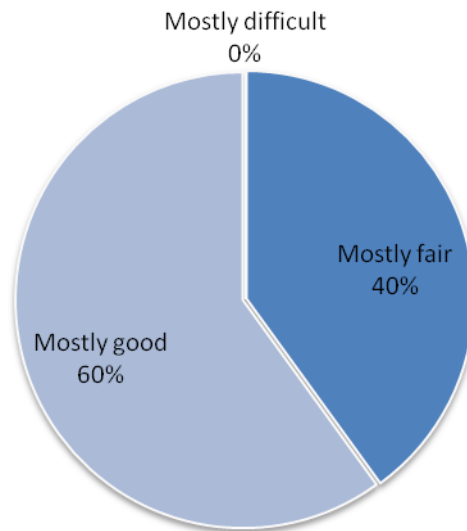
Question 9

Do you involve the employer in choosing the optional units?



Question 10

How would you rate your relationship with your Employers?



Appendix H: Professional discussion with an employer

Meeting with employer - Pharmacy - 21 June 2014

Background: This employer is the owner of a Pharmacy. He has employed an apprentice, apprentice W, since June 2013 and she is due to complete in July 2014. The business is a small medium size enterprise serving the local community.

The employer kindly agreed to take part in the PLAR project on **Employer Engagement** and duly completed a questionnaire on his experience of employing an apprentice with the JGA Group.

Impact

He was pleased with the impact that the apprentice had made to his business. On the questionnaire he stated, “She is willing, keen, and able to learn new skills”. In fact, she had recently achieved a certificate as an NHS Stop Smoking Counsellor. She is using her skills to help other members of the team and customers.

Since completing the questionnaire, the apprentice is now undertaking an external training course on a Pharmacy Counter course. She is undertaking this with another member of the team and the employer remarked that this had prompted good competition between them, as well as sharing thoughts and good practice.

Training and on the job training

The employer stated that he had a training plan which was revisited regularly. He discussed issues they had encountered when swopping over computer systems and for this reason, couldn't access the plan at present. However, it was clear from the discussion that learning is taking place, not only through day to day working tasks but shadowing and use of external training agencies. The employer had been emailed our template for the workplace delivery plan but because of the computer issues he could not retrieve it. I left him with a copy and on my return to the office, sent it to him via email.

We discussed the issues with ‘on the job’ training. Like many small businesses the employer's priority has to be his customers. In a pharmacy environment they have to be dealt with there and then. He mentioned that when the apprentice started, the pharmacy was amazingly busy and little time could be spent with the apprentice other than allowing her to shadow others.

This took us to a discussion about the realities of real life work environments; where priorities and flexibility have to be taken into account. We discussed various scenarios of differing environments and some of the pitfalls that have had and could occur in implementing the programme. This covered issues of the apprentices' level of job readiness; employers not understanding the ethos of the Apprenticeship programme; and went on to conclude that if the ‘recipe’ is not right, the desired outcome is disappointing.

We discussed the incentive of the 'AGE' grant offered to employers to support them in taking on an apprentice. At the time that the employer took on an apprentice the Skills Funding Agency (SFA) offered an enhanced payment of £3,000. Although that was not the main reason for the employer deciding to take on an apprentice, it did make it possible to do it sooner, rather than its remaining a 'will do' in the future.

Throughout the discussion it was evident that the employer is very supportive and also very understanding (eg when the apprentice had medical problems early on in the programme). He is clearly committed to the wellbeing of his staff and is interested in their professional development: an approach which proves to be a key ingredient in the mix that enables the apprenticeship to work well for all parties. Without the input of the 'on the job' support and training, the apprentice has no clear goals and no measure of personal achievement.

Off the job training

The employer stated he was happy and communicated regularly with the apprentice's assessor. The employer said she was very personable.

The employer discussed with us the need for clear notice to be given on workshop times and dates. This is critical as staff rotas need to be in place to enable successful and timely customer service. At times, he had no knowledge of when the workshops were taking place and had received just one day's notice that the apprentice would be required to attend. Although we do send out workshop programmes for the full year course to each employer, the workshop programme table had clearly not been identified. We emailed this out with a number of attachments and it appears it would be more efficient if it was sent out as a single email, so it is not overlooked.

This is an important issue for employers. Businesses rely on ensuring adequate staff coverage and late notification of absence is not acceptable. If we want to have employer engagement we have to take on board the effect the apprenticeship programme has on the business: both positive and negative effects.

Wellbeing of the apprentice

I had the opportunity to speak with the apprentice. She was bright and cheerful (as usual). She has a lovely nature. She is clearly enjoying her apprenticeship and is happy to have gained the smoking cessation qualification. She is now embracing the counter service course which takes six months to complete.

Conclusion

In terms of employer engagement with the employer, I have identified, through discussion, two areas where improvements can be made to the programme:

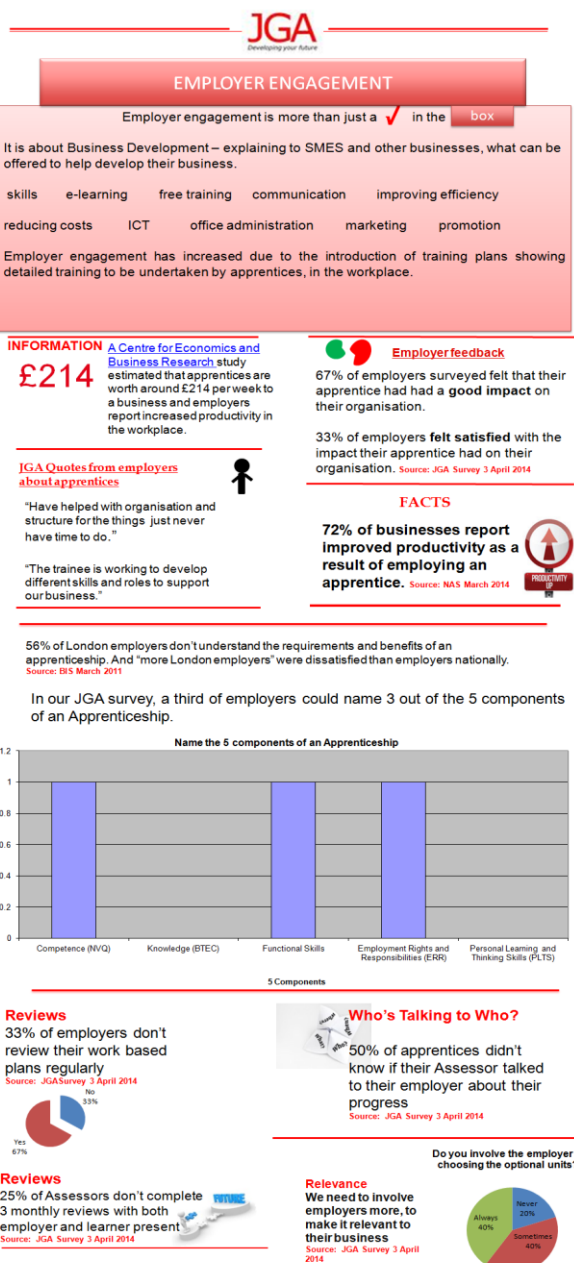
- (i) A Workplace Development Plan is critical to the skills development of the apprentice and should be discussed between parties throughout the programme.
- (ii) Communication regarding the attendance of the apprentice at workshops away from the workplace should be clearly identified so the employer can ensure the business has staff coverage whilst this takes place.

There is another clear extremely important conclusion I arrived at, that is supported by the employer. We need, more than anything else, to be open and honest about the amount of commitment needed by employers in the first instance. Employers want to support their apprentices to the best of their ability and so they need to know in clear language what is expected of them at the outset. We need to ensure they feel we are there to support them at all points along the way.

I was uplifted by the care, consideration and genuine support that the employer gives to the apprentice. He would be a great role model to other employers of how an apprenticeship programme can work.

Pam Morgan
Project Leader
Practitioner Led Action Research Project
The Education and Training Foundation in partnership with The East Midlands
Centre for Excellence in Teacher Training (emCETT)
23 May 2014

Appendix I: Power Point / Infographic (see separate attachment)



The Skills and Enterprise Minister, Matthew Hancock, has [published research](#) which shows that overall, almost 20% of advanced apprentices moved onto Higher Education following the completion of their Apprenticeship. Cohorts of apprentices have been tracked for 7 years since 2005/2006 and there have been over 32,000 people that have made the progression in total.

Link to research here:
<https://www.gov.uk/government/news/more-apprentices-progress-into-higher-education>

Source: GOV.UK 12 May 2014 Research and analysis Apprenticeships: progression to higher education - 2014 update

Where can I go for peer to peer support?

A website for Employers to network with each other – talk to other employers about their experiences

<http://apprenticemakers.org.uk/>
Apprenticemakers
Sharing experiences to build better businesses

Supported by
National Apprenticeship Service

