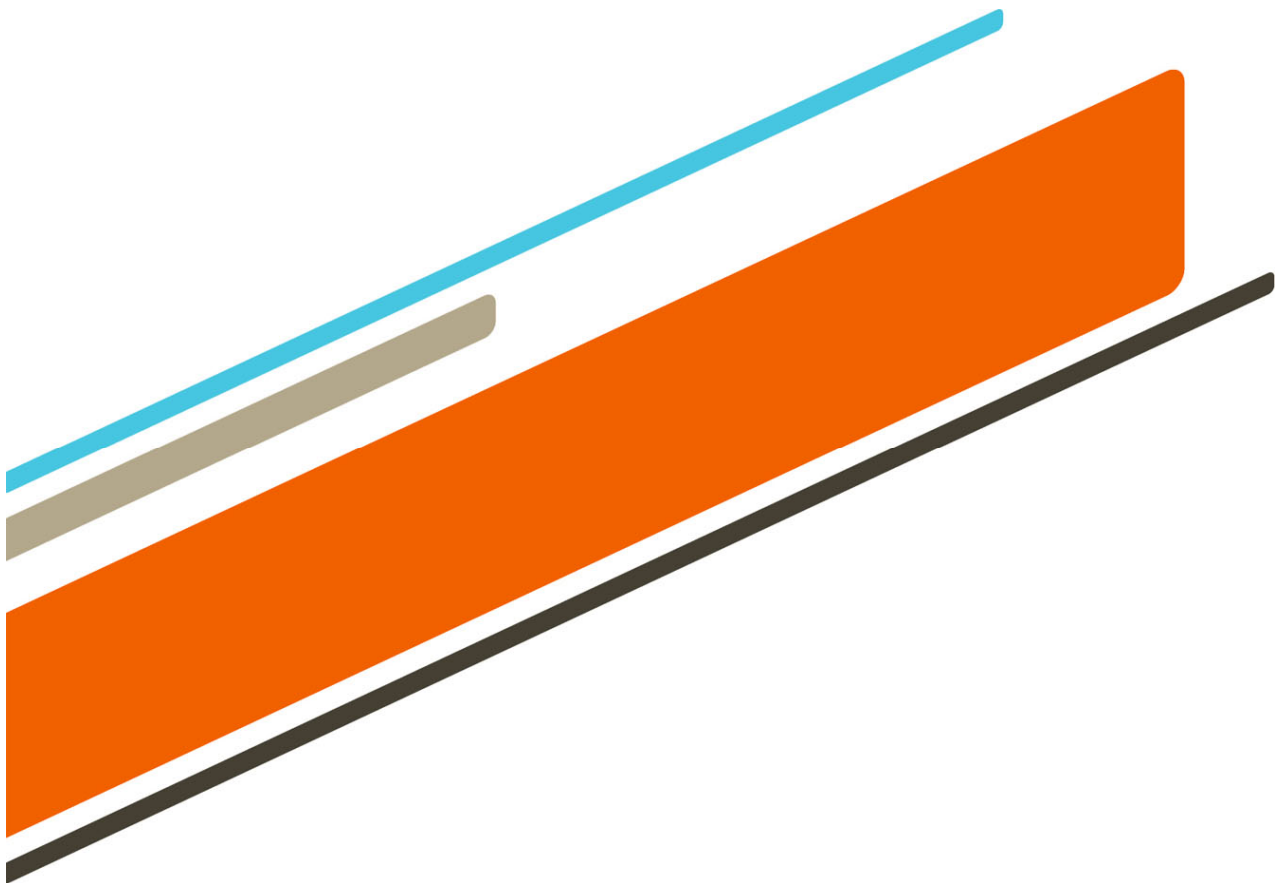


**WHOLE ORGANISATION
BUSINESS DEVELOPMENT
AND SKILLS FOR LIFE:
BUSINESS SCENARIOS**



BROKERING APPROPRIATE PROVISION

You have received a referral from an enquiry officer who has made the following notes from their initial conversation with the employer. In your groups, analyse the scenario allocated to you and consider how you would prepare for an employer visit. Discuss and make notes on the following:

1. Where Skills for Life and other training opportunities fit into the whole business development plan for this organisation.
2. The funding stream from which you would access monies for SfL.
3. The questions you would raise or the solutions you may propose to the employer (including where you would go to source training provision).

Scenario One:

TREATS: rural location in Somerset, 140 employees

Company background and structure: Established in 1965, the company produces a range of bespoke chocolate goods focused on the special occasion market. The Managing Director is a member of the founding family and also part of the senior management team heading up operations, sales, production and administration. The rest of the management is made up of other family members and two staff promoted from the shop floor. A new HR Manager and a Deputy Production Manager from outside the company have been appointed in the last year. It has been a tradition to identify supervisory staff from the shop floor. The company operate a shift system to cover a 14 hour production cycle.

About 18 months ago the company recruited an influx of new workers because of the expansion prompted by the closure of a competitor. A minority of these were Polish migrant workers. Some of this group has recently returned to Poland and there is a need to recruit new local labour. The majority of local workers are bussed in from a nearby town. About 20% of the employees have worked for the company for many years and come from villages surrounding the company. There has always been a focus on recruiting unskilled staff for shop floor roles but this is being questioned by some of the management.

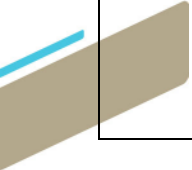
Prior/current training: Accessed funds for Leadership and Management for senior management team. Treats have a relationship with a training provider located some 50 miles away who have, in the past, sent trainers to work with groups of production floor staff and with shift leaders on-site. This training was initially facilitated by a Union Learning Rep and supported through a regional Union Learning Fund project. The training has mainly concentrated on manufacturing and team leading activities.

Situation: Even though sales are healthy, profits margins have been consistently falling and there are suspicions in the management team that chocolate is being pilfered. The new Deputy Production Manager is keen to review the production processes and in particular investigate the accuracy of the work being carried out on the production line and packing area, where boxes must be filled with orders to a maximum of 5 kilos. The HR manager, on the other hand, thinks ESOL classes for the Polish staff may be an area to focus on.

Considerations:

- What could the consistent drop in margins be indicative of?
- What is the company view on training as a whole organisational approach?
- How might the shift patterns be affecting SfL delivery?
- How might you introduce the subject of reviewing production processes?

Notes:



HOW TO BROKER APPROPRIATE PROVISION

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Scenario Two

WELLBEING RESIDENTIAL HOME, Town Centre, Swindon, 30 employees

Company background and structure: Wellbeing is an established residential home that cares for the elderly. There are 30 residents at any time. The home was independently owned until 18 months ago but now forms part of a national group of 20 residential and nursing homes registered as Wellbeing Residential Care Limited. There is a Matron/Manager, an assistant non-nursing manager, 4 kitchen staff, 16 carers and 5 care supervisors, as well as a gardener/caretaker, laundry person and an accounts clerk. Wellbeing had a good reputation and was renowned for its comfort and quality care. Since purchasing the Swindon based home, the group has appointed an assistant to the Matron who is one of Wellbeing's long standing administration managers. She has been tasked with making savings across the board, including any unnecessary spend on staff training.

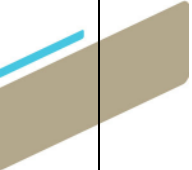
Prior/current training: The company did have a strong commitment to training while it was the responsibility of the Matron. They achieved Investor in People status for the second time just as the Wellbeing Group were taking the home over. They had taken advantage of Train to Gain and the Employer Training Pilot to train most care staff to NVQ Level 2 and 3. They also used the apprenticeship scheme to train their accounts person. The assistant manager has stated that only training to meet the minimum statutory requirements will be available and only if it is paid for by the Government.

Situation: However, since the Wellbeing group has taken over the home, there is considerable unrest. With a transient workforce and low pay rates there has been minimum commitment from those more established staff members. Five carers have left in the last 18 months with another 8 untrained and new members of staff who have joined over the last 12 months. Three of these new carers are from Eastern Europe. The Matron is threatening to leave because of the new regime, the decline in working conditions and the morale of the staff and the residents. She has established that there is an independent care home in the vicinity that has capacity to take both her and some of the more experienced staff members on.

Considerations:

- How will you tackle the local situation if the home is now part of a national group, employing more than 500 personnel?
- What approach will you take to regain the commitment of the staff that is in keeping with the Group's decision to cut training?
- What can you do to address the SfL needs as part of the main generic training requirements?
- Are there any other actions you might recommend to other partner organisations?

Notes:



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Scenario Three

PENVENTIN COUNCIL – MAINTENANCE AND FACILITIES DEPARTMENT, semi rural area, Wessex, 65 employees

Company background and structure: There are 65 employees in the department. They have an average age of 52 and in the main have worked for the department for over 5 years. 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 start at 7am and continue through to 4pm. In the winter, nights are also included to cover the gritting of roads, with overtime being paid. The Council, as a whole, have signed up to the Skills Pledge and as such have committed to undertake a skills evaluation of all 600 employees and work with both the LSC local economic development team as well as the Train to Gain brokerage to ensure that all employees can achieve at least Level 2 and Skills for Life qualifications.

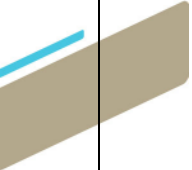
Prior/current training: In the past, training has been undertaken by individual departments with mixed results, depending on the commitment and understanding of each management team. There has been no consistent or whole organisational approach as regards the type of qualification, the relevance to the job and to addressing Skills for Life needs. Previous training has included NVQ's in cleaning and horticulture.

Situation: The Maintenance and Facilities Department have undertaken their skills evaluation. Many employees have Skills for Life issues and this has been evident in the lack of NVQ completion. Staff are available for training during the hours of 7am to 4pm. The Head of the Department is close to retiring and has seen it all before! Therefore support from management is okay but meets opposition from time to time and the message needs reinforcing. The employees have no choice and are made to attend the SfL training.

Considerations:

- How flexible is the SfL delivery at an appropriate time and place?
- How might you align your solutions package to other skills offers that might be available to Local Authorities via the Skills Pledge?
- How might you address the SfL issue with an ageing workforce?
- Does the range of NVQs available reflect the needs of the learners and therefore the take up of the offer?

Notes:



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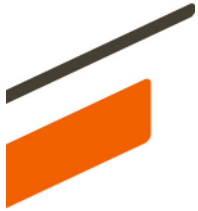
Scenario Four

DOLPHIN CAYE RESTAURANT: Bristol City Centre, 14 employees

Company background and structure: Family run restaurant, established in 1980 by a husband and wife team, Mr & Mrs Farnett. They are partners in the business and both take joint responsibility for some of the management issues, marketing, finance and recruitment. The business employs mainly part time staff made up of a manager, 1 chef, 2 trainee chefs, 3 kitchen assistants/porters and 7 waiting staff. This last group consists of a mix of students and several middle aged women, mostly working shifts and job sharing. Also included in the waiting staff are a husband and wife from Czechoslovakia.

Prior/current training: Currently they have 2 trainees on Apprenticeships in Food Preparation and Cooking and some front of house staff on NVQs in Customer Service/Food Service. They already have a good relationship with their training provider.

Situation: There has been a slow but continued reduction in the numbers of customers possibly due to issues with service levels. The manager has noticed that oral and written communication could be improved between kitchen staff and the waiting team. There is no smooth system for logging orders and wrong orders are frequently being taken out to customers. The husband and wife partners are not involved very much with kitchen management nor do they seem to be aware of the details. The manager has expressed an interest in more staff completing a Level 2 in Customer or Food Service. He is meeting some resistance from the owners as they don't see why more training should take place when business is dropping off.



Considerations:

- What sort of argument could you use to convince the owners that loss of customer goodwill and business might be related to Skills for Life issues?
- How might you take advantage of the good working relationship with the Training Provider to maximise opportunities?

Notes:

A large empty rectangular box for taking notes, bounded by a thin black line.

