

## Quality apprenticeship tool for companies

The quality of apprenticeships plays a key role in ensuring the training of the future workforce. While legal frameworks regulate apprenticeships, the quality assurance of these schemes is not always entirely covered. In this context, CSR Europe has developed the Quality Apprenticeship Tool for Companies in order to allow companies to identify to what extent it has sufficient processes in place to assure the quality and effectiveness of its apprenticeship schemes. The tool serves as a benchmark for companies, indicating areas of strengths and potential improvement points. The tool is not meant to serve as a prescriptive framework but rather as a means to bring awareness to the key quality areas for an apprenticeship and foster a culture of improvement of quality. In this sense, and given the national differences of apprenticeship systems, it is not expected that every quality attribute is covered to its full potential by a single company. The quality framework is inspired by the principles laid out in the European Youth Forum's European Quality Charter on Internships & Apprenticeships and supporting literature from the European Commission and the European Centre for the Development of Vocational Training (CEDEFOP).

Benefits of using the tool:

- Find out how your internal processes meet the criteria for a quality apprenticeship
- Benchmark your company anonymously against an ideal situation
- Identify gaps and areas for improvement

The questionnaire is divided into three sections:

- **Part I:** Profile
- **Part II:** Assessment
- **Part III:** Open questions



The tool has been designed at European level under the framework of the EU Talent project.



Results of all participants will only be shown anonymously and the confidentiality of the information provided will be assured.


PART I - PROFILE QUESTIONS		
<b>Participant information</b>		
Company name	xxx	
Sector	Agriculture, Beauty & Wellbeing, Business & IT, Charity & Volunteering, Chemical, Construction, Creative – Media & Arts, Customer service & Retail, Energy, Engineering & Electrical, Finance, Health & Care, Hospitality & Travel, Manufacturing (Textiles, Food, Furniture, Glass, Metals, Printing), Logistics, Marine, Telecommunication, Public Services, Sport & Fitness, Vehicle & Transport, Other: specify	
Turnover (€)	<2 million (micro) <10 million (small) <50 million (medium) >50 million (large)	
Number of full time equivalents (FTE)* *One FTE is equivalent to one employee working full-time	<10 FTE (micro) <50 FTE (small) <250 FTE (medium) > 250FTE (large)	
Country where company is based	<ul style="list-style-type: none"> <li>• Headquarters</li> <li>• Your company branch (if different from above)</li> </ul>	
Name of contact person	xxx	
Function	xxx	
E-mail	xxx	
<b>Profiling questions on company based training</b>		
How many apprentices does your company host per year?	<ul style="list-style-type: none"> <li>• None</li> <li>• 1</li> <li>• 2</li> <li>• 2 &lt; 5</li> </ul>	<ul style="list-style-type: none"> <li>• 5 &lt; 10</li> <li>• 10 &lt; 20</li> <li>• other (specify number)</li> </ul>
What is the share of apprentices in the total workforce of your company?	<ul style="list-style-type: none"> <li>• 1%</li> <li>• 2%</li> <li>• 3%</li> </ul>	<ul style="list-style-type: none"> <li>• 4%</li> <li>• 5%</li> <li>• 5 - 10%</li> <li>• &gt; 10%</li> </ul>
What is the most common education level of your apprentices?	<ul style="list-style-type: none"> <li>• None</li> <li>• School Leaving Certificate (EQF 1)</li> <li>• SEC Grade 6-7 (EQF 2)</li> <li>• Ordinary Level Certificate (EQF 3)</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Level Certificate (EQF 4)</li> <li>• Higher National Diploma (EQF 5)</li> <li>• Bachelor's Degree, Master's Degree, Doctoral Degree (EQF 6,7,8)</li> </ul>

What is the usual length of the contract of the apprentices?	<ul style="list-style-type: none"> <li>&lt; 6 months</li> <li>6 -12 months</li> <li>12 - 24 months</li> </ul>	<ul style="list-style-type: none"> <li>24 - 36 months</li> <li>&gt; 36 months</li> </ul>
What is the usual percentage of time the apprentice spends in the company during his/her apprenticeship?	<ul style="list-style-type: none"> <li>10% - 20%</li> <li>20% - 30%</li> <li>30% - 40%</li> </ul>	<ul style="list-style-type: none"> <li>40% - 60%</li> <li>60% - 80%</li> <li>80% - 100%</li> </ul>

**PART II - CORE QUESTIONS**

Area	Quality attribute	National regulation	Quality attribute question To assess whether the company has the necessary process(es) in place to cover the quality attribute	Criteria against which the response is evaluated	Company answer	Question score	
<b>Governance</b>  	<b>1. Multi-stakeholder approach</b>	1) Not regulated	Does your company engage with at least one of the following stakeholders to develop the content/framework of the apprenticeships offered: <ul style="list-style-type: none"> <li>- Educational institution</li> <li>- Training providers</li> <li>- Employment agencies</li> <li>- Employer representatives and trade unions</li> <li>- Trade associations, chambers of commerce</li> <li>- Youth organisations/representatives</li> <li>- Professional bodies</li> <li>- Other companies</li> </ul>	Engaging with at least one of the stakeholder(s) in the development of the content/framework of the apprenticeship organising the framework for the apprenticeship.  <b>Good practice:</b> The company keeps regular communication with one or more of the engaged actors throughout the apprenticeship placement		/6	
	<b>2. Policy/guidelines</b>	2) Regulated – company complies	Does your company have a written policy/set of guidelines to inform internally on the way apprenticeships are organised?	<ul style="list-style-type: none"> <li>• Written (set of) document(s) or online tool(s)</li> <li>• Containing clarifications/instructions to streamline the procedure for an apprenticeship (and/or anything related to it) across the organization</li> </ul>		/7	
	<b>3. Cooperation with the educational institution</b>	3) Regulated – company goes beyond	Is your company engaged in continuous cooperation with the educational institution of the apprentice: <ul style="list-style-type: none"> <li>• Educational institution visits company (teachers/students)               <ul style="list-style-type: none"> <li>◦ Job shadowing, training, introduction to company, introduction to professional profiles</li> </ul> </li> <li>• Company trainer visits educational institution               <ul style="list-style-type: none"> <li>◦ Teacher training, guest lectures/workshop, work placement</li> </ul> </li> <li>• Knowledge sharing and dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• At least one of the suggested activities is covered once a year</li> </ul>		/7	
<b>Recruitment &amp; job transition</b>  	<b>4. Transparency of information in recruitment</b>	1) Not regulated	Are all the following elements clearly communicated during the recruitment process: <ul style="list-style-type: none"> <li>• Job description</li> <li>• Length of the apprenticeship</li> <li>• Details about remuneration/reimbursement of costs</li> </ul>	<ul style="list-style-type: none"> <li>• All three points mentioned in the question are covered The future apprentice has easy access to this information (e.g. information provided on the recruitment website, during an interview, in documents/emails sent to the person)</li> <li>• The information is provided before the person formally agrees to do the apprenticeship</li> </ul>		/5	
	<b>5. Reasonable quantity of apprentices</b>		2) Regulated – company complies	Is there a defined limit to the number of apprentices your company employs at the same time?	<ul style="list-style-type: none"> <li>• The limit set according to internal capacity (e.g. maximum 10% of FTE)</li> </ul> <b>Good practice:</b> The company has a strategy to reach the maximum number of allowed apprenticeship placements		/4
	<b>6. Enabling a job transition</b>		3) Regulated – company goes beyond	Does your company provide the apprentice the opportunity to discuss the option of being hired as a permanent employee?	<ul style="list-style-type: none"> <li>• Either the person is informed during the recruitment whether an opportunity for permanent employment can be offered after the apprenticeship, or this has clearly been discussed before the end of the apprenticeship</li> </ul>		/3
				In case the apprentice is not hired upon completion of the apprenticeship, does your company support him/her in any way with the transition to finding permanent work?	<ul style="list-style-type: none"> <li>• Any activity that can help the person move forward professionally is accepted (e.g. provide the stakeholder that sent the person with feedback/advise for the orientation of the person; letter of recommendation; support in CV-writing, ...)</li> </ul>		/3

<p><b>Quality of training</b></p> 	<p><b>7. Company trainer</b></p>		<p>Is the apprentice provided with a company supervisor(s) during his/her apprenticeship?</p>	<ul style="list-style-type: none"> <li>Appointed person that supervises the apprentice on the actual (content) work he/she is doing</li> </ul> <p><b>Good practice:</b> In addition to a supervisor, the company engages more people to support the apprentice (e.g. assigning appointed contact persons in relevant departments to facilitate the on-boarding process)</p>	/6
	<p><b>8. Quality of supervision</b></p>		<p>Does your company prepare the supervisor for his/her role as supervisor (e.g. specific training)?</p>	<ul style="list-style-type: none"> <li>Any type of support specifically tailored to working with apprentices (certification, training, handbook, regular working group, briefing sessions, detailed briefing email)</li> <li>System to ensure every supervisor receives this support/preparation</li> </ul> <p><b>Good practice:</b> Supervisors have a minimum number of years of relevant working experience or occupy a relevant position (e.g. line manager, team leader, ...)</p>	/7
			<p>Is there a limit to the number of apprentices that can be assigned to one supervisor?</p>	<ul style="list-style-type: none"> <li>There is a rule (established or unspoken) to limit the number of apprentices that can be assigned to one supervisor</li> </ul>	/5
	<p><b>9. Regular interaction with the apprentice</b></p>		<p>Are there regular meetings between the apprentice and the supervisor(s)?</p> <ul style="list-style-type: none"> <li>Daily</li> <li>At least one per week</li> <li>At least one every two week</li> <li>At least one every month</li> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>A meeting is interpreted as a moment where the apprentice has the opportunity to discuss the work he/she is doing with the supervisor (e.g. daily interaction, weekly meeting)</li> </ul> <p><b>Good practice:</b> Company also offers quarterly appraisal meeting with the apprentice to monitor progress against the learning objectives</p>	/7
<p><b>Quality of learning</b></p> 	<p><b>10. Acquisition of profession-specific skills</b></p>	<p>1) Not regulated</p> <p>2) Regulated – company complies</p> <p>3) Regulated – company goes beyond</p>	<p>Is the apprentice provided with learning objectives at the beginning of the apprenticeship?</p>	<ul style="list-style-type: none"> <li>Clearly defined list of technical/personal competencies the apprentice is expected to acquire during the apprenticeship.</li> </ul> <p><b>Good practice:</b> The work based learning is organised on the basis of the learning objectives, allowing the apprentice to rotate posts and change tasks as to cover all the required skills for his/hers professional profile</p>	/5
	<p><b>11. Training on soft skills</b></p>		<p>Does the company provides specific training on one or more of the following soft skills of the apprentice Communication &amp; interpersonal skills, teamwork, time management, pro-activity, creative thinking, planning, analytical skills, decision making, adaptability</p>	<p>The company provides specific training on one or more of the described soft skills of the apprentice</p> <p><b>Good practice</b> If not covered as part of the learning objectives, the company communicates the relevant soft skills to the apprentices and provides specific training and/or organises the work-based learning around these.</p>	/5
	<p><b>12. Additional training opportunities</b></p>		<p>Does your company provide the apprentice the opportunity to take part in additional training such as internal company training, external courses, certification related courses/training, team building etc.</p>	<p>The apprentice takes part at least in one complementary training (internal or external) in the course of its apprenticeship</p>	/4
			<p>Is your company taking part in an apprentice mobility scheme?</p>	<p>Apprentice mobility being the movement of students in vocational education or training (VET) to another institution inside or outside their own country to study or to train for a limited time.</p>	/3

	13. Assessment of personal development	At the end of the apprenticeship, does your company offer any performance evaluation for the apprentice, including e.g. strengths and areas for improvement?	<ul style="list-style-type: none"> <li>Dedicated procedure to assess the acquired learning outcomes towards the end of the period (preferably assessing performance against learning objectives and to provide feedback on the person's competencies)</li> </ul> <p><b>Good practice:</b> Company use pedagogical assessment tools provided by educational institutions, experts or third party service providers for the performance evaluation</p> <p><b>Good practice:</b> The apprentice is also asked for an evaluation on the training provided</p>	/5
	14. Opportunity for Apprentice to develop his/her own project	Does your company provide the apprentice the opportunity to develop his/her own project/work sample to demonstrate the skills and competences acquired during the apprenticeship?	The apprentice gets to develop a project/work sample that requires the mastering of some/all profession specific skills.	/3
<p>Labour conditions</p> 	15. Written & legal agreement	Does your company offer a written and legally binding contract, stipulating: <ul style="list-style-type: none"> <li>Length of the apprenticeship</li> <li>Details about remuneration/compensation</li> <li>Description of tasks</li> </ul>	<ul style="list-style-type: none"> <li>A 'written and legally binding contract' denotes any type of written agreement (e.g. offer letter, project plan, adaptation of a normal employee contract, ...) that is signed by both the company and the apprentice, and that is not in conflict with national labour law</li> <li>All three points mentioned in the question are covered</li> </ul>	/3
	16. Transparency regarding relevant rights	Is the apprentice informed at the beginning of the apprenticeship of his/her relevant rights and duties, including: <ul style="list-style-type: none"> <li>Health &amp; Safety risks</li> <li>Social and labour rights</li> <li>Responsibilities towards the organisation</li> </ul>	<ul style="list-style-type: none"> <li>All three points mentioned in the question are covered</li> </ul>	/3
	17. Complaints channel	Does the apprentice have access to a complaints channel in case of any issues occurring during the apprenticeship?	<ul style="list-style-type: none"> <li>A complaints channel is a dedicated person (other than supervisor)/tool the apprentice can revert to in case of problems (e.g. dedicated contact point in HR, anonymous hotline, ...)</li> <li>The person is clearly informed about the existence of such a channel at the beginning of the apprenticeship</li> </ul>	/2
	18. Compensation	Are apprentices entitled to remuneration? <ul style="list-style-type: none"> <li>No income, 0 points</li> <li>Basic minimal income as defined by national regulation , 0,5 points</li> <li>Above minimum 0,75 points</li> <li>National minimum wage 1</li> </ul>	<ul style="list-style-type: none"> <li>'Remuneration' denotes a fixed, hourly income</li> </ul>	/3
	19. Additional compensations	Does your company offer additional compensation for work performed outside of standard working hours, e.g. overtime?	<ul style="list-style-type: none"> <li>There is a system in place to track overtime</li> <li>Apprentices receive additional compensation according to the overtime they have performed</li> </ul> <p><b>Good practice:</b> The company has a safeguard mechanism to monitor overtime, ensuring this that the apprentice is not over-worked.</p>	/1



		Are apprentices reimbursed or otherwise compensated by the company for costs incurred during the apprenticeship?	<ul style="list-style-type: none"> <li>The apprentice receives reimbursement of any type of expense they have to incur because of work-related activities (e.g. travel expenses, business lunches/dinners, attendance of paid events, ...)</li> </ul>	/1
	<b>20. Access to social security systems</b>	Is the apprentice included in the following social security systems: <ul style="list-style-type: none"> <li>Health security</li> <li>Unemployment</li> <li>Pension systems</li> </ul>	<ul style="list-style-type: none"> <li>All three points mentioned in the question are covered either by company or a third party</li> </ul>	/2

### PART III - ADDITIONAL QUESTIONS

Q: If one permanent member of staff has a productivity level of 100%, how does an apprentice compare?	<ul style="list-style-type: none"> <li>&lt; 30%</li> <li>30 % - 60%</li> <li>60% – 80%</li> <li>80% – 100%</li> </ul>	
Q. Please tick the appropriate reasons that may affect the quantity of apprenticeship placements offered within your company?	<ul style="list-style-type: none"> <li>Reasons that encourage you to engage in apprenticeships:               <ul style="list-style-type: none"> <li>Secure a supply of people with the specific skills and qualities</li> <li>Loyal workforce</li> <li>Return on investment</li> <li>Company reputation</li> <li>Other (elaborate)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Reasons that discourage you to engage in apprenticeships:               <ul style="list-style-type: none"> <li>Limited organisation capacity (flow of resources, such as liquidity, HR, production cycles etc.)</li> <li>No perceived return on investment</li> <li>Too high administrative burden</li> <li>Not finding appropriately skilled apprentices</li> <li>Other (elaborate)</li> </ul> </li> </ul>
Q: Please indicate the share of apprentices your company hires as full-time employees after the successful completion of apprenticeship training	<ul style="list-style-type: none"> <li>None</li> <li>0% - 10%</li> <li>10% – 20%</li> <li>20% – 30%</li> </ul>	<ul style="list-style-type: none"> <li>30% - 40%</li> <li>40% – 60%</li> <li>60% – 80%</li> <li>80% -100%</li> </ul>
Q. What measures would incentivise you to host more apprentices?	<ul style="list-style-type: none"> <li>Tick from dropdown:               <ul style="list-style-type: none"> <li>Financial support</li> <li>Training support</li> <li>Decreasing the administrative burden</li> <li>Inter-company resources pooling (sharing of resources between a group of companies)</li> <li>Engagement and support from larger companies</li> <li>Better and wider access to potential candidates</li> <li>Other (specify)</li> </ul> </li> </ul>	



*Ensure the quality & effectiveness of your apprenticeships*

