

MSSSB

Marketing and Sales Standards Setting Body

**MODERN APPRENTICESHIPS
IN SALES
AND TELESALES**

AN EMPLOYER'S GUIDE

**PRODUCED BY THE MARKETING AND SALES
STANDARDS SETTING BODY (MSSSB)**

NOVEMBER 2007

Contents:

1.	Introduction	3
2.	Who is this guide aimed at?	3
3.	What are Modern Apprenticeships?	3
4.	Frequently asked Questions	7
5.	How do I find an apprentice?	11
6.	How long will the training take?	12
7.	About the Sales and Telesales sector	13
8.	About the Marketing and Sales Standards Setting Body	14
9.	Further Information and Guides	14
10.	Glossary of Terms	15
11.	Useful contact details	17

1. Introduction

Welcome to the Employers Guide to Modern Apprenticeships in Sales and Telesales.

In this competitive world Sales and Telesales is a very important business area, crucial to many large and small businesses.

In order to have an effective Sales force and therefore effective business you need to have well trained and knowledgeable Sales people.

With this in mind, and a commitment to providing National Occupational Standards and qualifications in this arena, the Marketing and Sales Standards Setting Body has devised a programme of learning for young people working in this occupational area.

You can find out more information about the Sales and Telesales sector on Page 13 of this guide and the Marketing and Sales Standards Setting Body on Page 14

2. Who is this guide aimed at?

This guide is aimed at employers working in the Sales and Telesales sector, who are considering how best to ensure their employees have the skills and knowledge required to make them effective for their business. You may be thinking of recruiting new staff or developing your existing employees. Either way, if you employ (or are thinking of employing) young people between the ages of 16-24 and want them to have the necessary skills to contribute to your organisation, and maybe have some or all of their learning and assessment paid for, then read on.

3. What are Modern Apprenticeships?

Modern Apprenticeships are a programme of learning made up of nationally recognised qualifications. They give an apprentice the opportunity to earn a wage whilst being employed and learning the practical skills required to do the job to a National Standard. These Guides relate to Modern Apprenticeships in England and Wales.

There are two levels of Modern Apprenticeships – **Foundation** and **Advanced**. A Foundation Modern Apprenticeship is a level 2 qualification and an Advanced Modern Apprenticeship is a level 3 qualification. Modern Apprenticeships are made up of a number of qualifications called a “framework”.

What do the Sales and Telesales frameworks look like?

A **Foundation Modern Apprentice** would need to achieve the following in order to complete their apprenticeship:

- NVQ level 2 in Sales or Telesales
- Key Skills
 - Communication level 1
 - Application of Number level 1
 - Improving own Learning and Performance level 1
- They **must** also achieve **one** of the following:
 - Any key skill at level 2
 - Employment Rights and Responsibilities Induction Workbook
 - A unit from an NVQ at level 2 or above relevant to their job role – this could be for example from Administration, Customer Services, IT, or a more sector specific NVQ such as Motor Vehicle, Insurance, etc.

An **Advanced Modern Apprentice** would need to achieve the following in order to complete their apprenticeship:

- NVQ level 3 in Sales or Telesales
- Key Skills
 - Communication level 2
 - Application of Number level 2
- Employment Rights and Responsibilities Induction Workbook **NOTE: If they have already completed the Induction Workbook in their Foundation Modern Apprentice in Sales or Telesales they will not have to complete another as long as the workbook was completed within 3 years of date of registration onto the AMA**
- Technical Certificate

National Vocational Qualifications (NVQs)

All Modern Apprenticeships have at their core a National Vocational Qualification that is based on National Occupational Standards. These standards have been developed with employers for employers and the NVQs have been developed from the standards. They are in response to employers needs in the sector. These NVQs deliver the practical skills your young people need in order to do their job effectively.

NVQs are made up of units of competence, which are broken down into elements detailing what the person will need to do in order to be deemed competent. In order to obtain an NVQ your young person must provide evidence to prove that they consistently perform their job to the standards. They also need to demonstrate that they have the knowledge and understanding to be able to perform in a range of other contexts should the situation arise. NVQs range from

levels 1 to level 5, level 1 being at foundation level and level 5 at chartered, professional or senior management level, often working at a strategic level.

Key Skills

Some Key Skills are also mandatory within Modern Apprenticeship frameworks, these are qualifications built on competence statements, giving the young person transferable, work-related skills. They detail what a person should be able to do in order to be judged as competent. There are 6 Key Skills:

- Application of Number
- Communication
- Information Technology
- Working with Others
- Improving Own Learning and Performance
- Problem Solving

Not all of the Key Skills are mandatory in frameworks. The government states that Communication and Application of Number should be a mandatory requirement in both Foundation and Advanced Modern Apprenticeships. However, through consultation with employers, other Key Skills may be deemed mandatory in the framework if they are seen as vital to giving the young person the necessary skills for the job. The young person will have to put together a portfolio of evidence as well as have an external assessment in what is known as the 'core' Key Skills (Communication, Application of Number and Information Technology) to ensure their competence in these areas. The 'wider' Key Skills (Problem Solving, Improving Own Learning and Performance and Working with Others) do not have external tests. Above you will see the Key Skills and the levels involved in the Modern Apprenticeship framework your young employee will embark on.

Technical Certificates

The knowledge and understanding elements of the Modern Apprenticeships are strengthened through the introduction of technical certificates. These qualifications are taught in an "off the job" environment, usually at a college or with a Training Provider, and they are tested to ensure competence in the area. Sector Bodies have been working with Awarding Bodies to identify or develop qualifications which deliver this underpinning knowledge relevant to the NVQ the apprentice is taking. It is important that the apprentice knows why they are doing a particular activity and how to react in different circumstances, rather than just carrying out a job role in a rote fashion. The technical certificate is a mandatory component of the Advanced Modern Apprenticeship in Sales and Telesales.

You and your apprentice will be able to choose which Technical Certificate they will complete. You will need to consider which qualification best matches the job

role the apprentice is in. At present, in the MSSSB frameworks there is no requirement at Foundation level for an apprentice to complete a Technical Certificate. There is, however, a requirement at Advanced level. Currently there are two Technical Certificates approved by MSSSB at Advanced Modern Apprenticeship. These are:

City & Guilds Certificate in Sales Level 3

ISMM Advanced Certificate in Sales Level 3

You can find out more about these qualifications from the Awarding Bodies themselves, and their details can be found in the “useful addresses” section of this guide. More Technical Certificates may be developed in the future, the MSSSB will update the framework as and when this happens.

Employment Responsibilities and Rights

Employment Responsibilities and Rights (ERR) is a detailed induction programme designed to give the young person the knowledge required in their jobs. This may also be referred to as an Induction Workbook. It is a new component in all Advanced Modern Apprenticeships but may also be required to complete a Foundation Modern Apprenticeship. It is not intended that ERR be a tested component of a Modern Apprenticeship framework. The format is based on ERR units developed by the Qualifications and Curriculum Authority (QCA) in April 2001 and the purpose of incorporating ERR into frameworks is to ensure that apprentices are aware of and know about:

- Their legal responsibilities and rights and those of their employers
- Their role in the organisation they work for and the industry as a whole
- Public law and policies within the sector

ERR has been included as an Induction Workbook within the Sales and Telesales Modern Apprenticeships and this learning may be further reinforced through the NVQ and the technical certificate.

A Foundation Modern Apprentice has the option of completing the workbook. The Employment Responsibilities and Rights is covered in the NVQ. However, the workbook looks at these units in more detail and both yourself, as an employer and the apprentice may find this beneficial. At Advanced level the apprentice will have to complete an ERR workbook. If they have already completed the workbook as a Foundation apprentice they will not be expected to duplicate this as long as the Workbook has been completed within the last 3 years.

The workbook can be obtained from MSSSB, via their web site – www.msssb.org

Other Mandatory Outcomes

Sector Bodies have the option of whether they incorporate additional outcomes in their frameworks. Again, this is through consultation with employers, training providers and Awarding Bodies. This is to give the sector the opportunity to design the qualification to meet the specific needs of its group and to ensure a rounded knowledge base for the young person. These could be additional Key Skills, additional NVQ units or special elements related to your business. The Sales and Telesales Modern Apprenticeships have additional outcomes as part of the mandatory requirements at Foundation level.

4. Frequently asked questions.

Why should I employ a Modern Apprentice?

The benefits to employers should start as soon as the young person commences on the Modern Apprenticeship programme, as they develop their skills directly relevant to the work they are carrying out.

Modern Apprenticeship programmes are an effective way to develop the right people for your business. Employers who recruit Modern Apprentices have the opportunity to “home grow” their staff to suit their particular business needs. Apprenticeship programmes are beneficial not only to give your employees the required skills but are also helpful in recruitment, retention and recognition. Many young people nowadays are specifically looking for work with an employer who offers the Modern Apprenticeship scheme.

Apprentices gain recognised qualifications, benchmarked against National Standards specific to the occupational area and are an excellent way of developing and motivating existing staff.

Consider these comments made by real employers (extracted from the Learning and Skills Council Modern Apprenticeship Guide for Employers)

“Our Modern Apprenticeship programme allows us to develop our people – it’s a good recruitment tool and a retention mechanism. We like what we’ve got and we’re considering expanding it” – Chris Stephenson, Head of HR Operations, Egg Financial Services

“As part of one of the world’s largest water companies, Engenica is keen to play a role in producing this country’s next generation of engineers. By participating in Modern Apprenticeships, Engenica acquires motivate employees with the right mix of tailor-made skills”

How do I know the programme will be suitable for my employees?

Apprentices could be working in many sectors. They could be selling double glazing, advertising space on newspapers, they could be working in a mail order environment or selling household renewals such as kitchen, bathrooms, etc. As a guide to help employers, the Steering Group who developed this programme suggested some likely job titles a young person on an Apprenticeship programme might have. Other job titles have been supplied by: The Sales Profession – An Occupational Map

At Foundation level these could be:

Customer Service Agent
Market Researcher
Sales Administrator
Receptionist
Telesales Administrator
Customer relations Clerk
Sales Order Clerk
Sales Office Administrator
Customer Service Adviser
Sales Adviser

The sort of skills they would be learning as they complete their Foundation Modern Apprenticeship range from:

- Monitor and evaluate individual sales calls and own performance
- Agree and achieve objectives for improving personal sales performance
- Present positive personal image to customer
- Adapt methods of communication to the customer
- Identify the buying needs and interests of customers
- Agree terms and conditions and close sales
- Gather feedback to improve service reliability

These are just a few of the skills and knowledge a FMA would be working towards achieving. A full range of the NVQ can be obtained from the Marketing and Sales Standards Setting Body (MSSSB) via their web site: www.mssb.org

At Advanced level some likely job titles are: These have been supplied by: The Sales Profession – An occupational map

Sales Representative
Key Account Manager
Customer Services Team Leader
Operations Team Leader
Sales Supervisor
Sales Team Leader

Telesales Supervisor
Telesales Team Leader
Sales Office Supervisor
Sales Office Team Leader
Sales Consultant
Telebusiness Agent
Telesales Professional

The sort of skills they would be learning as they complete their Advanced Modern Apprenticeship range from:

- Forecast sales of products and services
- Analyse sales information and recommend adjustments to sales objectives
- Identify current trends and conditions
- Develop and implement a sales plan to achieve targets
- Identify potential customers, influencers and decision makers with current and potential customers
- Advise potential customers of the range and benefits of the organisation's products and services

Again, this is just a sample of the skills and knowledge an AMA would be working towards achieving. As before the NVQ can be obtained from MSSSB via their web site: www.msssb.org

I already have corporate training, how with this benefit me?

A Modern Apprenticeship programme will compliment and enhance your own training, adding value and offering additional skills and knowledge as well as reinforcing your own training programme. Some of the components of the programme will contribute to the achievement of your own training. Many businesses run Modern Apprenticeship programmes alongside their existing training programmes (British Telecom for example) and produce a highly skilled, effective workforce.

How much will it cost me?

Modern Apprenticeships are available to young people between the ages of 16-24. Some, if not all, of the training and assessment is funded by the Learning and Skills Council (LSC)/Education and Learning Wales (ELWa). You can find out details of your local LSC/ELWa regional office by visiting www.lsc.gov.uk/www.elwa.org.uk. As the employer you would be expected to fund the wage costs, as well as the on the job learning.

I can't afford to release my employees during the day.

Part of the Modern Apprenticeship programme requires an amount of “off the job” training”. This doesn’t necessarily mean attending college. Many providers are flexible in their training and some offer distance learning, evening classes and e-learning. It could even be learning delivered in another room at your place of work. Find out about your local providers from your local LSC or ELWa regional office.

I want them to succeed quickly

Young people enter Modern Apprenticeship programmes with a variety of skills, knowledge and qualifications. Your selection and the provider’s initial assessment should determine the right young person for the framework. Many young people learn quickly once they are away from a school environment and learning a new skill they enjoy. Some providers will recruit young people on behalf of employers, using tests designed to establish their ability to achieve. This may be something you would be interested in.

Further information about initial assessment can be found in the sister guide – “Guide for Tutor’s”. This is available from MSSSB.

5. How do I find an apprentice?

What are your needs?

Firstly you need to assess your needs. What job role will the young person be in? Make a list of the activities a young person will be carrying out. Don't forget you can base your Job Descriptions on National Occupational Standards.

Then look at the mandatory outcomes of the framework in this document to see if the structure is right for the training needs of your young person.

Contact your local Learning and Skills Council (LSC) or ELWa regional office who can let you know about the likely costs and available funding for the apprenticeship. They will also be able to put you in touch with local accredited Training Providers.

The local LSC can be contacted via www.lsc.gov.uk
ELWa can be contacted via www.elwa.org.uk

How do I find the right young person?

Talk to your local LSC, ELWa regional office, Connexions, Careers Service, Training Providers and local schools about if you need to recruit a new young person. Don't forget about term times and exam timetables when looking for your apprentice. You may like to consider offering a young person work experience – this is an effective way of establishing whether the young person is suitable for a career in your organisation and a chance to talk through the possibility of employing them as an apprentice once they have finished school.

Think about the qualities you're looking for in a young person. It doesn't automatically follow that the most successful apprentices have the best academic record. You can find out about these qualities at interview or if you use psychometric or other testing. There are many testing tools available on the market, your Training Provider should be able to offer information.

Don't forget about those young people already working for you, they may be ideal for an apprenticeship programme.

How do I get the training for my apprentice?

You need to consider how your apprentice will get their training for the following:

- Vocational Training – NVQ
- Key Skills

- Technical Certificate

You can decide this in conjunction with a training provider. Remember, they are used to delivering training for apprentices and should be a good source of information.

Where will the training take place on and off the job? You need to establish who will carry out the different elements to the training. If you are using in-house staff you need to consider the impact this will have on their normal job. It may be more effective for you to use an outside training provider.

Decide where training will occur and how it will fit in with your work pattern. Will you send your apprentice on day release or block release or will you need a different pattern?

Who will assess the NVQ? Do you have any qualified assessors in the work place that could assess? They would need to hold the A1 (old D32, D33) unit of assessment. If not, speak to the training provider. They should have qualified assessors who can come into your workplace and assess the apprentice at their job.

You will need to draw up a training agreement between the company, the young person (or a guardian if they are under 18) and the training provider. This details the training that is being offered and the qualifications that should result as well as stating the commitment of all parties. At the back of the Modern Apprenticeship framework there is a sample agreement.

6. How long will the training take?

Modern Apprenticeships are unlike traditional apprenticeships in that they are not “time – served”. However, certain aspects may be time regulated, such as attendance at college for the learning for technical certificates.

MSSSB has given an indication of between 12 and 18 months for a Foundation Modern Apprenticeship and 2 to 3 years for an Advanced Modern Apprenticeship.

Don't forget that as your apprentice is learning at college they are also learning on the job and will complete the programme with a rounded mixture of knowledge and ability.

7. About the Sales and Telesales Sector

Selling is the lifeblood of British business with more people employed in face to face and telephone selling than any other profession. The demand for selling has never been higher.

Although there are currently no consistent estimates to the size of the UK sales-force, it is suggested that a large proportion of the workforce is involved in Sales work roles.

In a study by SQB in 1996 most companies in the UK would find upwards of their Sales turnover resulting from the contribution of their sales force, which highlights the importance of Sales in today's economy.

It is estimated that the number of young people working in sales is growing, especially in the areas such as advertising sales and call centres and there is a need to "professionalise" the industry through a structure of qualifications relevant to both the employers and young people.

There exists a structure of National Occupational Standards and NVQs in Sales and Telesales, although these have not been effectively marketed in recent years after they ceased to become the responsibility of METO. These qualifications offer a real alternative to employers and employees within the Sales sector and the promotion and marketing should be encouraged alongside the development of Modern Apprenticeship frameworks to encourage young people and employers alike to ensure the necessary skills for business growth.

8. About the Marketing and Sales Standards Setting Body (MSSSB)

In September 2001 The Department for Education and Skills (DfES) approved the MSSSB as the new Marketing and Sales Standards Setting Body. This decision demonstrates the government's recognition of the need for a national organisation to co-ordinate skills development activities, including the setting of national occupational standards in these areas.

MSSSB fills the void created by the de-recognition of METO in March 2000 and provides an opportunity for the development of a coherent set of standards and qualifications in the Marketing and Sales occupational areas. All existing National Occupational Standards (NOS) in Sales are now being managed and distributed by MSSSB.

Current Sales NOS are still valid. However, they are being evaluated to ensure an ongoing relevance to employers' and qualifications' requirements. To this end MSSSB is mapping the Sales Occupational area and will issue a revised set of Sales Standards in 2004.

MSSSB are also working with key stakeholders to develop NOS in Marketing and these should be available towards the end of 2004.

MSSSB is also responsible for the development of Modern Apprenticeship frameworks and has developed both Foundation and Advanced level frameworks in Sales and Telesales. These, along with the NVQs available, provide a clear and coherent career pathway for a young person starting out in the Sales occupation.

For more information on Modern Apprenticeships or any other products MSSSB has developed please visit the web site www.msssb.org

9. Further Information and Guides.

This guide has been produced alongside a Tutor Guide, where you can find out more about Technical Certificates, Employment Rights and Responsibilities and other aspects of the Modern Apprenticeship. Copies of this guide can be downloaded from the MSSSB web site – www.msssb.org

You can also find out about the full framework and how to claim for certification once your apprentice has completed from the same web site.

10. Glossary of Terms and Abbreviations

Foundation Modern Apprenticeship (FMA): A work based learning programme at level 2 (application of knowledge and skills in a significant range of varied work activities, performed in a variety of contexts some of which are complex or non-routine, and there is some individual responsibility or autonomy).

Advanced Modern Apprenticeship (AMA): A work based learning programme at level 3 (application of knowledge and skills in a broad range of varied work activities performed in a wide variety of contexts, most of which are complex and non-routine, and there is considerable responsibility and autonomy). Advanced Modern Apprenticeship is known as Modern Apprenticeship in Wales.

Framework: A document that describes the sector specific modern apprenticeship (e.g., engineering, business administration, road haulage and distribution) and lays down the requirements of the programme.

National Vocational Qualifications (NVQs)/ Scottish Vocational Qualifications (SVQs): Qualifications which reflect the skills, knowledge and understanding an individual possesses in relation to a specific area of work.

Key Skills: Skills which are fundamental to and underpin competent performance, and have the potential to transfer to different contexts. Key skills are everyday skills such as communication, problem solving, numeracy and team working.

Learning and Skills Council (LSC): The body responsible for all post-16 education in England (other than the university sector) including planning and funding of work based training for young people.

Education and Learning Wales (ELWa): The National Council for Education and Training for Wales and the Higher Education Funding Council for Wales are National Assembly for Wales sponsored public bodies, responsible for all post-16 education and training in Wales. Together these organisations are known as ELWa.

Sector Skills Councils (SSC): Sector Skills Councils (SSC) are independent, UK wide organisations developed by groups of influential employers in industry or business sectors of economic or strategic significance. SSC are employer-led and actively involve trade unions, professional bodies and other stakeholders in the sector. SSC are licensed by the Secretary of State for Education and Skills, in consultation with Ministers in Scotland, Wales and Northern Ireland, to tackle the skills and productivity needs of their sector throughout the UK.

Marketing and Sales Standards Setting Body (MSSSB): The body recognised by government to be responsible for the National Occupational Standards in

Sales and Telesales, as well as develop National Occupational Standards in Marketing. Along with the National Occupational Standards MSSSB also develops and manages Modern Apprenticeship frameworks in these areas.

11. Useful Contact Details

<p>Careers Advice: Your local Careers/Connexions service National and local advice services such as the Careers/Connexions service: www.connexions.gov.uk</p>	<p>Department for Education and Skills Moorfoot, Sheffield, S1 4PQ Tel: 0870 000 2288 www.dfes.gov.uk</p>
<p>Department for Trade and Industry - information about work-related queries Enquiry Unit, 1 Victoria Street, London, SW1H 0ET Enquiry Line: 020 7215 5000 www.dti.gov.uk</p>	<p>Education and Learning Wales ELWa www.elwa.org.uk</p>
<p>Equal Opportunities Commission Arndale House, Arndale Centre Manchester M4 3EQ Tel: 0161 833 9244 www.eoc.org.uk</p>	<p>Health & Safety Executive HSE Infoline 0870 545500 Fax: 02920 859260 Email: hseinformationservices@natbrit.com</p>
<p>Learning and Skills Council – information and advice about all Post 16 learning Cheylesmore House, Quinton Road, Coventry, Cv1 2WT Tel: 0845 019 4170 www.lsc.gov.uk</p>	<p>Local Training Consult your local telephone directory for: Local Learning and Skills Council ELWa Local colleges or training providers</p>
<p>Marketing and Sales Standards Setting Body (MSSSB) Tel: 01628 427 106 www.msssb.org</p>	<p>Trade Union Council - information about training in work and trade unions Congress House, Great Russell Street, London, WC1B 3LS Tel: 020 7636 4030 www.tuc.org.uk</p>

Awarding Bodies

<p>City & Guilds 1 Giltspur Street, London, EC1A 9DD Tel: 020 7294 2800 www.city-and-guilds.co.uk</p>	
<p>IMI Institute of Motor Industry Fanshaws, Brickendon, Herts, SG13 8PQ Tel: 01992 511 521 www.motor.org.uk</p>	<p>ISMM Tel: 01727 812500 www.ismm.co.uk</p>

Professional Bodies – Please note there will be many professional bodies for people working in sales as this is a cross sector occupation. These are just a sample

<p>CIM – Chartered Institute of Marketing Moor Hall, Cookham, Maidenhead, Berks SL6 9QH Tel: 01628 427 500 www.cim.co.uk</p>	<p>ISMM – Institute of Sales and Marketing Management Tel: 01727 812 500 www.ismm.co.uk</p>
<p>IMI Institute of Motor Industry Fanshaws, Brickendon, Herts, SG13 8PQ Tel: 01992 511 521 www.motor.org.uk</p>	