



Employer's guide to Apprenticeship

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ABBREVIATIONS

BTP	Basic Training Provider
DGT	Directorate General of Training
ITI	Industrial Training Institute
PMKVY	Kaushal Vikas Yojana
MSDE	Ministry of Skill Development and Entrepreneurship
MES	Modular Employable Skills
NAPS	National Apprenticeship Promotion Scheme
NSDC	National Skill Development Corporation
PPP	Public Private Partnership
RDSDE	Regional Directorate of Skill Development and Entrepreneurship
ROI	Return on Investment



1. Using this resource

1.1 What is this guide about?

The Employer's guide to Apprenticeship has been designed for both new employers interested in introducing an apprenticeship program and existing employers who want to improve their current offerings, and better align it to the most recent reforms in the apprenticeship system. The new features in the apprenticeship system have been introduced to ease and encourage employer participation.

It provides employers with:

- Relevant information succinctly captured for the employers wanting to participate in the apprenticeship programme in the country.
- The summary of benefits of participating in an apprenticeship programme.
- An example of a cost benefit analysis of an apprentice programme with a ROI calculator, clearly laying out the monetary benefits.
- Practical steps they need to take to set up a successful Apprenticeship programme in their establishment.

1.2 Who has produced this guide?

This has been developed as part of the I-WORK project on Apprenticeship funded by Foreign & Commonwealth office and implemented by the British Council with a goal to support the apprenticeship implementation process in the State of Punjab.

Acknowledging the benefits of an effective apprenticeship system, the I-WORK project chose to work closely with the stakeholders in the State of Punjab to create an enabling environment for the implementation of Apprenticeship programmes. Several workshops were conducted to understand the opportunities and challenges in establishing a smooth implementation plan in the State. One of the priority areas that emerged was the urgent need to reach out to employers with a clear breakdown of how they can interact with the apprenticeship system in India.

The guide is designed to assist employers in Punjab and across the country with a summary of the relevant information in the provisions of the NAPS guidelines issued by the MSDE. This guide will offer practical tips which will assist employers in starting an apprenticeship programme in their establishments or aligning their existing programme with the revised national apprenticeship framework.

1.3 How to use this guide?

This Guide is conceived as a comprehensive but concise reference tool for employers in developing Quality Apprenticeship systems within their establishments. It is understood that apprenticeship programmes are at different stages of development in different organisations, and employers will have varied priorities that reflect their own circumstances. They may need information on issues relating to the entire system or to specific building blocks. Bearing the aforesaid in mind some practical steps have been selected specifically to cater to this need.

2. Key features of Apprenticeship

2.1 What is an Apprenticeship?

The World Economic Forum in a recent study states that while the outlook for jobs is positive, on average, 42% of skills requirements are expected to change by 2022 alone¹. Many of these skills cannot be learned in the classroom. For example, the skills required for a specific job at the auto factory are not taught in the traditional technical institute – but it can most certainly be learnt on the shop floor in a real world factory setting. This model is the apprenticeship model and the World Economic Forum believes it is the future of work.

In a nutshell, Apprenticeship Training consists of Basic Training and On-the-Job Training / Practical Training at workplace in the industry resulting in a recognised certificate. The basic training is an essential component of apprenticeship training for those who have not undergone any institutional training/skill training before taking up on-the-job-training/practical training. It accounts for 20-30% of overall duration of Apprenticeship Training. Apart from basic training, there is a component of on-the-job training which is performed in the establishments and undertaken by the establishment itself.

Quality Apprenticeships

Establishments will be able to reap the benefits of an apprenticeship if they are consciously designed to delivering quality apprenticeships. It would be worthwhile to understand the significance of implementing a quality apprenticeship programme and not just an apprenticeship to fulfil norms.

The ILO defines quality apprenticeships as “...a unique form of technical vocational education and training, combining on-the-job training and off-the-job learning, which enable learners from all walks of life to acquire the knowledge, skills and competencies required to carry out a specific occupation. They are regulated and financed by laws and collective agreements and policy decisions arising from social dialogue, and require a written contract that details the respective roles and responsibilities of the apprentice and the employer; they also provide the apprentice with remuneration and standard social protection coverage. Following a clearly defined and structured period of training and the successful completion of a formal assessment, apprentices obtain a recognized qualification.”

In India, Apprenticeship Training is one of the oldest social institutions, and was formalised in 1961 with the formation of the Apprenticeship Act (1961). The Act makes it obligatory for employers to engage apprentices in designated trades and in optional trades. DGT under MSDE monitors the implementation of the scheme of apprenticeship training. State Apprenticeship Advisers monitor the Scheme in state government undertakings and private establishments.

Apprenticeship training is perceived as a social good and government by an Act, hence, it is under the purview of the Government of India. However, by its very nature it cannot be implemented without the active participation of the private sector. This program works best when implemented in a PPP mode of implementation.

2.1.1 Why Apprenticeships – the value of quality apprenticeship

Apprenticeships are a unique way to 'grow and nurture your own talent'. As previously explained, they combine on-the-job training in your organisation with off-the-job learning, and provide employers with an effective way of enhancing their skills base. Apprentices are assets to any organisation and bring significant benefits to your business and existing workforce. A few immediate benefits are below:

- **Improve quality**

All businesses have a common goal of wanting their products or services to be the best. If you are one of these companies then you may be able to do this by hiring an apprentice. The apprentice can be engaged in specific skilled work and is capable of learning from the best on the job and improving quality and productivity.

- **Immediate economic benefits**

The economic benefits are almost instantaneous; you'll receive a semi-skilled worker who can be moulded to suit your requirements (and for a nominal cost) while they gain a qualification. Plus, when the apprentice is qualified, you'll receive the added benefit of immediate productivity and can be an asset to the company.

- **Raise staff morale**

A focussed young person in the establishment can prove to be an example for other employees and boost the morale of the workplace.

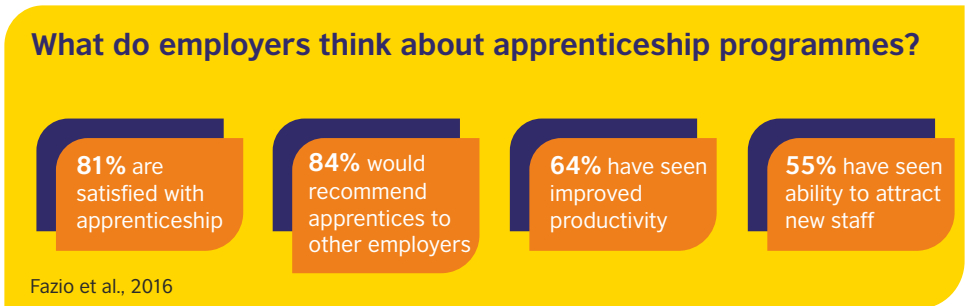
- **Enhanced standing and recognition of establishment**

Companies with a strong apprenticeship program are viewed as responsible employers. Their brand image and value increase in the internal and external market thus giving them a competitive edge.

- **Newly introduced Apprenticeship program is industry-friendly**

The most recent apprenticeship program, the NAPS has removed prescriptive rules and provides a financial incentive, hence mitigating the initial costs of engaging an apprentice.

Globally, the opinion of employers about apprenticeships is substantially positive (figure below). According to an Inter-American Development Bank report, a large majority of employers are satisfied with Apprenticeships – a majority of them reported improvement in productivity.



2.1.2 Why engage an apprentice? Cost benefit analysis

An establishment will engage an apprentice only if it makes business sense. Generally speaking, in the early stages of a Quality Apprenticeship, there is a net cost to enterprises because the initial expenditure of training (e.g. wages/allowance, social security contributions, time for in-company mentors, training materials, etc.) outweighs the initial contribution of apprentices to the production of goods and services.

As apprentices learn skills and become more productive, the costs and benefits start to even out, and employers recover the initial investment in training, as may be seen from a stylized cost-benefit analysis during and after a Quality Apprenticeship programme. Some employers have positive returns

within the apprenticeship period, while others only see their investment pay off after accounting for reduced turnover, recruitment and initial training costs.

For each rupee spent on apprenticeships, how much is returned to the investor—the employer, the trainee, the government program or whoever paid for apprenticeships? ROI as a percentage seeks to answer the question, 'Why should I engage apprentices?'

In this section we look at calculations that can help employers figure out if apprenticeships make financial sense. The Information has been sourced from the report '*Using Benefit-Cost Calculations to Assess Returns from Apprenticeship Investment in India: Selected SME Case Studies*', Dr. Sandra Rothboeck, ILO (2014).

- There are two ways of calculating ROI- by a benefit to cost ratio or as a net benefit received during the training period.
- ROI Ratio = Net Benefits/Net Costs. When the result is a number greater than one it implies a positive net benefit to the company after costs during the training period.
- Net Benefits - Costs: This indicates net benefit or cost to the employer.

For instance, if the net benefit is Rs.500,000 and the cost of training is Rs.250,000 for the same period, the ratio will be INR.500,000/INR.250,000= 2:1, which in other words is a gain of Rs.2 for each rupee invested.

ROI therefore = Net Benefits / Net Costs – Costs of Training

The calculation of ROI in this method bases wage and productivity of an experienced worker as a reference point. Variances across sectors must be considered as for example in retail and hospitality an apprentice may start earning the wages of a fully experienced worker on completion of training but in more technical sectors this may take more time. The new enterprise-wide ROI method is benefits based which is a departure from previous studies which focused more on cost of training and hiring preferences without focusing on net short term (what an apprentice's work is valued at) and long term benefits (lower future recruitment costs). In time the benefit-cost model has become a standard and is used by more mature apprenticeship systems

the world over as a more accurate snapshot of costs-benefits of apprenticeship training.

Overview of case studies and the Net Benefit of Apprenticeship Training

Company	Trade	Type of apprentices	Net Benefit INR
CASE 1: Buhler India, Bangalore Food Processing equipment Medium Sized Company	Technicians, mechanics	Fulltime 1 Year ATS apprenticeship after ITI ATS Certification	30,454 INR
		Fulltime 2 Year Swiss-Indo apprenticeship (SIVET) after ITI ATS + Swiss certification under SIVET	-167,017 INR (full recovery after 1 year after training)
CASE 2: Classic Moulds & Dies, Chennai, SCORE Member Automotive Parts Small Sized Company	Assembly, tool mechanic	ATS 1 year after ITI	106 INR
CASE 3: EFD INDUCTION India, Bangalore 1 tier supplier automotives Medium Sized Company	Technicians, mechanics	Fulltime 1 Year ATS apprenticeship after ITI	20,982 INR
		Fulltime 2 Year Swiss-Indo apprenticeship (SIVET) after ITI ATS + Swiss certification under SIVET	- 194,326 INR (full recovery after 1 year)
CASE 4: Foodworld, Bangalore Retail, Medium-Large Sized Company	Sales executives	Fulltime apprentices ATS, freshers 6 months	-7613 INR (full recovery after 1 year after training)
CASE 5: Lemon Tree Hotel, Gurgaon, Delhi Hotel Medium Sized Company	Cooks Clerks	Fulltime apprentices ATS, freshers, long-term apprenticeship	
		Housekeeping (18 months)	123,483 INR
		Cooks (3 years)	376,661 INR
		Clerks (3 years)	408,761 INR

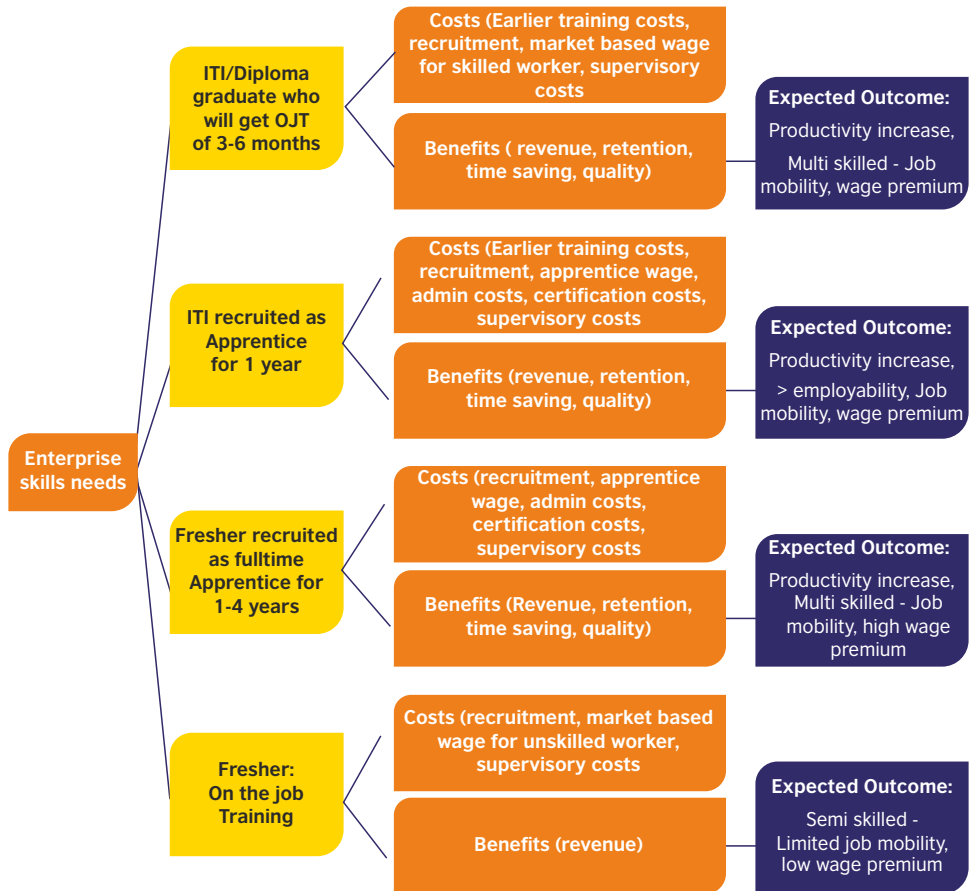
Source: *Using Benefit Cost Calculations to Assess Returns from Apprenticeship Investment in India: Selected SME Case Studies*, ILO (2014)

Findings:

- This study with a particular focus on SMEs has examined ROI from investing in short and long term apprenticeships (as defined by the Indian Apprentices Act) in five Indian companies ranging from manufacturing, retail to hospitality.

- The findings provide affirmation that benefits of apprenticeships outweigh costs; in fact, return on investment in an apprenticeship programme is often recouped during the training period itself or in the first year of retaining an apprentice as a full time employee.
- The study found that employers tend to struggle to come up with a charge-out rate (labour and overhead charged on an hourly basis. This results in an estimate of revenue that an apprentice would generate. For an experienced employee a charge out rate per hour can include labour charge out rate + overhead charges/HR + margin; a percentage of which can be applied for an apprentice.

Decision tree for enterprise to train and retain apprentices



Source: Using Benefits Cost Calculation to Assess Returns from Apprenticeship Investment in India: Selected SME Case Studies, ILO (2014)

Each establishment has a different perspective to engaging apprentices. How quickly an apprentice starts to become productive and returns a financial benefit compared to cost of training also depends on the employer's motivation; quick to becoming productive (which could imply less skill acquisition) means faster recouping of costs.

The longer term approach where high training costs are borne by an employer in view of retaining an apprentice as a full-time employee has far reaching benefits of (i) low recruitment costs (ii) building a pipeline of skilled workers and higher non-direct benefits such as boosting employee morale is a common perspective taken by larger enterprises with the resources to ride out to a later breakeven point.

Ultimately, whatever the decision is, it impacts benefits achieved and costs incurred differently. This study has been cited as it provides a useful framework for Indian Small and Medium Enterprises to adapt the example to their circumstances. Given the large number of SMEs in Punjab, this contextual study can act as powerful example in inspiring several organizations in taking a decision in favour of introducing apprenticeship program in their establishments.

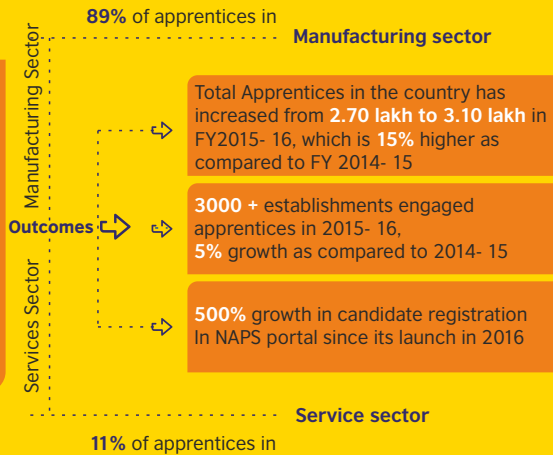
Building a business case is one way to decide on engaging in apprenticeships for your establishment, another determining factor would be to understand the existing apprenticeship programme in the country. You would most certainly want to comprehend the ease of participating in the program; it's many actors and operations framework. The next section is a snapshot of what the government has done to make the system industry-friendly and improve quality of apprenticeships.

3. What has the Government done?

Amendments

HIGHLIGHTS of Recent Amendments

- Engagement up to 10% apprentices
- Revised Stipend
- Introduction of Optional Trades
- Inclusion of non-engineering
- New Sectors
- Web Portal



Source: Annual Report 2106-17, 2015-16 Ministry of skill Development and Entrepreneurship | apprentice.gov.in | NAPS annual reports | NATS web portal

3.1 Background

Recognising the need to create an enabling environment and inspire stakeholder participation system several industry-friendly amendments were introduced to the Apprentice Act (1961) in 2014. This move saw an impressive 15% growth in apprentice engagement during 2015-16, up from 5% the year before. And the NAPS web portal saw a considerable leap in candidate registration since its launch in 2016.

3.2 National Apprenticeship Promotion Scheme (NAPS)

The Government of India launched the NAPS on 19th August 2016 to promote apprenticeship training and incentivize and encourage employers to engage apprentices. NAPS has a financial incentive for establishments with a provision to share the expenditure incurred by employers in both providing training and a stipend to the apprentice.

NAPS was launched with an ambitious objective of increasing apprenticeship from 2.3 lakhs (0.23 million) to 50 lakhs (5 million) cumulatively by 2020.

3.3 Salient features of the National Apprenticeship Promotion Scheme (NAPS)

Components of NAPS

- Prescribed stipend of 25 per cent will be shared between the government and establishment subject to a maximum of Rs.1500 per month per apprentice to the employers. The stipend support would not be given during the basic training period for fresher apprentices.
- The basic training cost in respect of apprentices who come directly to apprenticeship training without any formal trade training will be shared between the government and establishment. Basic training cost will be limited to Rs.7500 for a maximum of 500 hours/3 months.

Scope of the NAPS

This Scheme will cover all categories of apprentices namely (i) trade apprentices, graduate apprentices, technician apprentices, technician (vocational) apprentices and optional trade apprentices. Graduates, Technician and Technician (Vocational) apprentices which are covered by the scheme administered by Ministry of Human Resource Development are not eligible to participate in the scheme.

Implementing Agencies

- RDSDE under the control of Directorate General of Training will act as implementing agencies in their regions for Central Public Sector Undertaking and establishments operating their business in 4 or more States.
- State Apprenticeship Advisers will act as implementing agencies for state public sector and private establishments under their jurisdiction.

Eligibility of Employer

- Employer is any person/entity who has business in any trade or occupation.
- Employer shall engage apprentices in a band of 2.5% to 15% of the total strength of the establishment
- Employers must be registered with EPFO/ESIC/LIN/ UDYOG/AADHAR
- Employers must have TIN number.

- Employers must register on the apprenticeship portal.
- Employers must have an aadhaar linked bank account

Eligibility of Apprentice

An apprentice is a person who has made contract of apprenticeship with the employer for apprenticeship training under the Act.

Apprentices can be engaged from the following four categories:

- Trainees passed out from ITI courses
- Trainees under dual-learning mode from ITIs
- Trainees who have completed government schemes like Prime Minister Kaushal Vikas Yojana (PMKVY) / Modular Employable Skills (MES) courses
- Candidates who possess minimum educational qualification required for a trade and have not undergone any formal trade training (Fresher apprentices)

Apprentice must fulfil the following:

- He / She has completed 14 years of age and fulfils other requirements of the Apprentices Act, 1961.
- Every apprentice has to register on the portal.
- Every apprentice must have an aadhaar number (valid identity card)
- Must possess minimum age, educational and physical qualification prescribed for the trade

3.4 Operational Framework under NAPS

The Apprenticeship system in India has evolved regularly with the aim to ensure quality, efficiency and transparency and enable a pathway of best choice. In order to fulfil this aim, a new operational framework has been set up by the Government of India. The focus is on making the system more engaging and allowing self –regulation.

As per the new framework the Apprenticeship scheme is now anchored in the Ministry of MSDE at the national level. Under this structure, the Directorate General of Training (DGT) will continue to be responsible for apprenticeship training in Designated Trades and the NSDC has been made responsible for apprenticeship training in Optional Trades.

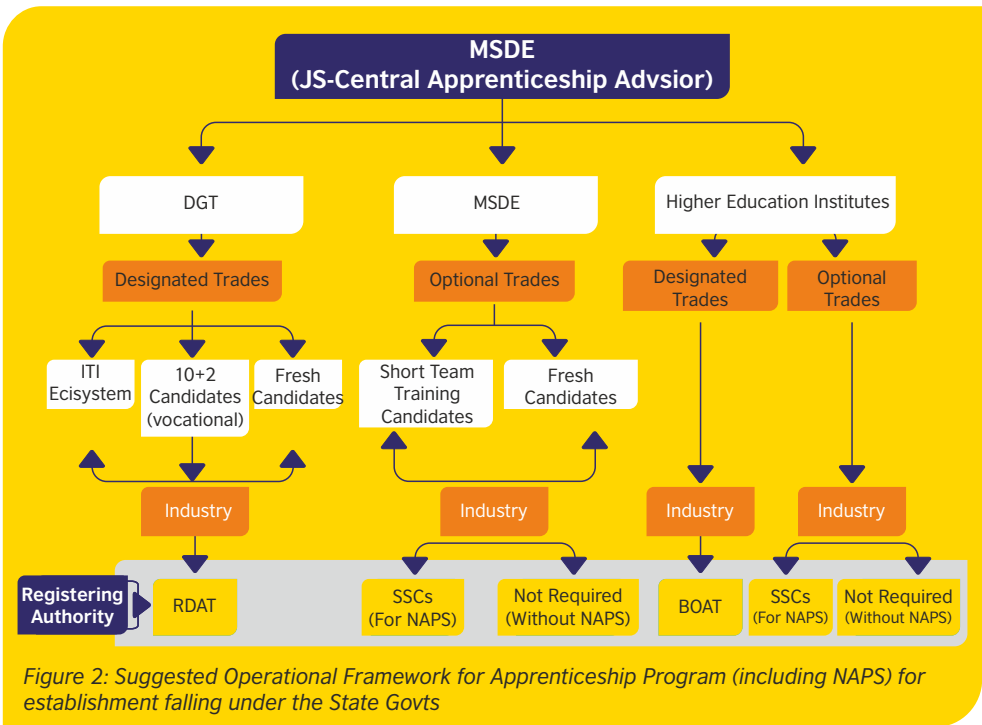
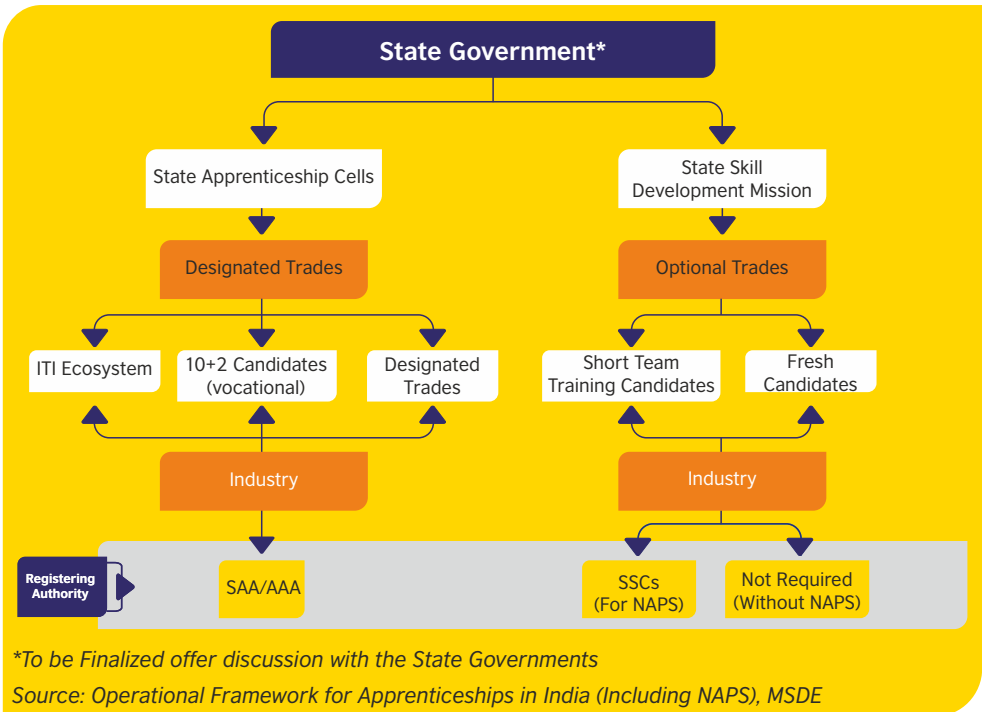


Figure 2: Suggested Operational Framework for Apprenticeship Program (including NAPS) for establishment falling under the State Govts



*To be Finalized offer discussion with the State Governments

Source: Operational Framework for Apprenticeships in India (Including NAPS), MSDE

The apprenticeship programme (including NAPS) is to be implemented both at the centre and at the state level, and implementation structure for both the central and state level is shown.

3.5 Eligibility of establishments under NAPS

An establishment is defined as any place from where products or services are delivered and includes different departments /branches situated at the same place or at different places. Private Establishments which have offices or branches in 4 or more states & all Central Public Sector Undertakings fall under the purview of the Central government; all other under the purview of the respective State governments from where it operates/has branches.

Employee strength	Eligibility of apprentices	Apprentice band	Apprenticeship duration
0-5	Not applicable	Not applicable	Not applicable
6-40	Optional	2.5 % – 15 % of employee strength	6 - 24 months
>40	Mandatory	2.5 % - 15 % of employee strength	6-24 months

Note: Employee strength means total number of permanent and contractual employees

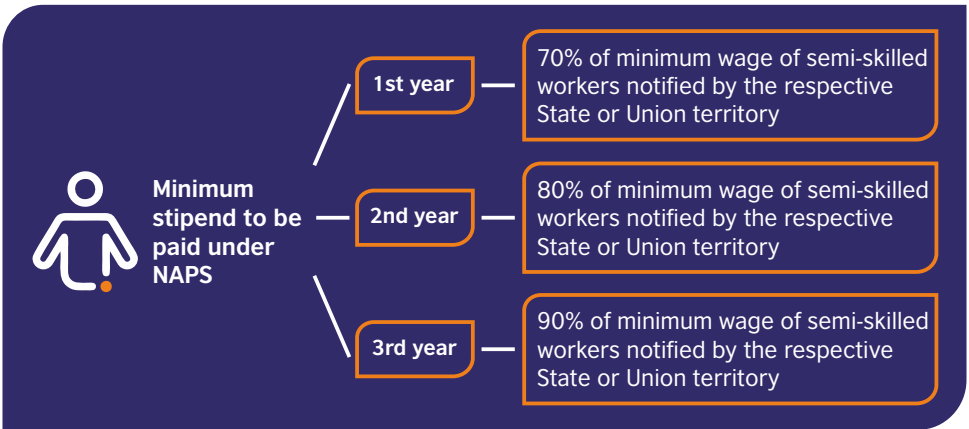
a. Contract with Apprentices

Establishments need to sign a contract of apprenticeship with every apprentice and upload the same on the apprenticeship portal within 7 days of signing the contract. As far as Designated Trades are concerned this contract of apprenticeship needs verification and registration by the respective authority as detailed in the operational framework above.

In case of Optional Trades, establishments are only required to upload such contracts on the portal site. No separate registration/approval is required. However, to avail the reimbursement under NAPS, the establishment would need to register the contract of apprenticeship with the respective authority as in the operational framework.

The contract is a simple pre-approved template laying down the obligations of the establishment and the apprentice.

b. Payment of stipend

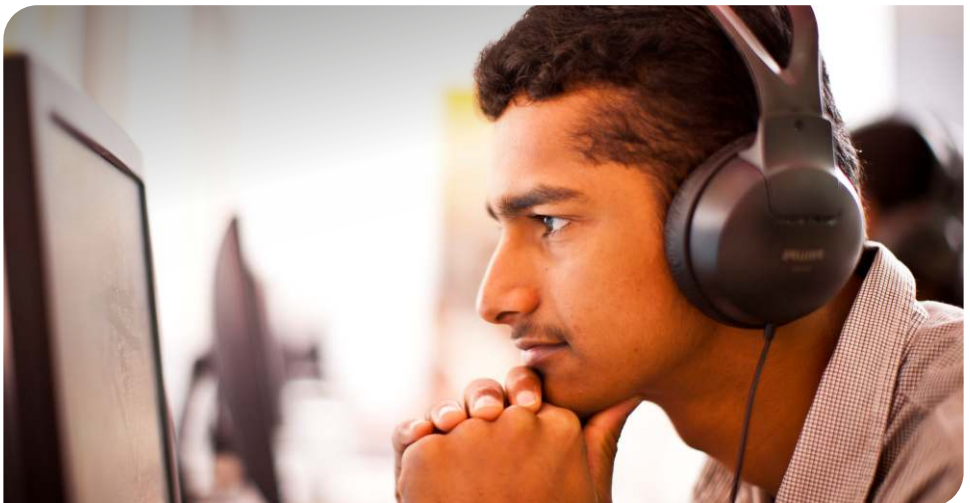


c. Legal status of an apprentice

Section 18 of the Apprentices Act, 1961 stipulates that the apprentices are trainees and not workers. The provisions of any law with respect to labour shall not apply to or in relation to such apprentice.

d. Optional trades

A new category of 'optional trade' which is demand based, meaning any trade or occupation or any subject field in engineering or non-engineering or technology or any vocational course as may be determined by the employer for the purposes of this Act and applicable within NAPS.



Lifecycle for an optional trade selected by an establishment



The next section is an introduction to the concept of the Basic Training Provider (BTP) which has been introduced for the first time. Establishments, both large and small can avail of multiple benefits by engaging as BTP. The benefits and the steps for registering as a BTP are given in the following section.

4. Basic Training Providers

4.1 Introduction

The concept of Basic Training Providers is unique and has been introduced particularly to support establishments (especially SMEs), who do not have the space to set up in-house basic training facilities.

BTPs can be:

- (i) Government and Private ITIs affiliated to NCVT
- (ii) Industries / establishments with “In-House Basic Training” facility
- (iii) Basic training centre supported by industry clusters/sector skill councils
- (iv) National Skill Training Institutes (NSTI), National Skill Training Institutes (W)

Steps for registering as a BTP:

- i. On submission of relevant details through portal by the Industry/establishment, their application will be shown in the concerned RDSDE page under the portal.
- ii. RDSDE will take action to verify/ cross check using the details like: status of affiliation, list of trades/ units affiliated; list of active trades in the ITI; present status of admission; availability of spare seats, if any.
- iii. For providing basic training in “designated trade” or “Optional trade” the Industry/establishment are required to refer to the prescribed syllabus made available in the portal before applying to register as a BTP.
- iv. Once the BTP registration number is allotted, establishments depute their apprentices to the “In – House Basic Training facility” through the portal.
- v. ITIs registering as a BTP must have a Bank account.

4.1.1 Benefits for registering as BTP

The Apprenticeship Act has introduced flexibility and has given establishments the option to undertake the Basic Training component of the apprenticeship courses in their own premises or through an agency (ITI, private Training Provider). There are benefits in both cases.

a. Full control and saving on cost of training

If the establishment registers as a BTP, then they can run the apprenticeship program with full control. If the establishment plans to have the training outside their premises, they save on the cost of training and equipment.

b. Financial incentive for establishing yourself as a BTP

One of the most foreseeable benefits is that the BTP will be supported with Rs. 7500/- for 500 hours/3 months per apprentice. However, Sector Skill Council (SSC) acting as BTP will be provided basic training support only for those courses for which they are not getting any financial support from Central Government.

Reimbursement process under NAPS

Frequency	Reimbursements on a quarterly basis
Calculation of Amount	Apprenticeship portal calculated reimbursement amount payable to establishment against stipend paid to apprentices. Apprenticeship portal calculates reimbursement amount payable to BTP against cost of basis training.
Disbursement	This amount will be credited by the respective authority i.e. DGT for DTs & NSDC for OTs through PFMS gateway. The establishment and BTP will need to be added on payment gateway as a beneficiary.

4.1.2 Know your Apprenticeship Adviser (AA)

At the State level, Apprenticeship advisors are your point of contact. Each State department of Technical education and Training has an Apprenticeship Adviser. The Apprenticeship Adviser has the responsibility of ensuring all establishments are aware of the most recent amendments and reforms and establishments in the region are registered on the apprenticeship portal. More information on becoming a BTP or choosing a BTP can be sought from Apprenticeship Advisers in your respective regions.

States have been given authority to build their own apprenticeship cells and every state has their own structure. In the case of Punjab, as of today, the State has 20 nodal Apprenticeship Advisers (AAs). These are Principals of ITI who hold joint responsibility. The details can be found on www.punjabitis.gov.in.

While, Apprenticeship Advisers are the resources on ground and can take you through the complete Apprenticeship programme and the regional variations across the country, one other way to navigate through the information is with the help of the web portal. The section below provides a brief outline of the registration process just to get you started.

5. Apprenticeship Portal – one window access to the complete apprenticeship programme

In order to reduce paperwork, save time and allow ease of access, the Government of India launched a dedicated apprenticeship portal <https://apprenticeshipindia.org>

Apprentices are encouraged to apply online along with establishments and state government. The portal handles the complete apprenticeship implementation process starting from registrations to generating contracts; reimbursing stipends; issuing certificates and most of all connecting all the stakeholders on one platform.



The portal will allow for time bound approval of contract of apprenticeship, centralized database for compliance and monitoring, online verification of candidates profile, management of on-line examination and issue of hall tickets. The process allows transparency and will go a long way in creating a sustainable and improved system through the use of real time data.

The link: <https://apprenticeshipindia.org/> will guide the establishment on registration and identifying candidates.

6. Practical steps towards setting up apprenticeship in your organisation

6.1 Getting ready to execute

Once you have understood the basic terms of engagement of the Apprenticeship system, it is time to initiate the concept within the organisation. A few helpful steps are mentioned below to give you a head start.

a. Workforce planning – How do Apprenticeships fit within your workforce and human resource planning?

To make the most of your Apprenticeship offer, you should see this as a long-term initiative. A program designed to grow and develop your own workforce. This approach will help you create a skill framework for your business requirements, which will always stay in your organisation – even after your current employees leave or retire. This framework will ensure a steady flow of skilled workforce, and a model for ensuring that they are developed and retained. This will give you an edge over competitors in today's tough market by ensuring business continuity and organization excellence aided by a steady flow of competent skilled workforce. Successful organisations see high-quality Apprenticeships as a way to grow an engaged, committed workforce that has the right skills to deliver high-quality products and services.

Ideally the role profile should be developed with the future business processes in mind and should define the skills required, the knowledge to inform the skills (further education) and a clear behavioural framework for the apprentice to work towards.

b. Choosing the right provider for your apprenticeship need

Once the various job role profiles have been developed and understood by everyone involved with the apprenticeship program, an appropriate training framework needs to be developed. The training framework can be developed with the help of Apprenticeship Advisers and relevant Sector Skills Council who have created competency based training curriculum

for the purpose. The curriculum can be customized to make it more contextual to your needs. Once the training framework is crystallized, you need to set upon the task of finding the right training provider in your region to take care of the Basic Training part of the program. You can select more than one Training Provider depending on your need and available resource at the Training Institute. Information on training providers is available on www.apprenticeship.gov.in

Some training can be given by in-house ‘subject-matter experts’. Instituting an in-house ‘train the trainer’ program ensures continuity and creates champions within your workforce that can take up the task of training on practical aspects of the training.

c. Getting buy-in from the rest of your organisation

You and your team have worked out the essentials of your Apprenticeship offer, but now you need to get buy-in from senior leaders as well as the rest of the organisation. This is important because, without getting your workforce on board, you won't be able to get the support you need for the high-quality on-the-job training your apprentices should receive. Furthermore, your senior managers may be interested in both the short-term and the long-term benefits of running Apprenticeship schemes in your organisation.

You and your team have to be able to convince the leadership about the benefits of engaging apprentices in your organisation. A few benefits are given below to assist you in your conversation.

Under NAPS, the establishment has:

- Flexibility of designing courses relevant to their area of work in the form of optional trades. Their curriculum can be designed with a Training Provider of your choice and then submitted to the NSDC.
- No obligation to pay EPF, ESI etc. for apprentices undergoing training in optional trades whose contract of apprenticeship training are available on the apprenticeship portal.
- Least compulsion to employ the apprentice after completion of apprenticeship
- Financial incentive in terms of a stipend share

d. Getting line managers to agree and demonstrating the impact of apprenticeships for the rest of the workforce

Most companies engaging apprenticeships tell us that the line managers are the most important people in the company and they need to be convinced about the apprentice program. One of the best ways to win their support would be give them the role of mentors or champions.

They will look for immediate and visible benefits, however, it is imperative to advise them that the impact will be a gradual one as apprentices are at different levels and the effect will be felt at different phases of their engagement. The biggest benefit would be business continuity and no stoppages in work due to lack of skilled manpower. However, with time the biggest benefits would be improved workplace environment and production efficiency, the advantages of which will accrue to all.

e. Running a successful Apprenticeship: supporting apprentices

To ensure the success of your Apprenticeships programme, the apprentice has to be put at the heart of your programme. In particular, very young apprentices with no prior experience of the working world need to receive a form of pastoral care from their line manager or mentor. Providing the right practical support and guidance to an apprentice will help ensure they settle in well, develop with your organisation and help contribute to the success of your business.

Helping your apprentice to learn the ropes is a source of support that is generally appreciated by the apprentice themselves.

A good induction should aim to:

- Help the young person settle into the business and make them feel comfortable in their new surroundings.
- Provide a good induction to the apprentice's role and how they fit in the wider team.
- Provide practical guidance in areas such as working time, breaks, pay, working conditions, dress codes and health and safety.
- Help the apprentice understand their duties and clearly explain the line of authority, including an introduction to the roles of the supervisors and managers.

- Provide reassurance about where they can go for help if difficulties arise.
- Give the apprentice opportunities to get to know their colleagues and to integrate effectively into the wider workplace culture.
- Provide plenty of opportunities for the apprentice to ask questions.

f. Building a relationship with your Training Institute and Apprenticeship Adviser

It is necessary to build an on-going working relationship with your training institute(s) and Apprenticeship Adviser. They are your eyes and ears on the ground. They are in the business so have ready information on any recent changes or new benefits that are introduced in the system. Most importantly, they are the ones who will provide you with the right kind of apprentices as well.

g. Be ahead of the game: an inclusive approach to Apprenticeships

Apprenticeships aim to provide access to the labour market to a wide range of people – this helps social mobility and, for your organisation, accessing a wider pool of talent will contribute to business success. It will also help to support your employer brand. So how do you ensure equality and diversity in your Apprenticeship programmes? What are the steps needed to improve the gender balance in my Apprenticeship places? Currently, there is still a great gender disparity within Apprenticeships, both in terms of pay as well as the way women are represented in certain sectors and occupations.

A recent research by Union Learn, UK has shown, men and women continue to train in markedly different sectors; while women are significantly underrepresented in high-pay sectors (less than 4%), men on the other hand are under-represented in low pay sectors (6.9%). Most employers are now trying to address this by targeting women directly and promoting their sector in schools and with parents to change the image of their profession. We advise that you consider early on within your recruitment strategy how to target women better.

Union learn, UK suggests that you take the following actions:

- Publicising positive images of women in industry providing equality and diversity training for recruiters/ managers mentoring and peer support networks in the workplace improving pay and conditions.

7. COMMON MYTHS

There are many assumptions and misconceptions around Apprenticeships. By doing some myth-busting, it's easy to see how an apprentice is the right fit for your business.

I can only employ an apprentice for full-time hours. That's fine – The weekly and daily hours of work of an apprentice while undergoing practical training in a workplace shall be as determined by the employer subject to the compliance with the training duration. No apprentice shall be required or allowed to work overtime except with the approval of the Apprenticeship Adviser who shall not grant such approval unless she/he is satisfied that such overtime is in the interest of the training of the apprentice or in the public interest.

I'll have to spend a lot of time supervising an apprentice – they're resource intensive. Certainly apprentices do need to be supervised – quite a bit at the beginning, as skills and experience increase, the apprentice will be able to work on their own initiative and you'll really start to see the benefits.

It would not be suitable to have a 14–19-year-old working in my team; the work could be complex for them too. Apprenticeships are available to people aged 14 and upwards, so there is plenty of scope in finding a suitable person to undertake your role. If your role does require someone to have more experience, it may be that an Advanced Apprenticeship might be more suitable for your business. Around the world apprentices work to build aircraft and submarines and in complex healthcare roles. Properly supervised apprentices of any age can be an invaluable asset on any project.

I am not used to recruiting young people – aren't they very difficult to manage? No, young people aren't necessarily more difficult to manage. Like any other of your employees, you have to invest some time and consideration in coaching them and managing their performance. Young people will need some pastoral care – especially at the beginning when they are new to the working world – but otherwise they're just like the rest of your workforce.

References

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