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Putting ability first



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Employment Related
Services Association

TRE Xi MA



Central Office of Labour,
Social Affairs and Family



MMC Mediterranean
Management Centre

Overview

Employer Placement as a route to employment

– not any particular service, includes HE, FE, Employment Programmes

We will discuss

- The current state of knowledge
- Problems with current knowledge
- Our UK and international project plan



Overview

Employer Placement as a route to employment

WORKING WITH EMPLOYERS

ACHIEVING VOCATIONAL GOALS

DEVELOPING LEARNERS BEYOND THE CURRICULUM



The Need for Work Placement: for the Learner

Work experience rated by 66% of recruiting employers
as a significant factor in candidates
(UKCES Employer Perspectives Survey 2014)

31% of young people do not
 have appropriate skills....
 lack of work experience (71%)
(CBI/Pearson Education and Skills Survey 2013)



Benefits for the Learner

- **Career choice**
- **Soft, team and interpersonal skills**
- **Occupational skills**
- **A work history on the CV**
- **Employment opportunities**
- **Chance of better job at better pay**

“Work experience can:

- *Help young people become aware of jobs they have not thought of*
- *Inform career choices*
- *Offer a chance to prove themselves to an employer,*
- *Enable young people to develop occupational skills*
- *Instil the attitudes and behaviours expected at work.”*

HMG <https://www.gov.uk/guidance/16-to-19-funding-study-programmes-work-experience#purpose-of-work-experience>



Benefits for the Service Provider

- Career choice
- Realistic Learning
- Enhances content and style of learning
- Increases institutional trust, presence, co-operation
- Contact with current business practice



Benefits for the Employer

- Ready-trained recruits
- Confidence in the learning-provider's students
- Staff development
- Review of supervision, processes
- Contribution to community
- Enhanced image
- Contact with new approaches from the learning provider



What Works in Work Placement: Current Good Practice

- 1. What do you must do (the 'Active Ingredients')**
- 2. Other tasks necessary to the Active Ingredients**
- 3. Manage risks**



What Works in Work Placement: The Active Ingredients

Employer Partnerships-

excellent trust and communication

- Expert and regular support
for learner and employer
- Job coaches, mentors or advisors
with responsibility and autonomy

Not only about administrative process

– it is mainly about experience and behavioural learning



Building Quality Work Placements: Employer Partnerships

Participate in employer networks, clubs, associations

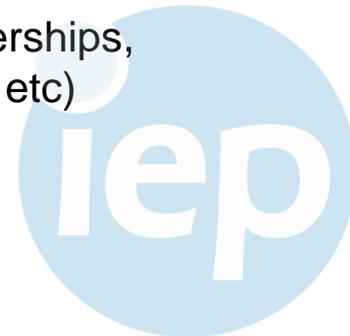
- Be familiar with the 'territory' and the people in it
- Personal contact with employers
- Accommodate employers needs and concerns
- Time for employers to develop confidence
- Record contacts and use discreetly

“There is no single ‘correct’ way of planning Placements – much of this will depend on an employers’ capacity and could vary considerably.” DfE 2015



Building Quality Work Placements: Employer Partnerships

- Evaluate promptly
- Give immediate, concrete feedback
- Agree action
- Be flexible and adjust to employer's needs
- Give support:
 - easily reached
 - prompt
 - practical results
- Recognise employers' contributions
- Manage public sector partnerships
(with Education Business Partnerships, Local Education Partnerships, Jobcentre Plus, Development Agencies, funders, OFSTED etc)



What Works in Work Placement: Necessary Support

Excellent trust and communication

- Flexibility in curriculum and activity
- Front line staff lead
- Committed staff with enough time
- Support for frontline staff
- A long-term commitment
- Preparation, monitoring, review
- Preparation of Job Coaches



What Works in Work Placement: Managing Risks

Excellent trust and communication

- Security, Safety, Safeguarding
 - Health and Safety
 - Safeguarding and Personal Protection
 - Insurance
 - Contracts between Learning Provider and Employer
- Sustainability (it gets easier as time goes by...)
 - Learner and Employer communities engaged
 - Courteous and respectful relationship with the Employer
 - Respectful and supportive relationship with the Learner & family
- Administrative systems



Building Quality Work Placements: Managing Risks

Ethics

- *Informed choices and consent* by Employer and Learner
- *Competent support* from Service or Learning Provider
- *Benefits have been identified* and monitored
- *Risks have been identified*, mitigated and monitored
- *Harmful choice of placement* has been avoided
- *Confidentiality measures* are in place
- *Security, safeguarding and safety* measures are complete



Building Quality Work Placements: The Placement Process

Selection

- Matching employer, occupation, job tasks and learning goals
- The Learner wants the placement
- The Employer can provide support
- The Service Provider can provide adequate support to both
- Outside-work circumstances (for example travel, costs, family support etc.) are acceptable



Building Quality Work Placements: The Placement Process

Preparation

- Agreed statement of benefits
- Real work activity, not simulation

- Task Analysis
- Social analysis of the workplace
- Learner's personal needs
- Behaviour and competence goals identified
- Work activities linked to learning outcomes
- Learning is progressive and achievable

- Pre-placement preparation is complete

- The Employer supported by the Service Provider
- In-company Mentors trained for their role



Building Quality Work Placements: The Placement Process

Induction of the Learner

- Workplace Rules
- Workplace Safety
- Safeguarding and personal support

Introduction to:

- people
 - places
 - activities, including demonstration and guidance
-
- Induction of direct Supervisor and colleagues
 - Frequent review or support
 - Ethical disclosure of relevant personal circumstances



Building Quality Work Placements: The Placement Process

In-placement

- The Service Provider is available for contact and support
- Activities, performance, and support of the Learner are monitored
- In-company Mentors give regular support
- Regular review and feedback
 - to Employer
 - to Supervisor, Mentor and colleagues
 - to the Learner
- Programme can be adjusted in case of problems
- Records show progress against behaviour and competence goals



Building Quality Work Placements: The Placement Process

Post-placement

- Post-placement review includes everyone

Review covers

- achievements
 - behavioural and competence goals
 - activities
 - problems encountered
 - changes to be made
 - support for Learners whose experience is less than hoped for
- Future opportunities discussed
 - Action taken
 - Thanks and recognition are given to Employer and individuals



Questions so far?



Problems with current knowledge Our research plan

What is Evidence? Do we have any?

Usual Methods

- 'Good Practice': publicity and pride in what we already do
- Expert opinion: confirmation of what we have always done
- ***Not strong evidence: we cannot be sure that this works, nor how to improve it***
 - Not compared with alternatives
 - Not reviewed
 - Not tested against fair comparisons
 - Not tested for statistical reliability
 - Biased in favour of the latest fashion



What is Evidence?

A Better Method

(e.g. *Effective practice in employer engagement for 16/17 year olds studying below level 2* - Learning and Work Institute 2018)

- Literature review
- Call for evidence
- Qualitative Interviews
- Reporting

Limited validity, builds on existing 'expertise' but does not test outcomes.

Risk of embedding sub-optimal practices



What is Evidence?

What is the Problem?

- Job-hirings might have happened anyway
- Maybe only the willing employers join
- Is there a real improvement in learning?
- Does it affect career-choice?
-or close off career choices too early?
-or confirm limited choices in a local labour market?

We don't know as much as we should.



What is Evidence?

Our Project

- International review of evidence
- Comparative testing
- Free-to-use results:
 1. Short course for Work Placement organisers
 2. Handbook of Quality Work Placement
 3. Guide to Installing and Evaluating Employer Co-operation and Work Placement processes
 4. e-learning platform for skills for Employer Engagement
 5. Employer Co-operation Quality Mark



What is Evidence?

Our Project Method

- From Good Practice reports, add, from other sources
 - ✓ Competencies of organisations and staff
 - ✓ Behavioural and ethical standards
 - ✓ Local labour market engagement
- Define a 'good result'
- Find study sites and staff
- Train people *in half the study sites*
- Measure performance of trained and non-trained
 - Link outcomes
- Report changes in outcomes and behaviours
 - ✓ what happened to whom
 - ✓ measurable differences
- Publish a detailed curriculum and guide



What is Evidence?

What could we find?

- No impact on results
 - Current good practice not improved by the project
 - ? already excellent or
 - ? failed to implement new method
 - ? new method not successful.
- Improved impact
 - Good practice can be improved
 - The training and organisation works
 - Or something else that we don't know about
- Worsened impact
 - The changes we made were the wrong ones
 - Or something else that we don't know about



Who Will be Involved?

The more people we have, the more certain we can be of our results

Already involved:

The IEP – Project Leader

VRC Ltd UK – 10 year history of development projects, several with quality awards

Action Plus, Greece – long project consultancy history and contacts in Greek government

Trexima, Slovakia –project partner with contacts in Slovak government

MMC Cyprus - project partner with good contacts in Cypriot government & PES

with

Estonian Public Employment Service (Tootukassa)

Office of Labour Social Affairs & Family, Slovakia (UPSVR)

Shaw Trust

Remploy

Maximus

Working Links

Ingeus



What Will be the Outputs?

Products will be public-domain, free to use in perpetuity.

1. Review of evidence, report.
2. Short course for Work Placement organisers
3. Handbook of Quality Work Placement
4. Guide to Installing and Evaluating Employer Co-operation and Work Placement
5. e-learning platform for skills for Employer Engagement
6. Employer Co-operation Quality Mark



Thank you for listening and taking part

Any questions?

Visit us at www.myiep.uk



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Employment and Learning
Providers

ersa

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Services Association

VRA
Vocational
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Association

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Eesti Töötukassa

Central Office of Labour,
Social Affairs and Family

VRC

MMC
Mediterranean
Management Centre