

TAKE YOUR PARTNERS  
FOR THE

# SVQ



AN EMPLOYERS' GUIDE

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# SVQ

## AN EMPLOYERS' GUIDE TO WORKING WITH TRAINING PROVIDERS

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More and more food and drink companies are waking up to the fact that their greatest asset is a well-trained and competent workforce.

**People who can take responsibility at all levels for turning out a quality product will result in clear benefits for your business:**

- Increased customer satisfaction
- Reduced production costs
- Less wastage and rework
- Lower accident rates

As a food and drink manufacturer, you may feel that training is not your main business, or that you do not have the resources to do it properly. It may be that the person within your company who is responsible for training has other (sometimes pressing!) responsibilities to deal with.

**This Guide has been written for companies who:**

- have made the commitment to implement the national standards in Food and Drink Manufacturing Operations
- have decided to offer SVQs or SVQ units to their employees
- need help from specialists in training and/or assessment to achieve these goals



**The Guide is designed to help you:**

- be clear about what you want to achieve through working with a training provider (e.g. a college, private training organisation, or consultant)
- specify where the company needs support and how much support is needed
- select the most appropriate provider to deliver what you want
- make sure that you are getting value for money
- make sure that the benefits to your business can be sustained once the work of the training provider is completed

## Note:

However good your partners are, they cannot achieve SVQs for you. Within the company itself there must be real commitment, which translates into real time and resources being made available to all of the people involved.

## National Training Organisations

National Training Organisations have been set up to promote and support training within their own industry. The relevant NTO can provide companies with advice and training materials to support the development of people at all levels within the industry.

Full contact details appear in Section 7 of this booklet

## Scottish Food Skills

Scottish Food Skills is an Advisory service which offers help to food and drink companies in Scotland wishing to implement SVQs; if you think you could benefit from independent advice in the initial stages of implementation, contact your National Training Organisation as follows:

**Dairy Training and Development Council Tel: 0141 848 0009**

**Food and Drink NTO Tel: 020 7836 2460**

**Seafish Training and Standards Tel: 01482 327837**

To get the best from your partnership with a training provider, it is important to be specific about what you want to happen.

**How will training your people to national standards help you to achieve your business objectives?**

**1. Training to meet business objectives**

Key business objective	Expected improvement	How it will be measured

**Some examples of improvements might be:**

- gaining or retaining important customers
- reduction in number and seriousness of customer complaints
- improvements in product quality
- reductions in waste product or packaging
- better health and safety record
- staff taking more responsibility for the work they do
- better communication internally and externally

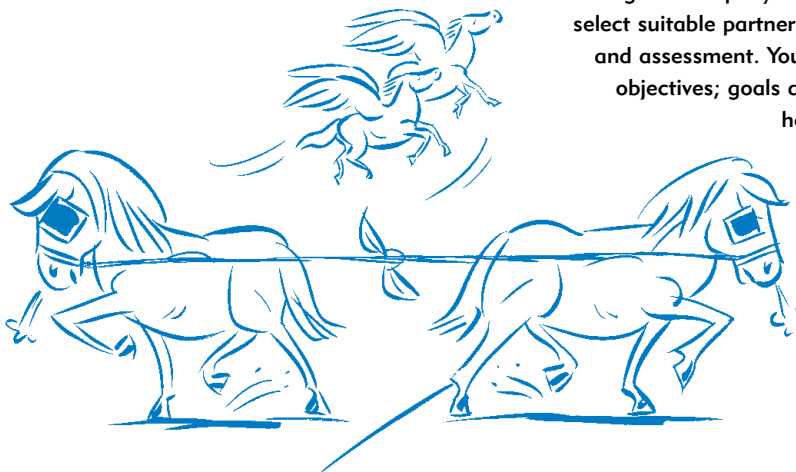
One very good way to find out what delivering SVQs might mean in your company is to talk to others who have already done it. What were the benefits that they derived? What worked well, and what would they change? You could talk to companies of a similar size, or who operate in the same sector. Ask your National Training Organisation (NTO) or Local Enterprise Company (LEC) for names of companies and individuals you can contact.

It is worth considering at this early stage how you can measure the improvements you are looking for. This will help you to evaluate the programme, and to see what it can do for you.

**You should be looking at making your measurements SMART:**

- Specific
- Measurable
- Achievable
- Realistic
- Time bound

Defining the company's objectives at the beginning will help you to select suitable partners to help you deliver the necessary training and assessment. Your partners should understand and share your objectives; goals are far easier to achieve when everyone is heading in the same direction.



In order to deliver SVQs within your company you have to consider what you can already provide, and what you need to develop or buy in.

The five main areas to look at are:

- Training
- Assessment
- Assessment materials
- Internal verification
- Administration

Buying in the training or assessment services that your company needs is rather like buying in a piece of machinery.

There are a number of important issues to be considered and some searching questions to be asked before any investment is made:

- How much can we do with what we already have?
- Where are the gaps and what do we want someone else to do for us?
- How much will it cost?
- How can we commission it effectively?
- How can we ensure that it runs smoothly?
- What happens next?

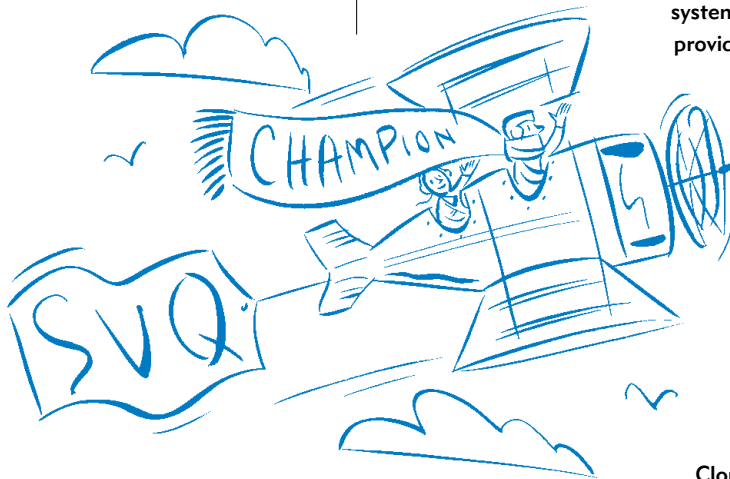
### Piloting SVQs

For many companies, the best way to begin is to select a pilot group of candidates, and to work with them to achieve some SVQ units or the full qualification. In this way, the company and individuals gain experience of the SVQ system, and a relationship can be established with training providers to deliver a programme which suits your company.

When this initial group of candidates have achieved their units or SVQs, all aspects of the pilot can be evaluated to identify business benefits to the company.

The size of the pilot group will depend on the size and structure of the company as well as its resources. For a medium sized company using in-house assessors, a group of around 12 candidates and four assessors is a good starting point.

The key to running a good pilot, however it is structured, is to select a company Champion. He or she must have two key qualities - Commitment and Clout - to make the SVQs happen.



### Training

The national standards of competence, on which SVQs are based, provide an excellent matrix for identifying training needs within the pilot group. The units and elements of the standards can be used as a benchmark, and will help to summarise the possible training needs for a group or groups of candidates.

Use the matrix below to identify the units appropriate to your candidates; then note those areas where training may be needed to help them reach the standards.

**2. Identifying staff training needs**

Unit Title	Staff meet the Standard	Training Required
<b>Example:</b> 1.1 Contribute to health & safety in a food & drink manufacturing environment (from Food & Drink Manufacturing Operations level 2)		

**Note:**

If you want to deploy your in-house trainers effectively, it is essential that there is enough time set aside for them to carry out this work. If it has to be “fitted in” around their normal routine, it simply will not happen.

Examine carefully your resources and potential resources for delivering training in-house. This can be a very cost effective way of meeting your training needs, but remember that staff time, alternative cover, etc. are also costs to the company.

**Examples of developing expertise in-house:**

- Team leaders who already train staff informally could benefit from a Train the Trainer or Coaching Skills programme
- A member of staff who has, or could achieve, the Advanced Food Hygiene Certificate, could deliver Elementary Food Hygiene training in-house
- Senior managers could develop their mentoring skills to support the development of junior managers and supervisors

**3. In-house training resources**

Training required (from table 1)	Expertise exists In-house	Expertise could be developed in-house	Expertise must be bought in

Although the example given above (Identifying staff training needs) relates to levels 1 & 2, the same principles apply at the higher levels. The standards can help staff at supervisory and management levels to identify training needs, either as part of a staff appraisal system, or as a self-assessment tool.

If your company would benefit from external help in carrying out an analysis of training needs, this can also be added to your “shopping list” for discussion with potential partner organisations.

### Assessment

Assessors must be trained in assessment skills; they will hold, or will be working towards, units D32 and/or D33 from the Training and Development standards.

The assessment of SVQs is carried out in the workplace, either by in-house assessors, or by assessors from the approved centre acting as a partner.

There are advantages to both options. For example, using in-house assessors costs less in direct financial terms, but more in terms of staff time.

**When deciding whether to use in-house assessors or to buy in assessment services, it is important to explore the issues for your company:**

#### 4. Using in-house assessors

Issue	Some Pointers	Your Company
Do you have people who would make good assessors?	Assessors should have the appropriate expertise, as well as enthusiasm and an aptitude for supporting candidates	
Do your staff hold the appropriate qualifications?	D32 is needed for assessors of level 2 D33 is needed for assessors of level 3 and above	
Do they have the time to undertake training and qualifications to become assessors?	Assessor training usually takes 1 or 2 days; assessors then have to produce evidence of their competence	<b>Staff training need?</b>
Do they have the time to carry out assessments on a regular basis?	Assessor will need to spend at least 2-3 hours a week away from their usual duties	
Are they likely to work well as part of a team?	Assessors must work with each other and the internal verifier to ensure standards are consistently applied	
Is the SVQ programme likely to progress more quickly with regular assessment visits from a partner organisation?	Planning and good communication must be in place for this option to work well	

### Note:

Whether you use your own in-house assessors, or buy in the assessment services of an approved centre, it is important for the SVQ Champion, the management team and the assessors to communicate on a regular basis and to keep the SVQ programme under review.

A number of companies have chosen to run their pilot programme using the approved centre's assessors, before taking over this function themselves. One excellent way of training in-house assessors is to let them "shadow" the visiting assessor during the pilot stage. This gives the pilot manager a very clear idea of how assessment works and the resources required to manage it. At the same time, the in-house assessors are in a good position to take over the assessment process with support from the approved centre's internal verifier.

**Note:**

It is important to ensure that the copyright for any customised assessment materials developed for your company belongs to you at the end of the pilot project.

**Note:**

A good management development programme should involve the candidate in projects and assignments which will benefit the company, and at the same time, generate evidence for the candidate's SVQ.

**Assessment materials**

As well as the standards, any company delivering Food & Drink Manufacturing SVQs should obtain the assessment guidelines for their own sector. These are available from the appropriate NTO as listed in Section 7.

There are two main ways to record an individual's competence against the standards, and again, the choice is yours. You can:

- buy in ready made assessment materials for your sector (available for levels 1 & 2)
- develop company specific assessment materials which match the standards

**Levels 1 & 2**

Sector specific assessment guidelines are available to help you relate the standards to your own processes. In addition to these, the National Training Organisations have developed assessment materials which are user friendly and which meet the requirements of the Awarding Body. Standard questions and answers are also available to test underpinning knowledge. Contact your NTO for more details.

If your company already has written procedures or work instructions, you could consider assessing candidates directly against these. This can be a very effective way of integrating SVQs with your company's quality systems, provided that the procedures are clearly cross-referenced to the national standards. The work involved in this matching process can be carried out in-house, and would usually be done by the assessors with the help of the internal verifier. Again, however, this service can be bought in, and some training organisations will develop complete sets of assessment materials matched to your company procedures.

However you decide to assess the performance of candidates, it will be necessary to test their knowledge and understanding - ("Why do we do it this way and what happens if we don't?"). Sample questions and answers are available from your NTO to test this knowledge at levels 1 & 2.

**Levels 3 & 4**

The assessment of managerial, technical and supervisory skills is not simply based on observation and questioning. For this reason, standard assessment materials are not available from the NTOs. With guidance from their assessor or mentor, candidates for levels 3 and 4 will usually be asked to take an active role in collecting the evidence which proves their competence.

It may be appropriate for the company to develop its own standard portfolio, perhaps with a matrix which shows where the evidence may come from. Evidence can come from a number of sources, such as projects and assignments, staff appraisals and reports, witness testimony or personal statements.

Again, such a framework for the collection of evidence can be developed, either by in-house assessors or mentors, or with the help of the approved centre.



### 5. Assessment materials

Issue	Some Pointers	Your Company
Are there assessment materials already available which you can use?	Check with your NTO for materials to assess levels 1 & 2	
Is it important to integrate SVQ assessment with existing company systems?	Written procedures, works manuals, etc. can be cross referenced to the standards	
What support is required for the development of assessment materials?	The approved centre has a role to play in supporting the development of suitable materials	
Do your assessors/verifiers have the time available to develop integrated materials?	Regular time must be made available at the front end to develop materials - we suggest at least a half day per week for 8-10 weeks for development work. The materials also have to be typed.	
Is it preferable to assign this task to a partner organisation?	Good communication between partners is essential for the development of good materials.	

### Internal verification

Internal verification of SVQs is about supporting assessors, standardising assessments and making sure the requirements of the Awarding Body are met. For many companies who are just setting out to deliver SVQs, the idea of carrying out their own internal verification represents a very steep learning curve. Internal verifiers must be trained to carry out this work; the recognised qualifications for internal verification are units D33 and D34 from the Training and Development standards.

However, some companies prefer to do this; for example, if their processes are very specialised, or if they are running a large programme with a number of assessors.

Companies considering the option for internal verification should look at the following questions:

6. Internal verification		
Issue	Some Pointers	Your Company
Can you identify suitable internal verifier(s)?	Internal verifiers should have the appropriate expertise, and be able to advise and support assessors	
Do your staff hold the appropriate qualifications?	Internal verifiers must be working towards, or qualified to D33 and D34	<b>Training need?</b>
Do they have the time to undertake training and qualifications to become IVs?	Internal verifier training usually takes 1 or 2 days; like the assessor, the IVs must then provide evidence of competence	
Can the time be set aside for internal verification duties?	Internal verifiers must work with assessors to standardise assessment procedures and liaise with the approved centre	
What benefits would there be in using the IV services of a partner organisation?	An approved centre already has IV systems in place	

## Note:

For further guidance on the selection of assessors and internal verifiers, contact FDQC for a copy of the document *Criteria for assessors and verifiers*.

The decision to use the internal verification services of a partner organisation can be reviewed at a later date. Some companies prefer to have their assessments verified by another organisation, whilst others would rather take on this responsibility for themselves once they are comfortable with the process.

## Administration

Administration of SVQ systems needs, like the rest of the programme, to be carefully designed so that it is effective without being too time consuming.

Assessors and internal verifiers must keep their own records up to date and available for the moderator, as this is a requirement of the Awarding Body.

**The administration associated with SVQs can be summarised as follows:**

- Ensuring that training, assessment/verification material is available to the team
- Informing the approved centre about candidates to be registered for units or full SVQs
- Informing the approved centre when candidates have achieved units or SVQs
- Making sure certificates are correctly issued to candidates

If your company is not an approved centre in its own right, the responsibility for dealing with the Awarding Body will lie with your partner organisation. Again, though, it is important that good communications systems are established within the partnership from the outset, so that the right information is sent and received at the right time.

### Summary: the Shopping List

Having now considered the main aspects of delivering training and assessment to your staff, it is worth taking the time to summarise your requirements. This will form the basis of any brief which you put out to training providers. It may be possible to buy all you need from one provider, but in any case you should be clear about how you want the different aspects of the work to be planned and integrated. One way to do this is to form a working team which includes representatives from the different providers so that a clear action plan can be drawn up and monitored.

### Case study 1

Company A wanted to deliver SVQs at levels 2 & 3 to its production teams. They chose to work with two partners: the first was an approved centre with specialist knowledge of their sector. The centre delivered basic food hygiene to operatives, and trained two team leaders as assessors. The assessors first watched assessments being carried out on candidates for SVQ level 2; when they were confident they knew how to do it, they took over the assessments at level 2. At the same time, the company brought together the approved centre with a local college, who were able to deliver tailored programmes aimed at the team leaders and covering generic supervisory skills. Working together, the training team devised a programme of formal sessions, with on the job assignments, which would provide evidence towards the team leaders' own level 3 portfolios. The approved centre then carried out the level 3 assessments.

The following list can help you to summarise exactly what you need, and how that will link in with your own resources:

#### Shopping List 1

Required	In-house	Provider(s)	Advisor Help
Named Key Contacts			
Detailed identification of training requirements			
Training			
Trainer Training			
Assessor Training			
Assessment Services			
Assessment Materials			
Internal verifier training			
Internal verification services			
Administration			
Centre approval			
Other			

At this point, now that you are clear about what you need, it is worth looking at whether there may be funding available to help. Talk to your Local Enterprise Company or contact Scottish Food Skills; the team of Advisors can give you up-to-date information on funding. Some training providers can also help you to access funding - but be careful not to let this drive the project - it's easy to end up with something you didn't need because it looked like a bargain!

## Finding suitable partners, whether providers of training or an approved centre for awarding SVQs is not always easy!

It is important, therefore, to take time to select and brief the people you want to work with, and to be clear about what you are asking them to do.

There are a number of sources of information for finding suitable providers.

**Check it out with the following:**

- Your Scottish Food Skills Advisor, for information on training provision and approved centres
- The SQA Helpdesk, for a list of approved centres and centre details (Tel: 0141 242 2214)
- Other awarding bodies, such as REHIS, for the names of their providers
- Your NTO contact and LEC contacts
- Other companies in your sector or area who have already worked with SVQs
- [www.scottishfoodanddrink.com](http://www.scottishfoodanddrink.com) which is building a database of suppliers to the food and drink industry in Scotland

From there, you need to look at how to set about choosing partners, based on the training and assessment needs you have already identified, as well as the suitability of potential partner organisations to deliver what you want. This section will help you to develop a list of criteria for the selection of suitable partners.

### Quality assurance

As with any supplier, you are looking for quality delivery and a high level of customer care from your partners. Before deciding to work with a provider or centre, it is important to check out their formal qualifications and experience.

**The following is a suggested checklist to which you can add your own criteria:**

Name of training organisation:		
Formal approval/ quality assurance	Yes/No	Comments
SVQ approved centre		
Approval by other awarding bodies e.g. REHIS		
Professional Indemnity Insurance		
Scottish Quality Management System		
Investors in People		
Other quality recognitions important to your company		
Other important criteria for your company:		

At the same time, you will want to be sure that the partners you work with have a good understanding of the needs of your company, and it is worth checking out the previous experience and qualifications of the people who will be directly involved with your company's training and assessment programme:

**Name of training organisation:**

Appropriate experience and qualifications	Yes/No	Comments
Are the staff qualified to deliver the training you need?		
Are they experienced in delivering in your sector?		
Have they already delivered the units/awards you need?		
Can they refer you to companies they have already worked with?		
Other important criteria for your company:		

## Note:

Company decision makers, including the SVQ Champion, need to be directly involved in the selection of partners for delivery of SVQs

## Delivery methods

At this stage in the process, it is appropriate to set up a meeting with the organisations you have short listed. At this meeting, you will be able to go into more detail about what the company requires, and to judge for yourself the type of service that the provider is likely to offer.

**In addition to the considerations already explored in this Guide, you may want to explore the following questions when meeting with the provider for the first time:**

- Do they demonstrate a professional approach to carrying out the work?
- Do they have a clear pricing policy, based on the company's individual requirements?
- Can they assist in designing an induction programme for your pilot candidates?
- How would they deliver the training/assessment requirements you have identified for your company?
- Can they add value to the work you have already done in identifying training needs?
- How flexible can they be in delivering training/assessment to your company? (taking account of busy times, shift patterns, etc.)
- What types of training delivery are available? e.g. on the job, one to one, small groups, etc.
- Can they supply or suggest suitable training materials which meet your company's needs?
- Can they supply or suggest suitable assessment materials for use in your company?
- Are they willing to work with other providers as part of the delivery "team"?
- Will they be able to assist with the in-house evaluation of the pilot programme?
- At what point will the pilot project be completed, and what support could they offer for future work on SVQs?

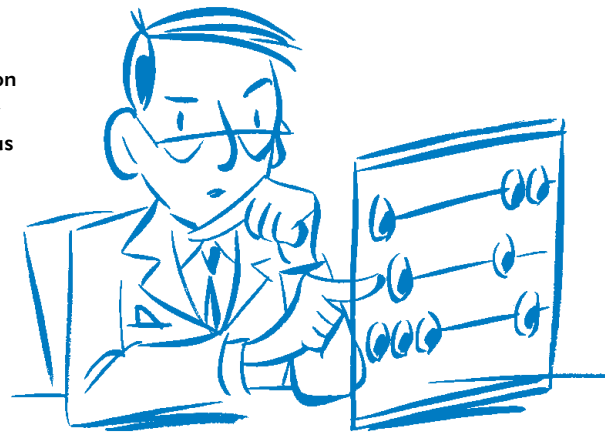
Be prepared, too, to answer the provider's questions. They will want to know about the resources you already have, the commitment of the company in making this happen, and the areas where they can best add value to the work that is being done in-house, or by other training providers. You have decided on the outcomes you expect to gain from the pilot project, and it is important that your partners understand what these expected outcomes are.

### How much will it cost?

This is the first question that companies ask!

We have deliberately left this question until now because it cannot properly be answered until a detailed brief has been worked out between the company and the training provider, based on all of the information collected so far.

Once it is clearly established what services the company is asking the training provider to supply, the provider can put together a proposal for delivery of those services.



**Often providers will charge an inclusive rate, but it is always worth checking carefully what is included in the costs quoted:**

- Travelling time, to and from your premises: is this to be charged separately, and if so, at what rate?
- Mileage charges: check rates and distances
- Preparation time in addition to training delivery time: remember that a half day's training programme can require two days' preparation, especially if it is tailored to your company's own requirements
- Meetings with the team managing the SVQ pilot: are these considered extra to the delivery contract?

**It is also important to take into account the hidden costs, for example:**

- a provider may appear to charge less for the development of customised assessment material than another, but may require a higher input of time from your assessors
- a provider whose costs appear higher may have included a training needs analysis as standard

Be sure to compare like with like when making your decision.

### Funding

Once again, we would emphasise that your SVQ programme should not be driven by the funding that is available. When you have decided on what you actually need, it is well worth talking to your contacts about funding which may help to support the project. Talk to your LEC and NTO contacts, as well as to your Scottish Food Skills Advisor and training provider.

### Note:

Training providers may have accessed funding in their own right, or offer to "take over" funding to which you are entitled through a national programme such as Skillseekers. You should still check that you are getting value for money from the partnership.

This section looks at planning and monitoring the agreement between yourself and the provider, to ensure that you are getting value for money from the partnership.

This is an area where the Scottish Food Skills Advisor can also help.

Please note that this Guide cannot comment on legal issues and that for legal advice on contracts you should consult your lawyer.

Having decided to buy in extra resources for your company, it is essential that these be managed properly.

**Experienced SVQ partners have highlighted the following pitfalls for employers:**

- Not setting time aside for meeting with the partners and implementation team
- Not maximising the use of provider's time by preparing for meetings, training sessions, etc.
- Not reviewing progress regularly - letting the pilot go its own way
- Expecting the provider to progress the project from the outside when resources are not made available to staff inside the company

Consider the following aspects of the project when planning and monitoring its progress.

### Outcomes of the project

This should link back clearly to your business objectives and the improvements which you identified in Section 2. Be clear about when the project should end: at what stage is the work undertaken by the provider considered to be complete? If the agreed outcomes are not achieved in the agreed time scale, how will any extra time be charged by the training provider?

You should have a clear exit strategy which is agreed with the provider. This can be reviewed as the project progresses, but it should be built into the action plan from the word go.

### Roles and responsibilities

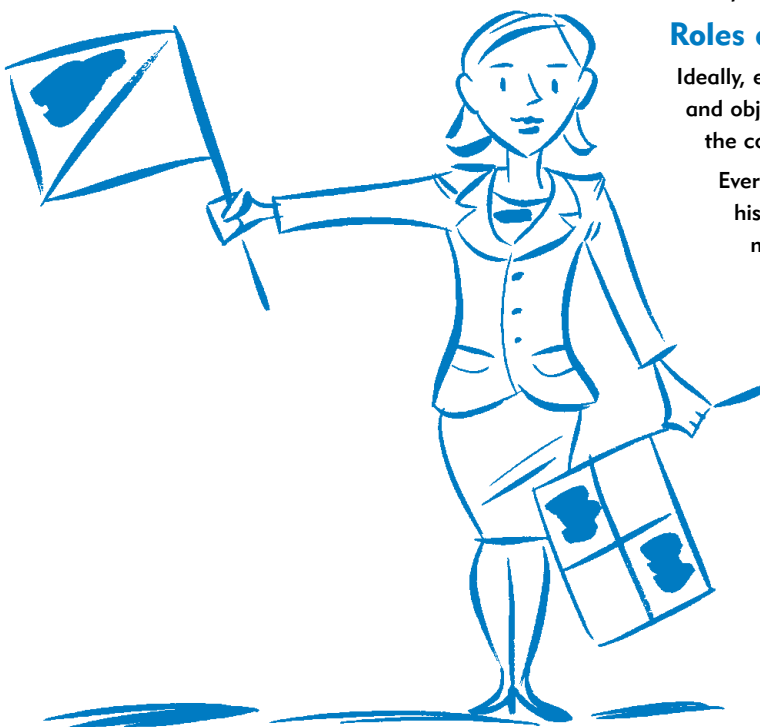
Ideally, everyone in the company will understand the purpose and objectives of the SVQ pilot that is being undertaken, and the company's commitment to it.

Everyone involved in the pilot needs to be clear about what his/her roles and responsibilities are. This will include line managers of assessors, trainers and candidates, who may have to plan production schedules to take account of time spent away from the line.

At the same time, the training provider staff should have a clearly agreed remit, so that they can plan their resources to meet the company's needs.

The Scottish Food Skills Advisory Service can provide an extra hands on resource for managing your project; the Advisor will help you to define and assign the roles of the partners.

**Communication.....is everything!!**



It is essential, particularly if a number of people are involved in the pilot, for the lines of communication to be clearly established.

**You should establish the following:**

- Who, within the company, is the main point of contact
- How s/he can make sure that everyone within the company knows what is happening
- Who, from the provider’s side, is the main point of contact
- What happens when any of these people are absent from work
- How the organisations will communicate with one another, especially where there is more than one provider
- How often they will formally get together to review progress

Good communication helps to build trust within the organisation and between partners; it is worth the time you invest in it, because it can avoid wasting the time and effort of everyone involved.

Confidentiality is also important. Assessors and verifiers, as well as trainers, have a duty to respect the confidentiality of their candidates; situations can arise where this could cause conflict with company project managers, so it is worth being clear about what information can, or should be disclosed.

### Action planning

Having decided on why you want to do SVQs, exactly what you need to deliver, and who you want to help you, it is time to look at the How, When and Where of your SVQ project.

You can break the action planning into smaller projects: you might have an action plan for training the assessors, for example, but this will still need to link in to the wider plan and must tie in with recruiting and inducting candidates and carrying out assessments. If you break your action plan down, be sure to review each part regularly against the bigger picture.

**In your Action Plan you should include:**

- Key actions with realistic time scales
- Dates for regular meetings to review the project
- A clear end point, and final review date

### Note:

If external funding is involved, check whether there are any time constraints on the achievement of your proposed outcomes. SVQs are not time bound, but funding sources may be.

#### Sample action plan for SVQ pilot

Company					
<b>Agreed outcomes:</b>					
1					
2					
3					
Agreed action	Timescale	Responsible			Venue
		Advisor	Provider	Company	



### Reviewing the project

Ideally, the pilot should be formally reviewed on a monthly basis; this allows for any time slippage to be monitored, and for any difficulties to be identified and tackled at an early stage.

One way to do this, and avoid unnecessary meetings, is for each of the partners to write a short monthly report for the pilot manager outlining progress against each of the agreed objectives, and highlighting any obstacles to implementation. Discussions can then take place either in-house or between the partners on the best way to tackle these issues.

If, for example, assessors are having difficulty in finding time to work with candidates, the problem needs to be addressed at the end of the first month, rather than the sixth. Similarly, if there are seasonal pressures on staff, this can be taken into account by the training provider when planning the work that is to be done before their next visit.

The monthly report is also a good opportunity for the partners and the company to highlight any examples of good practice, which can be incorporated into the overall evaluation at the end of the pilot. It can even form the basis for an SVQ Newsletter which keeps candidates up to date, and lets people know who is achieving what!

### Evaluation

**There are three strands to the evaluation of your pilot project:**

- What has been done?
- What has happened?
- What differences has it made?

You will be reviewing regularly the number of assessors, trainers and candidates who have undergone training, and achieved awards. You will have developed training and assessment materials which fit your company's processes and procedures. All these are positive outcomes in themselves, and can be built on when the programme is rolled out to a wider group of employees.

If your company is to measure the hard business benefits derived from the implementation of SVQs, it will be necessary to put measures in place to identify them. Again, you should be working from your objectives stated in Section 2.

**In food and drink manufacturing, some common areas where companies look for improvements are:**

- Wastage - of raw materials, packaging materials, etc.
- Efficiency - of a line, or a shift, or a machine
- Absenteeism - disruptive to production
- Staff turnover - which costs more than many companies realise
- Customer complaints

There are many more, and each company will be looking for improvements in different areas. Often, the systems for collecting this kind of data are in place; they are not always used, however, to measure the benefits of developing and training people. The Scottish Food Skills Advisor can help to design the evaluation process and suggest ways in which benefits can be measured.

An example of a simple chart for evaluating the business benefits of SVQs is shown below, and this can be adapted to any company to measure any number of factors.

### Implementation of SVQs - Evaluation of benefits

#### 1. Waste product (i.e. off spec material)

Method of Measuring	Quarter	Amount of Waste	Increase/Decrease	Comments
Take existing waste (monthly figure) averaged over a quarter	Year 1 Jul-Sep			
	Year 1 Oct-Dec			
	Year 2 Jan-Mar			
	Year 2 Apr-June			
<b>Any special factors affecting evaluation:</b> (E.g. Substandard raw materials supplied in early November Year 1)				
<b>Person responsible for collecting information:</b> Production manager				

## Before the completion of the pilot project, you should already be planning the next phase.

It is likely that staff who were not involved in the pilot phase are already taking an interest in the SVQ programme and asking “When can I do an SVQ?”

It is important that the next phase is planned and managed as carefully as the original pilot.

**One example of how a company progressed from the pilot to phased implementation is shown here:**

### Case study 2

Company B used a local provider to deliver assessor training, develop assessment materials and act as the approved centre. Through the pilot, the company has built a strong assessor team who have helped revise the assessment materials, develop new ones for level 3, write a Newsletter and design a candidate induction programme complete with the company’s own SVQ logo. Three of the assessors are now internal verifiers and the company has gained approval for SVQs at levels 1,2 and 3; the next stage is the designing of assessment materials for the warehousing staff.

You are already a lot further forward than you were before, however.

#### You have developed:

- People
- Materials
- Partnerships
- Experience

which were not there before. The next step, then is to go right back to Section 3 of this Guide, where you can use the charts to review what you now need in the light of what you already have.

This may mean reviewing the partnerships you have developed; for example, if you now have competent trainers and assessors in-house, it may be the time to develop one or more internal verifiers, and work with your training provider to put your own internal verification systems in place and become an approved centre.

Or, you may decide to continue working with your approved centre partner, but use your existing assessors to mentor new assessors, and help with the development of assessment materials in other departments. Your partner can then check, and internally verify the new materials.

Shopping List 2 should look rather different from Shopping List 1!

Shopping List 2			
Required	In-house	Provider(s)	Advisor Help
<b>Key Contacts</b>			
Ongoing identification of training needs			
Training			
Trainer Training			
Assessor Training			
Assessment Services			
Assessment Materials			
Internal verifier training			
Internal verification services			
Administration			
Centre approval			
Other			

Where before you had one or two Champions in the company, you should by now have a number of Champions and Converts!

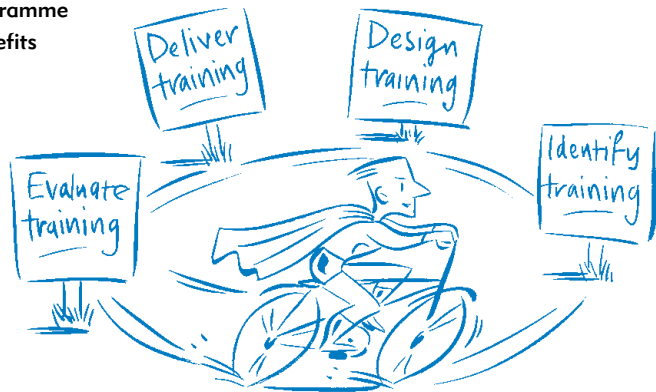
However, it is still very important to maintain the momentum of the SVQ programme, and whether you are now working with partners, or going it alone, you should review progress on a monthly basis.

Use the assessor or SVQ team meetings to pick up on any SVQ issues, and make sure that the SVQ programme is a permanent item on the agenda at all management meetings.

The standards can also be incorporated into the staff appraisal system, helping line managers to identify very specifically their staff training needs on a regular basis.

**Maintain the good practice that you developed for the pilot of:**

- Agreeing objectives
- Assigning clear roles and responsibilities
- Maintaining good communication
- Reviewing the programme
- Evaluating the benefits



*The training cycle*

## Useful Publications

### Available from the Scottish Qualifications Authority:

SVQs: How to get started  
(advisory leaflet for employers)

Prove yourself with SVQs  
(information leaflet for employees)

SVQs in Food and Drink Manufacturing

### Available from the Food & Drink Qualifications Council:

Should We Go Ahead?

Ingredients for Success

Food and Drink Manufacturing Operations  
Qualifications Summaries levels 1-4

National Standards of Competence: Food and  
Drink Manufacturing Operations at levels 1-4

National Standards of Competence:  
Laboratory and Associated Technical  
Activities at levels 2-4

### Available from your National Training Organisation (see below):

Good News for Scottish Food and Drink  
Companies: Improving Business Performance  
Through Skills Development

## Useful Contacts

### Joint awarding bodies:

#### Scottish Qualifications Authority

Hanover House  
24 Douglas St  
GLASGOW G2 7NQ  
Helpdesk: 0141 242 2214  
E mail: helpdesk@sqa.org.uk  
Website: www.sqa.org.uk

#### Food and Drink Qualifications Council

6 Catherine Street  
LONDON WC2B 5JJ  
Tel: 020 7836 2460  
Fax: 020 7420 7177  
E mail: rebecca.stiles@fdf.org.uk

### National Training Organisations:

#### Dairy Training and Development Council

C/o Scottish Dairy Association  
46 Underwood Road  
PAISLEY PA3 1TL  
Tel: 0141 848 0009  
Fax: 0141 848 5559  
E mail: k.hunter@scotdairy.org.uk  
Website: www.dairytraining.org.uk

#### Food and Drink NTO

6 Catherine Street  
LONDON WC2B 5JJ  
Tel: 020 7836 2460  
Fax: 020 7420 7177  
E mail: fdnto@fdf.org.uk  
Website: www.foodanddrinknto.org.uk

#### Seafish Training & Standards

Seafish House  
St Andrew's Dock  
HULL HU3 4QE  
Tel: 01482 327837  
Fax: 01482 223310  
E mail: training@seafish.co.uk  
Website: www.seafish.co.uk

### Enterprise Networks:

#### Scottish Enterprise

120 Bothwell St  
GLASGOW G2 7JP  
Tel: 0845 607 8787  
Fax: 0141 228 2511  
E mail: network.helpline@scotent.co.uk  
Website: www.scottishfoodanddrink.com

#### Highlands & Islands Enterprise

Bridge House  
20 Bridge St  
INVERNESS IV1 1QR  
Tel: 01463 244442  
Fax: 01463 244469  
E mail: hie.general@hient.co.uk  
Website: www.hie.co.uk

### Local Enterprise Companies

**Email addresses for all LECs:**  
forename.surname@scotent.co.uk

#### Scottish Enterprise Ayrshire

17-19 Hill Street  
KILMARNOCK KA3 1HA  
Tel: 01563 526623  
Fax: 01563 543636

#### Scottish Enterprise Borders

Bridge Street  
GALASHIELS TD1 1SW  
Tel: 01896 758991  
Fax: 01896 758625

#### Scottish Enterprise Dumfries and Galloway

Solway House  
Dumfries Enterprise Park  
Tinwald Downs Road  
DUMFRIES DG1 3SJ  
Tel: 01387 245000  
Fax: 01387 246224

#### Scottish Enterprise Dunbartonshire

2nd Floor, Spectrum House  
Clydebank Business Park  
Clydebank  
GLASGOW G81 2DR  
Tel: 0141 951 2121  
Fax: 0141 951 1907

**Scottish Enterprise Edinburgh & Lothian**

Apex House  
99 Haymarket Terrace  
EDINBURGH EH12 5HD  
Tel: 0131 313 4000  
Fax: 0131 313 4231

**Scottish Enterprise Fife**

Kingdom House  
Saltire Centre  
Glenrothes  
FIFE KY6 2AQ  
Tel: 01592 623000  
Fax: 01592 623149

**Scottish Enterprise Forth Valley**

Laurel House  
Laurelhill Business Park  
STIRLING FK7 9JQ  
Tel: 01786 451919  
Fax: 01786 478123

**Scottish Enterprise Glasgow**

Atrium Court  
50 Waterloo Street  
GLASGOW G2 6HQ  
Tel: 0141 204 1111  
Fax: 0141 248 1600

**Scottish Enterprise Grampian**

27 Albyn Place  
ABERDEEN AB10 1DB  
Tel: 01224 252000  
Fax: 01224 213417

**Scottish Enterprise Lanarkshire**

New Lanarkshire House  
Dove Wynd  
Strathclyde Business Park  
BELLSHILL ML4 3AD  
Tel: 01698 745454  
Fax: 01698 842211

**Moray Badenoch & Strathspey Enterprise**

Elgin Business Centre  
Maisondieu Road  
ELGIN IV30 1RH  
Tel: 01343 550567  
Fax: 01343 550678

**Scottish Enterprise Renfrewshire**

27 Causeyside Street  
PAISLEY PA1 1UL  
Tel: 0141 848 0101  
Fax: 0141 848 6930

**Scottish Enterprise Tayside**

45 North Lindsay Street  
DUNDEE DD1 1HT  
Tel: 01382 223100  
Fax: 01382 201319

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