

**Ambition to Employ**

Course User Guide for VET Organisations

**HEADING**

Sub Heading

TABLE OF CONTENTS

# 1: About the Ambition to Employ Curriculum

# 2: General Instructions for VET Organisation and Trainers

# 3 Course Content Overview

# 4. Course Delivery Options

# 5 Useful Links

# 6 Sample 5 Day Ambition to Employ Training Timetable

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1 ABOUT THE AMBITION TO EMPLOY CURRICULUM

* 1. What is Ambition to Employ?

Ambition to Employ is an Erasmus project which has created a new training model with comprehensive support for business trainers and advisors on how to impart the knowledge, skills and self-belief required to hire a first employee. It consists of a set of open educational resources created for VET business advisors, mentors and trainers, published online and free to download and use.



* 1. Objective of the Course

The Ambition to Employ Curriculum and corresponding Course Materials are intended for VET business advisors, mentors and trainers to deliver classroom/small group as well as individual training supports to solo entrepreneurs. It a new training model to enable self-employed owner-operators to hire their first employee with knowledge, ability and confidence. This requires teaching the practical, legal and financial aspects of employment and sustainable business growth, but also applying new insights into overcoming the psychological barriers and risks involved.

Against a backdrop of ongoing political and economic insecurity and weak growth, which has caused a notable rise in the number of self-employed entrepreneurs across Europe, Ambition to Employ stands to make a significant contribution to updating our VET systems and increasing our capacity to teach much-needed entrepreneurial competences. The project will also generate strong return-on-investment in terms of its direct relationship with job creation.

The overall impact will be a strengthening of our VET systems to respond to the changing patterns of employment and entrepreneurship. To date, many policy makers have either turned a blind eye to the fact that the recent rise in self-employment does not correlate to a rise in growth-oriented businesses; or if they are aware of the structural problems pushing people into self-employment, they have favoured fiscal incentives to encourage growth through employment. This ignores many of the real reasons why self-employed solo entrepreneurs are not growing their businesses.

* 1. Who was it created by?

The course has been developed by experts who are passionate about SME business growth and vocational education and the transformational effects of these on business ecosystems today. It is designed to create a new and effective training model which contributes to job creation and wider economic growth. By creating a new training model and the capacity to roll it out, dozens of training providers across our countries have already started to provide very practical assistance to solo entrepreneurs and show that responsive education strategies can make a difference.

Hereunder we introduce the partners who have provided input in the development of this course.

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| BANBRIDGE DISTRICT ENTERPRISES LTD, UK | Banbridge District Enterprises (BDEL) (UK) lead the Ambition to Employ project. Experienced providers of business education, they support 400 entrepreneurs per year via a wide range of publicly funded multi-actor initiatives and international projects for SME support and entrepreneurship. |
| MOMENTUM, IRELAND | Momentum is one of Ireland’s leading entrepreneurship specialists. Although competent in all aspects of training, they especially employ a rigorous approach to curriculum development, authoring tools and creative content generation. |
| NATIONAL ENTERPRISE NETWORK, UK | National Enterprise Network brings representation from entrepreneurship and VET organizations (e.g. enterprise agencies all over UK) and keeps the project focused on long term strategic impact and, on a practical level, facilitate immediate integration into existing training provision. |
| CEEI BURGOS, SPAIN | CEEI Burgos (ES) is a nonprofit whose mission is to boost the social and economic development of their region. The organization offers training, consultancy, technical and infrastructure support to SMEs of all types with in-depth experience of the drivers of growth. |
| European E-learning Institute  DENMARK | European E-learning Institute (EUEI) specialises in the creation of powerful online platforms, immersive educational environments and provision of resources and tools to create truly valuable learning experiences. As an organisation, EUEI places tremendous worth on the informal and flexible nature of continuing education and crafting flexible, online learning courses for those wishing to improve themselves and stay ahead in their careers and in business. |
| Broader Perspectives Foundation. POLAND | Broader Perspective (PL) is a new type of VET provider, formed as a membership organization with a database of 3000+ entrepreneurs and ongoing work with 500+ members. Their focus on user-friendly, personalised learning will enrich our approach and their reach will help spread it. |

* 1. Overall Learning Objectives

Small businesses are one of the main components of economic growth, social development and quality of life for EU citizens. However, the first steps of growth, especially the transition from being a sole trader to hiring a first employee(s), are not always easy. Lack of knowledge about the regulatory environment is a factor, but studies show that barriers are often perceived, and so hiring a first employee essentially requires sole traders to “cross a psychological threshold for which they are ill prepared.”

This lack of preparation has become more evident as reasons for moving into self-employment in the current economic climate have as much to do with the “push” away from other forms of employment, as with the desire to start and grow a new business. The skills gap is further aggravated by the fact that the majority of public sector investment in business training has been directed to high potential growth start-ups, while there has been little improvement in the quality of mainstream training for “standard” businesses, including sole traders.

Therefore, Ambition to Employ seeks to empower solopreneurs (our end users) with the following knowledge and skills:

* Assess and learn when the time is right to take on their first employee
* Define the role of their first employee and craft a winning job description
* Understand what resources are needed to take on their first employee
* Learn how to attract talent, shortlist, interview candidates and make a job offer
* Gain skills needed to successfully onboard, train and support a new employee
* Implement work based learning systems to employee and business growth
  1. Who can deliver the Course?

The course is designed to be delivered by VET trainers and business advisors. Trainers can easily adapt our set of training materials and resources to design and deliver training sessions using high-quality content which has been developed, tested and reviewed in UK, Ireland, Spain and Poland. Of note

* The Ambition to Employ Curriculum and corresponding Course Materials are intended to enable VET and business trainers to to deliver classroom/small group as well as individual training supports to solo entrepreneurs and help them to take on their first employee
* We provide all the necessary resources and materials to successfully deliver the course in several settings and formats, see Section 3 for course delivery options.

2. General Instructions for VET Organisations and Trainers

2.1 Methodological Approach

The Curriculum and corresponding Course Materials provide entrepreneurs with practical knowledge, skills and resources to help them improve their position and ability to take on their first employee. The Curriculum recognises that solo entrepreneurs face many challenges with regard to this task and it offers a clear, concise methodical approach of empowerment and skills acquisition.

2.2 General Instructions

Please read this guide thoroughly before conducting the training.

For classroom, flipped or blended delivery please:

• Download, review and revise course resources for the training as necessary

• Allow adequate training time for sessions

• Localise training content with case studies and information on local supports for entrepreneurial students

• Ensure that each participant utilises the Ambition to Employ downloads from and completes exercises embedded in each Module– these provide valuable learning

• Spend time for review during the training course

2.3 Instructional Approach

The Curriculum and Course Materials have been designed to accommodate a range of teaching styles and cultures. As a common thread, each module is presented with the following design:

a) Topics are introduced in a simple, concise way.

b) Information and current best practice on the topic is presented, moving from general definitions to more detailed applications, enabling the scope of the topic to be understood.

c) Knowledge is reinforced, and skills are developed as students participate in practical exercises or study questions.

1. Course Content Overview

3.1 Modules

The Curriculum comprises six modules structured as a journey through the phases of taking on your first employee.

MODULE 1: WHEN THE TIME IS RIGHT

MODULE 2: THE ROLE – WHO IS YOUR IDEAL EMPLOYEE?

MODULE 3: WHAT RESOURCES WILL YOU NEED?

MODULE 4: THE PROCESS, ATTRACTING TALENT

MODULE 5: MANAGING TALENT

MODULE 6: BUILDING A TEAM (of two+)

3.2 Visual summary of content organization

We recommend that ideal and most comprehensive approach is to follow the course sequence as laid out. However, course designers have been careful to allow for interdependence of topics meaning the order can be adjusted or modules can be accessed independently.



***3.3 Course Content Detailed Overview***

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| **Module 1** | **WHEN THE TIME IS RIGHT** |
|  | This module offers a practical introduction to the course topic and sets the scene. Having completed the Ambition to Employ Self-Assessment Tool, our solopreneurs have tested their readiness to take on their first employee. Module 1 follows on from this, offering more insights into why now, might be the right time to take on their first employee. |
| **Learning Objectives** | Upon completion of this module participants will:   * Understand the benefits of hiring their first employee * Assess if the time is right to hire their first employee * Be empowered with solutions when they are in the trenches * Address and overcome the fear of failure * Learn about some of the costs of taking on an employee |
| **Downloads/Learning Resources** | Download 1 - CHECK LIST: The Time is Right  Download 2 – CHEAT SHEET: In the Trenches |
| **Further reading** | [10 Simple Ways to Cut Business Costs](http://www.americanexpress.com/en-us/business/trends-and-insights/articles/10-simple-ways-to-cut-business-costs/)  [3 things that are stopping your Business Growing?](http://www.medium.com/swlh/3-things-that-are-stopping-your-business-growing-ede2424f680c)  [Overcoming the Fear of Failure](https://www.mindtools.com/pages/article/fear-of-failure.htm)  [Entrepreneurs work 63% longer than average workers](https://realbusiness.co.uk/entrepreneurs-work-63-longer-than-average-workers/)  [Chained to the Desk: A Guidebook for Workaholics, Their Partners and Children, and the Clinicians Who Treat Them](https://www.amazon.com/Chained-Desk-Third-Workaholics-Clinicians/dp/0814789234) |

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| **Module 2** | **THE ROLE – WHO IS YOUR IDEAL EMPLOYEE** |
|  | In this module, we turn the focus to the ROLE – what are the components that makes up the role of solopreneurs first employee? We look at that transformative impact a new hire can have on the entrepreneur and their business. Given that our course participants will be first-time employers, they will have to work harder to attract the right candidate. Our practical downloads/learning resources will assist them with this. |
| **Learning Objectives** | Upon completion of this module, participants will be able to:   * Define the role for your first employee * Understand what type of employee could best meet your current needs * Determine what level of experience you need * Recognise how a new employee will they add value to your business? |
| **Downloads/Learning Resources** | Download 1 – WORK SHEET Understanding your Employees Role  Download 2 – WORK SHEET Crafting a Winning Job Description |
| **Further reading** | [Richard Branson’s Advice for Entrepreneurs](https://www.businessinsider.com/richard-branson-advice-for-entrepreneurs-2016-11?r=US&IR=T)  [You Can't Fake Personality, Passion or Purpose](https://www.linkedin.com/pulse/how-i-hire-you-cant-fake-personality-passion-purpose-richard-branson/)  [Whether Employers Realize It or Not, It’s Now a Candidate-Driven Market](https://www.tlnt.com/whether-employers-realize-it-or-not-its-now-a-candidate-driven-market/)  [7 Simple Tips for Documenting Your Important Business Procedures](https://www.forbes.com/sites/allbusiness/2013/09/17/7-simple-tips-for-documenting-your-important-business-procedures/#6e8937061ab8) |

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| **Module 3** | **WHAT RESOURCES WILL YOU NEED?** |
|  | In this module, we help our solopreneurs to consider in detail the resources, financial and non-financial, that they will need to take on their first employee. Taking on their first employee will help them to grow their business, but it also brings a new set of stresses that they need to be equipped to deal with. |
| **Learning Objectives** | Upon completion of this module, participants will be able to:   * Understand the recruitment costs associated with hiring your first employee * Assess their cash flows and determine their ability to meet employee salary costs * Understand employer’s liability insurance which protects your staff * Access information and know the system & minimum requirements of employers with regard to Sickness, Maternity/Paternity Leave and Flexible Working, Pension, Salary Sacrifice and other Employee Benefits |
| **Downloads/Learning Resources** | Download 1 – Work Sheet: Simple Cash Flow Cycle  Download 2 - Template: Sample Sickness Policy |
| **Further reading** | UK: [PAYE UK](https://www.gov.uk/paye-for-employers) [Sick Leave](https://www.gov.uk/taking-sick-leave) [Maternity Pay Leave](https://www.gov.uk/maternity-pay-leave) [Paternity Pay Leave](https://www.gov.uk/paternity-pay-leave) [Flexible Work](https://www.gov.uk/government/news/flexible-working-rights-extended-to-more-than-20-million) [Pension Rules](https://www.gov.uk/employers-workplace-pensions-rules) [Salary Sacrifice](https://www.gov.uk/guidance/salary-sacrifice-and-the-effects-on-paye)  Ireland: [Revenue Ireland](https://www.revenue.ie/en/employing-people/paye-modernisation/index.aspx.) [Illness Benefit](https://www.gov.ie/en/service/ddf6e3-illness-benefit/) [Maternity Benefit](https://www.gov.ie/en/service/apply-for-maternity-benefit/) [Paternity Benefit](https://www.gov.ie/en/service/apply-for-paternity-benefit/) [Employer Pension Obligations](https://www.pensionadvice.ie/categories/employers-obligations/#what-are-your-obligations-as-an-employer)  [Workplace Pension Contribution Calculator](https://www.moneyadviceservice.org.uk/en/tools/workplace-pension-contribution-calculator) |

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| **Module 4** | **THE PROCESS, ATTRACTING TALENT** |
|  | LINKEDIN tell us that 70% of candidates are passive job seekers. This Module will give our solopreneurs the skills to attract the very best candidate even one who might not be actively seeking a job change. It also give our entrepreneurs key resources to help them shortlist, interview and make a job offer. |
| **Learning Objectives** | Upon completion of this module, participants will be able to:   * Use recruitment as a marketing opportunity * Understand the advantage and disadvantages of direct recruitment and using a third-party recruiter including the cost-to-benefit ratio * Effectively craft a job advert for print and media channels * Access and use a number of key channels to find and attract talent including professional associations, referral networks and universities, job fairs, events, social media * Shortlist and score candidates for interview * Set up and conduct effective interviews * Make the perfect job offer and secure employment via the creation of an employment contract |
| **Downloads/Learning Resources** | Download 1 – Template: Shortlist Scorecard  Download 2 - Template: Email Invite for Interview  Download 3 – Template: Unsuccessful Candidate Email |
| **Further reading** | Sample Professional Association - [AEMT](http://www.theaemt.com/electro-mechanical-engineering-career-support/mechanical-engineering-jobs-and-careers)  Campus Recruitment – eg [LYIT](https://www.lyit.ie/News-Events/Article/lyit-careers-postgraduate-studies-fair-celebrates-13-years-of-success)  [Onboarding](https://en.wikipedia.org/wiki/Onboarding)  [Interview Questions to ask Candidates](https://smallbiztrends.com/2018/11/interview-questions-to-ask-candidates.html)  [How to make the perfect job offer](file:///C:\Users\orla\AppData\Local\Microsoft\Windows\INetCache\Content.Outlook\8XRNIY6N\%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20%20https\www.inc.com\jeff-haden\how-to-make-the-perfect-job-offer-9-tips.html)  [15 Steps for Setting Up Payroll For Your Small Business in the UK](https://www.smallbizdaily.com/setting-up-your-payroll-uk/)  [Payroll Submissions in Ireland](https://www.revenue.ie/en/employing-people/becoming-an-employer-and-ongoing-obligations/employer-obligations-from-1-january-2019/payroll-submissions.aspx)  [Northern Ireland Written Statement of Employment Particulars](https://www.nidirect.gov.uk/articles/written-statement-employment-particulars)  [Contract of Employment Ireland](http://www.citizensinformation.ie/en/employment/employment_rights_and_conditions/contracts_of_employment/contract_of_employment.html#startcontent) |

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| Module 5 | MANAGING TALENT |
|  | In Module 5 Managing Talent, our entrepreneurs will learn new skills to value, manage and retain talent. Using module 5 resources, they will start the process of getting that talent to work and deliver a return for their company. |
| **Learning Objectives** | Upon completion of this module, participants will be able to:   * Successfully onboard an employee by sharing the necessary knowledge, skills, and behaviours they need * Develop some useful tools to assist with employee onboarding * Understand the importance of delivering training during the first week on the job * Review and give thoughtful feedback on their new hire’s early contributions * Prepare a training agreement and plan for a year one review |
| **Downloads/Learning Resources** | Download 1: Sample Employee Handbook  Download 2 – Guide: Employee Workstation  Download 3 – Cheat Sheet: 50 workstation training tips  Download 4: Employee Induction Check List  Download 5 - Template: Sample Training Agreement  Download 6 – Template: Performance Appraisal |
| **Further reading** | [Onboarding](https://en.wikipedia.org/wiki/Onboarding)  [What should be in an Employee Handbook](https://smallbiztrends.com/2017/04/what-should-be-in-an-employee-handbook.html)  [What People really want from Onboarding](https://www.bamboohr.com/blog/onboarding-infographic/)  [Nine Things To Cover In Your Year-End Performance Review](https://www.forbes.com/sites/carolinecenizalevine/2016/09/28/nine-things-to-cover-in-your-year-end-performance-review/#13bf35884558) |

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| Module 6 | BUILDING A TEAM (of two+) |
|  | In Module 6 our entrepreneurs learn that talent is a rapidly increasing source of value creation and people are really the only true competitive advantage of a micro business. Even though there are only two of them in the business right now, the entrepreneur and their first hire now have the systems and learning to employ others when the time is right and accelerate their business growth even further. |
| Learning Objectives | Upon completion of this module, participants will be able to:   * Successfully manage talent by employing four key tactics * Understand the importance of work based learning and the difference between on-the-job and off-the-job training * Establish learning needs and prepare a work based learning plan * Explain the term “Intrapreneurship” and understand its relevance to the hiring of a first employee * Understand the key challenges and benefits of taking on their first employee having heard from some of their peers |
| **Downloads/Learning Resources** | Download 1: Top Tips for Managing Talent  Download 2 – Fact Sheet: Job Training |
| **Further reading** | [Pinchot - Intrapreneuring](https://www.pinchot.com/intrapreneuring/)  [Learning to think like an Entrepreneur](https://www.mindtools.com/pages/article/intrapreneurship.htm)  [How to encourage Intrapreneurship at your Company](https://www.getvetter.com/posts/178-how-to-encourage-intrapreneurship-at-your-company) |

The MODULES AND ADDITONAL RESOURCES ARE AVAILABLE TO DOWNLOAD IN ENGLISH, SPANISH AND POLISH AND ARE FULLY ADAPTABLE FOR YOUR OWN USE.

**Other useful resources for trainers and learners are**



* our **EBOOK - FLYING SOLO BUT EANT TO GROW YOUR BUSINESS – A STEP BY STEP GUIDE TO TAKING ON YOUR FIRST EMPLOYEE**.
* our library of **Ambition to Employ video case studies** – link through our website [www.ambitiontoemploy.eu](http://www.ambitiontoemploy.eu)

4. Course Delivery Options

4.1 Traditional Classroom Training

Classroom training remains one of the most popular training techniques for building skills capacity. Typically, it is instructor-centered face-to-face training that takes place in a fixed time and place. The Ambition to Employ tools, suggested use and additional resources required can be outlined as …

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| *Classroom Tool* | Suggested Use in the Classroom | Additional Resources Required |
| ***Powerpoint© presentation*** | Training materials are developed in PowerPoint. We suggest that these will be displayed on a large screen for classroom delivery. | Laptop/Computer  Projector  Large Screen |
| ***Videos*** | Videos are used to explain certain sections of the training content and to present case studies for discussion. | Audio/sound system |
| ***Whiteboard*** | Invite learners to write on the board or ask for feedback that you write on the board | Pens and so on |

Suggested delivery mechanisms:

• **Small group discussions**. Break the participants down into small groups and give them case studies or work situations to discuss or solve. This is allows for knowledge transfer between learners.

• **Q & A sessions**. Informal question-and-answer sessions are most effective with small groups and for updating skills rather than teaching new skills. These should be used frequently across course delivery.

• **Multimedia**. Multimedia training materials tends to be more provocative and challenging and, therefore, more stimulating to the adult mind. Trainers should ensure that these are used to their full potential.

• **Interactive tools.** The engagement of students can be easily achieved by using interactive tools. An example of a free tool is Kahoot! which is a game-based learning and trivia platform used in classrooms, offices and social settings. You can compile a quiz, which can be answered by the learners on their phones/tablets/computers. It’s possible to get immediate feedback and results.

4.2 Online Learning

This delivery method uses Internet technologies embedded in the Ambition to Employ learning platform www.ambitiontoemploy.eu to deliver a broad array of solutions to enable learning. The Ambition to Employ course is provided as an online learning programme for direct access by all stakeholders including VET trainers, solo entrepreneurs and others interested in acquiring new skills to either 1) support those who want to grow their micro workforce or 2) directly acquire the skills they need to hire their first employee.

The online learning facility incorporates best practice in online learning so that while the learning objective remains the same (or similar) the user interface and experience can be radically different as befits the medium. The first step is to join on our online social media community of entrepreneurs, lecturers, business advisors and education providers.

<http://www.ambitiontoemploy.eu/online-courses/>

* 1. Other teaching methodologies
* Flipped Classroom

In a Flipped Classroom learners study module content prior to class with a focus on exercises and assignments in class. The classroom transfer of knowledge makes way for online instruction outside the classroom. This creates more room for practicing in class, for extra explanation when needed and offers the possibility to dive deeper into the materials during school hours.

* Blended Learning

Blended Learning combines online digital media with traditional classroom methods. It requires the physical presence of both teacher and student, with some element of student control over time, place, path, or pace. Learners still attend a classroom setting with a teacher present, face-to-face classroom practices are combined with computer-mediated activities regarding content and delivery. Blended learning is most used in professional development and training settings.

* Collaborative/Peer to Peer Learning

Collaborative learning is an educational approach to teaching and learning that involves groups of learners working together. Examples for boosting collaborative and peer-to-peer learning are:

* **Peer review**

Peers in the classroom are brought together to jointly evaluate the work by one or more people of similar competence to the producers of the work. Peers not only assess the performance of each other, but also share their experience and know-how.

* **Google Docs**

This online collaboration tool facilitates the creation of meaningful documents. All group members can work at the same time (real-time) in the same document, from any location from various devices. Changes are automatically saved in documents as being typed upon. It’s possible to monitor the revision history of a document where you also can see who made a specific change. The value of Google Docs as a learning resource in that group members can also share documents, chat and comment on same.

1. Useful Links

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| **Official Ambition to Employ Website** | <http://www.ambitiontoemploy.eu/> |
| **Ambition to Employ Self Assessment Tool** | <http://www.ambitiontoemploy.eu/> |
| **Ambition to Employ Online Course** | <http://www.ambitiontoemploy.eu/online-courses/> |
| **Facebook** | <https://www.facebook.com/AmbitiontoEmploy/> |

1. Sample 5 Day Ambition to Employ Training Timetable

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| Day | Training Content |
| **Day 1** | 09.00 – 13.00 Module 1 14.00 – 15.30 Module 2 |
| **Day 2** | 09.00 – 13.00 Module 2 14.00 – 15.30 Module 3 |
| **Day 3** | 09.00 – 13.00 Module 3 14.00 – 15.30 Module 4 |
| **Day 4** | 09.00 – 13.00 Module 4 14.00 – 15.30 Module 5 |
| **Day 5** | 09.00 – 13.00 Module 6 14.00 – 15.30 Module 6 |

It is recommended to keep the days maximum the length indicated in the table above. Since the learning materials are quite intense and new to the trainers and learners, it is recommended to spread the information across multiple days. Alternatively, you can choose to spread the days across weeks, so for example one day per week.