

talent match



Employer Handbook



LOTTERY FUNDED



completing the picture
enriching communities

Employer Handbook Content and Contact Details

No.	Section Title	Page
1	Introduction to Talent Match	3-4
2	Steps for Work Experience and Job Creation opportunities	5
3	Support for employers	6
4	Expectations of Talent Match Employers	7-9
5	Documentation Requirements <ul style="list-style-type: none">➤ Due diligence➤ Employer Monitoring➤ Contract with Your Consortium Ltd➤ Early completion form➤ Evaluation	9-11
6	Other ways to show your support	11-12

Contact Information

If you would like guidance or support relating to this document or the employer process, please contact the Talent Match team at Your Consortium:-

Email: talentmatch@yourconsortium.org

Telephone: 01423 795300

Purpose of this Handbook

This Handbook has been created for employers who are interested in providing a work experience placement that may lead to creating Talent Match Job Creation via a wage subsidy. It provides all the information you will need regarding the programme, the process of job creation, the support available to employers and the commitment we require from you. It outlines the process and paperwork requirements at every stage and should be read in conjunction with the Due Diligence Form and FAQs document.

Introduction to Talent Match

National Context - Talent Match is a **£108m** national investment by the Big Lottery Fund that aims to support young people aged 18-24 who are furthest from the job market. The project brings together 21 partnerships that include employers, local authorities and experienced charities/social enterprises, who will use their grants to focus on local solutions to a nationwide problem that threatens serious consequences for an entire generation of young people, as well as the wider economy.

In Leeds City Region (LCR) - Talent Match will invest over **£6.9m** across the Leeds City Region between January 2014 and March 2019 and support **2,300** young people who have been unemployed for over 12 months. The aim of the programme is to move young people into or closer to the job market. To do this, young people are supported by locally based key workers who provide the young people with the skills and support for the world of work. The last three years have seen significant success and employer engagement. As part of the programme, Talent Match has created and funded **188 jobs** within the last three years within some of the best companies across Leeds, Bradford, Wakefield, Kirklees and Calderdale. ***Here is a case study:*** -

<https://www.youtube.com/watch?v=0jHsEMDPhXM&feature=youtu.be>

We have now refined and built upon the lessons learnt and are looking to identify high quality employers to take part in our work experience and job creation initiative.

How Talent Match works - Young people engaged with Talent Match are each supported by a Key Worker who will provide 1-2-1 support, challenge and mentoring for up to 12 months. This enables young people to overcome life barriers, social barriers and supporting them in their chosen career. When it becomes appropriate to seek employment, Key Workers will support young people with CV writing, job search, interview preparation and the development of workplace skills and attitudes. Whether young people secure employment through the Talent Match Job Creation programme or via another route, Key Workers will continue to provide “in work” support for up to 6 months to ensure the job can be sustained.

Types of opportunities available to employers

Many of the young people on the Talent Match programme indicated that they had never been employed and had struggled due to a lack of workplace experience or interview skills/experience. Young people stated that a lack of relevant work experience or volunteer placements within sectors they're interested in had made it difficult to get workplace experience. Similarly, as many young people have not been invited to interview, many cited a lack of interview experience as a big barrier to securing future employment.

As part of your company's commitment to supporting young people in the city region, the Employer Charter asks you to commit to offering at least one of the following opportunities for local young people in order to support their development:

- Structured work experience placements
- Structured volunteering placements
- Internships
- Mock interviews
- Open day/visits
- Business mentoring

Work Experience and Job Creation opportunities

Work Experience

We are looking for employers to offer a 4-week work experience placements. Young people have indicated that it's beneficial to build their experience in their chosen field, while being able to experience what different roles and sectors are like.

Where employers wish to convert this work experience to a job creation, they can change the role of this work experience after the 4 week placement where appropriate, depending on the young person's fit into this role.

Job creation

A job creation is a fully or part funded job for an 18-24 year old for 30 hours/week for 6 months paid at least the minimum wage for 21-24 year olds (even if the young person is 18-20). This route means that all the hassle and cost of recruitment is done by Talent Match partners, but you still get the benefit of being able to interview and select your new employee(s). Throughout the job creation, Talent Match Key Workers continue to support your new employee during their employment and help to develop and embed good employee attitudes and behaviours

What is the Talent Match programme looking for from employers?

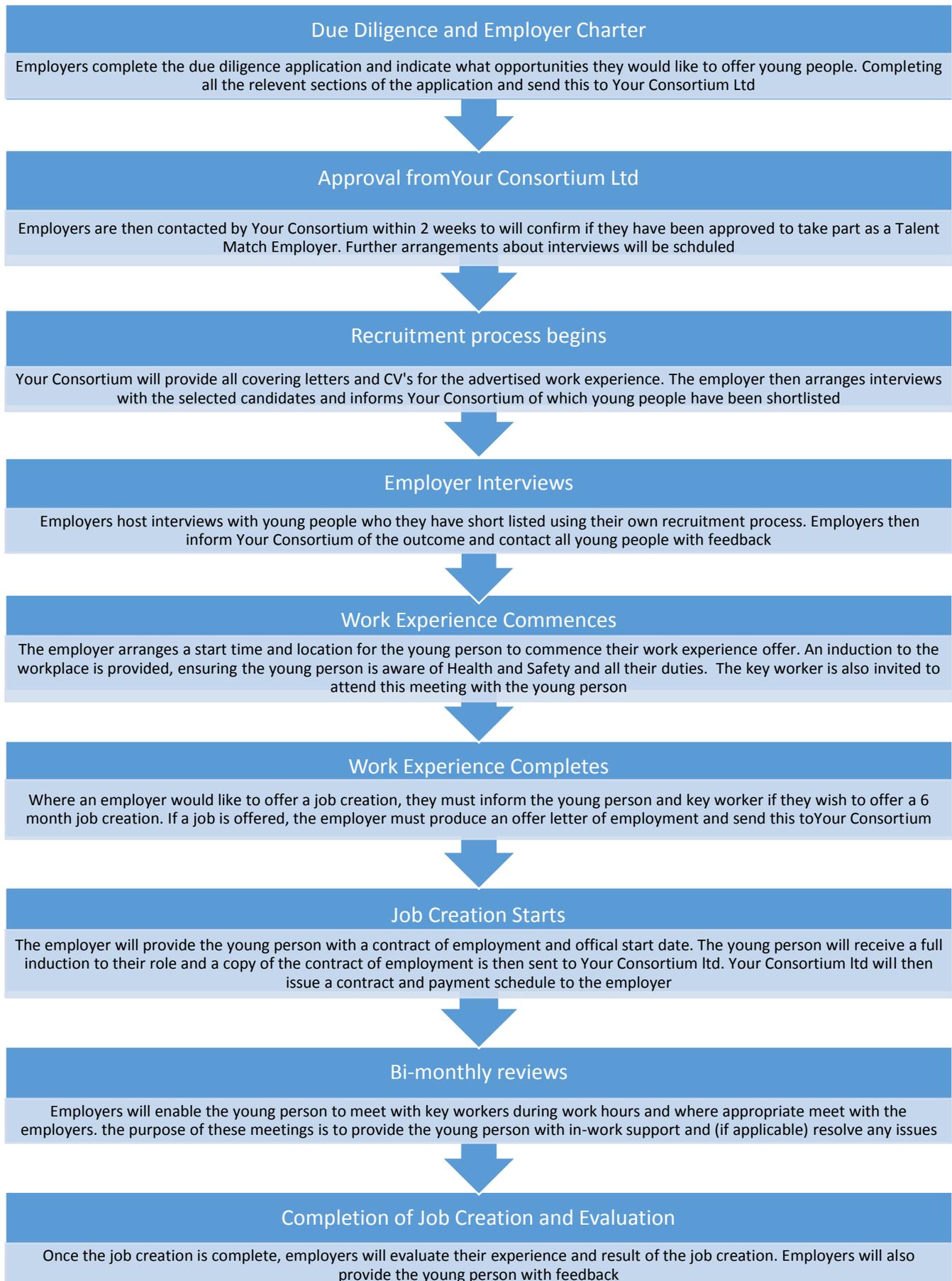
We want to ensure that all employers engaging with our young people through Talent Match are of a high quality. We are looking to attract employers who:

- Have an interest in developing and supporting young people
- Can provide a "step on the ladder" in their specific sector area
- Want to develop and expand their workforce
- Can provide a meaningful work experience placement and other work based opportunities

In return, the programme will:

- Provide the employer access to a untapped workforce of young people
- Provide In-work support for the young person and employer from one of our locally based Talent Match Key Workers
- Celebrate and promote employers who are involved
- Provide successful employers access to a wage subsidy
- Give you an opportunity to attract young people and new ideas to your organisation
- Give you a lot cost way to increase your organisation's capacity to expand or improve your services

Steps for Work Experience and Job Creation opportunities



Support for Talent Match Employers

Your Consortium Ltd - Your Consortium Ltd is the lead partner in the LCR Talent Match programme and oversees the overall approval process for employers, payments to employers and promotion of quality employers. We will:

- **Promote** organisations that have been Talent Match approved and identified as young person friendly
- **Promote** your opportunity to young people on the programme and gather all CV's and covering letters for your opportunity
- **Support with recruitment** and help your company to arrange and organise interviews with our young people
- **Issue a Job Creation Contract** which details the payment amount and schedule of payments that will be made to employers throughout the job creation.
- **Make payments in advance** – Talent Match Employers will be paid monthly to ensure cash-flow is not a barrier to creating a job opportunity. This will make job creation available to employers of all sizes across the City Region.
- **Deal promptly and effectively with queries** – should employers have any contract or finance queries, these will be dealt with promptly and effectively by the Your Consortium team.
- **Admin Support** – Where an employer decides to take on a job creation, Your Consortium Ltd will offer an administration amount of £150 to cover your costs to enrol your employee onto payroll and costs associated to inducting a new member of staff.

Key Worker Support – Each young person on programme is supported by a Key Worker who will continue to offer support to the young person throughout their employment. This is likely to be in the form of ongoing telephone support and opportunities for drop-in and mentoring. Key Workers will also be able to support young people to address any issues that are identified by employers as potential barriers to sustaining employment (e.g. appearance, attitude, time-keeping, workplace behaviour etc.).

In addition to supporting the young person key workers can help you by:

- Linking into other funded training opportunities that will help your company upskill the young person
- Link into other workforce development opportunities in your area that may be relevant to your company
- Share resources with employers to work with young people and become more youth friendly
- Advocate and promote you to other agencies and initiatives

Expectations of Talent Match Employers

Though this project is purposefully “light-touch” in terms of monitoring, there are some standard templates that need to be completed and a range of good-practice ideas that have been identified as helping your Talent Match employee both during work experience, employment and beyond. This section outlines the specific requirements of all Talent Match employers.

- 1) Completing the Due Diligence process** – Safeguarding young people, employers and employment opportunities is paramount to the success of the Work Experience and Job Creation opportunities. It is important that there is an understanding by employers of what Talent Match is, the barriers to employment young people face and how work experience and job creation opportunities can be life changing for many of the young people on the programme. As part of this process employers will be asked to sign the Employer Charter.

What is the employer charter?

The Talent Match Employer Charter has been developed based on consultation with young people in the Leeds City Region about what a “good” employer looks like. Many of the elements of the charter would signify a “good” employer for employees of all ages and can be found in good practise guides and well-known quality standards such as Investors in People. Therefore we ask that all employers sign up to these principles and complete a due diligence document alongside this.

- 2) Recruitment of young people** – Young people have indicated that the recruitment process for work experience and job creation is a beneficial experience for them to build upon on their road to employment. Therefore we ask that all employers signing up to the employer charter and the due diligence process follow a fair recruitment process. As a programme we recognise the benefits for both young people and employers to follow a full recruitment process and ask that employers treat this opportunity like they would an external job. So we ask that employers adapt their recruitment processes when engaging on Talent Match for all work experience placements.
- 3) Work Experience offer** – A 4 week work experience placement must be completed prior to Job Creation beginning. Work experience should reflect the intended job creation role and be a platform for the young person and employer to build good relationships and establish if the role and both parties are a good fit. Only on successful completion of the work experience can a Job Creation offer be made. Contact should be made with Your Consortium informing that a Job creation offer will be made.

Note: All roles and work experience opportunities must be approved by Your Consortium Limited before either commence.

- 4) Create (where possible) a sustainable employment opportunity** – Where employers wish to convert their work experience into a job creation, they can do this. Once a full recruitment process has taken place during the work experience stage, and the young person has completed the 4 week work experience, the Employer can offer a part or fully funded job creation for 6 months. This must be offered at 30 hours per week at the highest national minimum wage (regardless of the young person’s age), unless these hours have to be adapted based on the young persons need. We ask that employers prioritise a role that has the intention or potential to sustain after the 6 month point.

Priority for job creation funding will be provided to employers who can provide a intended sustainable job, or evidence value for money and additionality through their due diligence application.

Note: Employers have no obligation to take on a Job Creation placement once the work experience has finished. Likewise young people have no obligation to accept a job creation opportunity if they don't feel it is right for them.

5) Issue a Contract of Employment - A contract of employment is an agreement between an employer and employee which sets out what is expected from each of them. The Employment Rights Act 1996 requires employers to provide employees with a written statement of the main terms of their contract within two calendar months of starting work. As part of Talent Match Job Creation, employers are required to send a copy of this contract to Your Consortium.

The contract should include;

- Start and end date of the contract
- Rate of pay and the intervals at which remuneration will be paid
- Hours of work
- Holiday entitlement
- Entitlement to sick leave, including any entitlement to pay
- The employer and employee's entitlement to notice of termination
- Job title or brief job description
- The place of work
- A note giving details of disciplinary and grievance procedures.

Your job creation employee must have the same Terms and Conditions as other members of staff. You should give your job creation employee(s) a copy of your written terms and conditions, or staff handbook at the induction.

6) Provide induction, training, supervision and support - As a minimum employers should offer the following to all Talent Match employees in line with the Employer Charter:

- An induction that outlines their rights as well as their responsibilities
- Personal and professional development plans and support to participate in training
- For young people with low levels of literacy or numeracy, support should be provided to achieve English and Maths at Level 2 if this is something the young person wishes to pursue.

Please Note: Employers are not required to fund this qualification, but are asked that they support this young person while they develop these skills. This may include being flexible around working times or allowing them to complete work based tasks.

- Opportunity for a workplace mentor who is not their supervisor/manager

7) Participate in reviews - Keyworkers will undertake a bi-monthly visits to review the project and look at any support requirements as well as any additional services or improvements that could be made. Employers will also participate in an exit review at the end of the 6 months to gain further feedback and plan future Job Creations where appropriate.

8) Support young people to progress - Ideally, employers will support young people to progress into a permanent position within their own company at the end of their 6 month job creation. Where there are no vacancies or this is not appropriate, employers will support young

people to seek alternative employment in the final weeks of their job creation. This may include dedicated time for job search or time off for interviews to ensure the young person is able to secure continuous employment and does not become unemployed at the end of the job creation.

- 9) **Provide any information/evidence as required** - Employers and employees may be asked periodically for additional information that can be used as Case Studies and the progress of the young people will be regularly reviewed through telephone and face-to-face interviews.

Key Documents for Work Experience and Job Creation

Document Name	Relevant for	Description	When
Employer Due Diligence and Employer Charter	All Employers	This must be completed by the employer and approved by Your Consortium Ltd before any work experience opportunity is advertised	Before advertisement of opportunity
Employer Handbook	All Employers	This Handbook is provided to all interested employers and provide full guidance on how an employer can get involved with the programme	Before advertisement of opportunity
Employer Monitoring spreadsheet	Interviews, Work experience and Job Creation	This spreadsheet will be captured at different stages of the recruitment process and work experience/job creation stages	After Application, interview, work experience and job creation
Job Creation Contract	Job Creation	This contract will be issued by Your Consortium Ltd and will outline the expectations of the employer and provide specific details of payment amounts and dates	Within 2 weeks of receiving the confirmation of job opportunity
(Where applicable) Early completion/ withdrawal form	Job Creation	Where a young person leaves or completes the job creation early, this must be submitted by the employer	As soon as possible
Send copy of contract	Job Creation	The employer must send 2 hard copies of the contract back to Your Consortium Ltd	Within 2 weeks of this being received
Evaluation form	Job Creation	This form will capture the employer experience and the outcome of the job creation	2 weeks after the job creation finishes

Paperwork Guidance

The following information will provide you with guidance around what documentation will be required at each stage, and what information should be captured within these documents.

Due Diligence Form - Purpose

The aim of this document is to capture an understanding of who you are as a company, and how you would like to support young people within your area. For employers who wish to offer a work experience and a job opportunity, this document captures what offer you can provide to young people. This information will later be used to advertise your opportunity to young people within your area. Therefore it is important that you are specific about the opportunity you can provide to young people. This document will then be checked by Your Consortium Ltd to ensure that we can match you with suitable young people. We may contact you to discuss your application once you have submitted this. Employers who have passed the due diligence stage can then go onto offer opportunities to young people on the programme.

Information needed to accompany this document	
<input type="checkbox"/>	Copy of Public Liability Insurance document
<input type="checkbox"/>	Copy of Employers liability Insurance document
<input type="checkbox"/>	Copy of Health and Safety policy
<input type="checkbox"/>	Copy of Equal Opportunities policy

Employer monitoring spreadsheet - Interviews

Once your company has been approved, we will agree timescales with you to arrange advertising your role, reviewing the CV's and cover letters and arranging a slot of interviews. Your Consortium Ltd will advertise your role to all eligible young people, and provide you with a list of young people who wish to apply for your role. This information will be provided on a spreadsheet accompanied by the young people's covering letters and CV's.

Employers will be expected to inform applicants if they were successful in going through to interview, and return this spreadsheet to Your Consortium with details around when the interviews will take place and with which young people.

[This should be completed and forwarded to Your Consortium 1 week before interviews take place](#)

From this, employers will host the interviews and appoint a young person to their role. Providing verbal feedback to unsuccessful applicants.

Employer Monitoring Spreadsheet - Confirmation of work experience

Once you have made an offer to a young person for your role, we require further details that will be captured in the monitoring spreadsheet:-

- Name of young person who has been offered the work experience placement
- Start date of work experience
- Main contact/supervisor
- Title of work experience role
- Intended end date – This must be at least 4 weeks after the start date
- If there is potential for a job creation after the work experience

This information should be forwarded onto to Your Consortium before the start date. This will then be shared with the young person's key workers and the employer should make contact with the young person who has been successful in securing this placement. Feedback must be provided to other young people who attended the interviews but were not successful.

Employer Monitoring Spreadsheet - Confirmation of job opportunity ONLY

Once the young person has completed the work experience, and you would like to offer a full job creation, you will be required to provide us with further information to ensure that a contract can be drawn up between Your Consortium and yourselves

[This should be completed and forwarded to Your Consortium Ltd before the job creation starts](#)

Job Creation Contract

Once all details have been confirmed and captured on the monitoring spreadsheet, Your Consortium will liaise with you directly to discuss these details and provide you with a contract which will state the following:-

- General terms and condition
- The amount payable to cover the wage subsidy and admin fee and payment schedule (*this will be agreed prior to the job creation starting*)
- Start date and End date of contracted period (*this will reflect the length of employment for the young person*)
- Duties, job title and hours of work for the young person
- Agreement to evidence requirements

To ensure that payments are made in a timely manner, please ensure that two signed copies are sent to Your Consortium Ltd within 2 weeks of receiving this. Delay in returning this will result in a delay in receiving your first payment

Early completion/withdrawal form (*Where applicable*)

We want to ensure that we monitor young people’s journeys throughout work experience and job creation. Therefore this form will capture the reasons why young people withdraw or leave the placement (when applicable). Key workers can help to resolve and troubleshoot issues between the young person and the employer, however we do appreciate that in some circumstances young people may move on. Therefore this form should provide details of when this ended and for what reason

Please Note: To it is important that Your Consortium are informed of when a young person leaves a job creation at the earliest opportunity. This will help us avoid any over payments and invoicing for any over payments.

Evaluation form

One of the aims of Talent Match is to continuously evaluate what impact each aspect of the programme has, both for the employer but also for other key stakeholders who are involved. Therefore we will ask employers to evaluate their experience at the end of either the work experience placement or the job creation and may in some instances ask for a case study, so that we can celebrate the success stories and involvement of the employers!

Other ways to show your support

Youth Employment UK Youth Friendly Badge - Another way to show your support for young people is to apply for The Youth Friendly badge. The badge is the free national award that recognises those employers who support young people in some way. Companies of all sizes can apply for the free award if your organisation commits to offering career talks, mock interview support, work experience or employment opportunities for young people in your community then you will almost certainly qualify, visit <http://www.yeuk.org.uk/youth-friendly-framework/> for more information.



Fair Train Work Experience Quality Standard – If one of the opportunities you offer young people is work experience, we would recommend that you consider the Work Experience Quality Standard. This standard helps you ensure that your work experience is truly good quality. By adopting the Standard and the frameworks that support the Standard, you are adopting principles that are essential in a work experience programme. <http://www.fairtrain.org/quality-standard>

