

Models for external organisations supporting consortia

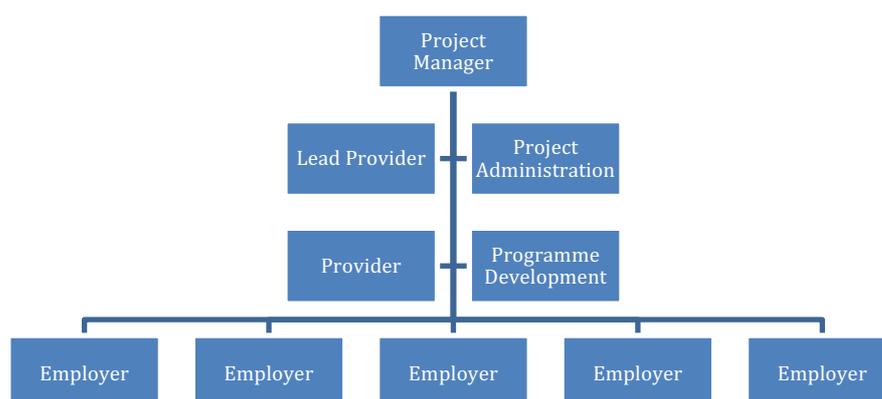
Organisations that have relationships of trust with employers have an opportunity to project manage an Employer-led Workplace Literacy and Numeracy (EWLN) programme consortia.

The TEC is particularly interested in using consortia to include smaller employers that do not have the same ease of access to TEC funding as larger employers.

This is a short guide for potential project managers of EWLN programme consortia to help determine the level of work they want to do.

The roles within a consortium

A consortium will have Project Management, Project Administration, Education Provider(s), Programme Development, and Employers. One employer will hold the legal relationship with the TEC.¹



In single employer EWLN programmes the Project Management role is typically what the HR Manager does. In consortia this is more complex.

An organisation can perform more than one role. Most single employer EWLN programmes have one external provider that does the project administration and leads the programme development supported by the employer.

Project Development and Provision of the training is not simply separated. The Project Manager may view their expertise as focused on ensuring that the employers' productivity needs are well covered by the programme developed. This highlights the importance of having an excellent education partner.

¹ A consortium must be led by an employer that has at least one of its employees in the EWLN programme.

The roles in more detail

Roles	
Project Management and Administration	Promotion of programme Bring employers together Get industry/regional buy-in and participation Get senior and line management buy-in of employers Get agreement on key themes / modules of training Lead application process Maintain strategic relationship with employers and TEC
Programme Development	Write application Determine productivity opportunity at firms Assess needs of employees Assess opportunities for sustainability within employers
Project Administration	Reports to individual employers Three reports to TEC (use individual employer reports as base) Manage day to day TEC relationship to ensure programme within rules (reporting to Project Manager)
Provider(s)	Develop modules and customise to workplaces Lesson plans Resources Delivery of modules customised for the workplace
Legal Relationship with TEC	Hold legal responsibility for the programme
Celebrating staff success	Employers will celebrate success with their staff

1. Organisation **facilitates** the development of the consortium.

- Promotion of programme
- Bring employers together and identify lead employer
- Get senior management/industry/regional buy-in and participation
- Introduce potential providers
- Maintain strategic relationship with employers and TEC.

2. Organisation **partners** to develop the consortium and **supports** programme development and delivery.

- Promotion of programme
- Bring employers together and identify lead employer
- Get senior management/industry/regional buy-in and participation
- Introduce potential providers
- Maintain strategic relationship with employers and TEC
- Leads the application process
- Possibly provide training room or other material support.

3. Organisation **develops** the consortium and **delivers** the programme (either directly or via a contracted provider).

- Promotion of programme
- Bring employers together and identify lead employer
- Get senior management/industry/regional buy-in and participation
- Introduce potential providers
- Maintain strategic relationship with employers and TEC
- Leads the application process
- Possibly provide training room or other material support
- Selects the provider(s)
- Ensures provider(s) delivers to the programme specified for employers in the application
- Signs off on reports to TEC.

Employer contribution

Employers contribute in several, mostly in-kind ways to the programme including:

- Cost of staff time in the programme
- Cost of management and administration
- Use of employers' facilities e.g. training rooms.

Other models are possible

This is one model based on current experience. Consortia may have other models that fit employers better.

Meeting programme costs

Applicants need to create a financial model that all parties to the consortia agree to. The fixed costs include the tutor hours and the reporting. Variable costs include the number of employers, number of training interventions, and associated costs like travel associated with those key variable costs.

The TEC's expectation is that a Project Manager will have their real costs met within the budget, including a normal contribution to the Project Manager's budgeted surplus.

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