



Global
Apprenticeship
Network

Code of Conduct for Employers: Work Readiness Programmes for Youth

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Presented by:



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Acronyms

ATE	Association of Tanzania Employers
GAN	Global Apprenticeship Network
GNN	GAN National Network
OSH	Occupational Safety and Health
WRP	Work Readiness Program

Preface

This Code of Conduct for Employers was developed through a partnership between the Association of Tanzania Employers (ATE) and the Global Apprenticeship Network (GAN) and was drafted by an independent consultant. Input was collected from ministries and government agencies, employers (ATE members), trade unions, development partners (i.e. ILO), and the Tanzania Private Sector Foundation during a collaborative workshop held in April 2017. This Code forms part of the core guidance for Employers from the GAN National Network (GNN) in Tanzania.

Introduction

This Code of Conduct provides guidance for ATE and employers who are interested in establishing a work readiness programme (WRP) in their company - which may include either an apprenticeship or internship - or who would like to improve the opportunities they offer to young people.

In order to meet the growing demand for work readiness programmes in Tanzania and respond to the need for greater clarity, structure and consistency in the provision of opportunities for youth, these principles and practices have been developed regarding the provision of work readiness programs.

This document is meant to facilitate the effective implementation of Tanzania's legal and policy framework, particularly as set forth in the National Framework on Formal Apprenticeships and the National Internship Framework. As such, the Code is designed to protect youths' right to gainful employment opportunities in any sector either upon completion of formal or non-formal education and/or when entering legal working age in the country. It recognizes the role of adults toward youth set forth in the National Apprenticeship Framework and promotes the associated principles accordingly.

Section 1. Principles of the GAN National Network in Tanzania

The Global Apprenticeship Network (GAN) is a coalition of committed companies, international organizations, businesses and employers' federations who promote and create work readiness programmes (WRP) for youth and foster skills development for businesses. Members of the GAN National Network (GNN) in Tanzania adhere to the following GNN Principles:

- Strengthen the commitment and visibility of companies' and organizations' engagement in apprenticeships and internships as part of a sound human capital development strategy.
- Share the best practices in the areas of apprenticeships, internships, mentoring and on-the-job training.
- Encourage a network of committed companies and organizations, at the global and local levels, to support effective knowledge sharing action programmes and partnerships and to scale up international cooperation to this effect.

Section 2. Core Elements of WRP Contracts

A quality WRP begins with an apprenticeship/internship policy that sets the structure for the WRP, including a system for monitoring adherence to minimum occupational safety and health (OSH) standards, to be developed in line with the guidance provided in the Code of Conduct and the GNN Toolkit for Employers as well as the National Framework on Apprenticeships and the National Internship Framework. This Code of Conduct would guide the development of the WRP contract, which is a clear agreement between the employer and the youth that identifies the terms, duration and expectations of the training arrangement.

The following is a list of key core elements for the development of WRP contracts. While it is recognized that these items may not be included in the terms and conditions of service for the company, they are good practices for inclusion in the contract established between the employer and the youth.

A. On Apprentice and Intern Role and Expectations

1. Clear roles and expectations regarding the youth's description of expected tasks, as well as the responsibilities of their mentor, will be outlined in a WRP contract to be signed by both the youth and the employer at the beginning of the WRP and in consideration of the existing regulatory framework and Code of Conduct.
2. A Code of Conduct, developed by the employer, will be provided to both the youth and the mentor. This Code will address issues of workplace harassment or abuse (sexual, verbal, physical or place of origin) along with other rules and responsibilities to be respected during the youth's time with the company.
3. The duration of the position and the tasks involved will correspond to the specific learning objectives established at the start of the WRP.
4. Youth and employers are free to terminate their relationship and dissolve their contract at any time by providing written notice. The notice period will be determined at company level in consideration of the existing regulatory framework.
5. A youth's allowable emergency and sick days (given the provision of medical proof) will be guided by the contract.
6. A method of recording the youth's attendance will also be included in the contract.

B. On Training Allowances and Other Benefits

1. Employers will provide remuneration in the form of allowances/stipends (for example, upkeep allowances to cover transport and meals) through the SDL fund in an amount specified in writing at the beginning of the WRP, contingent upon the fulfillment of the youth's required hours and duties. Aside from government-regulated minimum allowances, employers can meet at sectoral level to agree on minimum allowances/stipends for their sector or industry, and employers will comply with these guidelines as they are developed.
2. Employers will endeavor to identify resources for the provision of social security benefits (e.g. the SDL fund) such as medical aid and gratuity for apprentices/interns who will be serving for longer than a six month period.
3. Recognition of efforts and good performance will be provided to the youth according to the practices of the employer.

C. On Occupational Safety and Health (OSH) Considerations and Hours of Work

1. The youth's WRP contract will establish the number of working hours per week, and will include considerations regarding lunch and health breaks.
2. Employers will provide safe and healthy workplace conditions for apprentices/interns, which comply with minimum OSH standards according to labour law and regulations (e.g. Employer and Labour Relations Act), as well as all personal protective equipment relevant to the sector to which they are assigned.

Section 3. Other Provisions for Work Readiness Programmes

Employers also agree to the following practices and provisions in the development of WRPs:

A. On Supervision

1. Upon initiation of the work readiness programme, apprentices/interns will be provided with a mentor at the job site who is proficient in the skills and knowledge related to the role to which they are assigned.
2. At the beginning of the working relationship, mentors and apprentices/interns will together establish clear goals with regard to: (a) the role of the mentor, and (b) the expected tasks for the youth.
3. Before the youth is given a mentor, the mentor will be apprised of the WRP and provided with guidance for supervising the student. If it is agreed upon, especially in cases where the mentor is not from within the company, the mentor will be compensated for their time. If funds are not available this may be in the form of a paper of recognition or certificate, which may acknowledge that they are qualified to train other mentors.
4. The mentor will have an overseer who provides oversight to the WRP and helps resolve any disagreements between the mentor and the youth.
5. The training institution will be involved in the supervision of the WRP and the relationship between employer and institution will be defined in a Memorandum of Understanding.

B. On Assessment and Certification

1. Apprentices will be provided with clear performance evaluation criteria at the beginning of their service period.
2. Apprentices/interns' performance will be assessed using the employer's internal appraisal system. General assessments should be open and one-on-one, providing the youth with guidance on how to grow.
3. Mentors will provide ongoing, periodic feedback to the youth and the assessment certification body at a predetermined time interval.
4. Assessment of the WRP will include a two-way feedback mechanism for employers and training institutions (such as a Logbook that includes input from both the employer and the trainer). This mechanism will provide not only technical evaluation but assessment of soft skills.
5. Training institutions will also be involved in the supervision of the youth, with supervisors visiting the employer to observe the performance of the youth.
6. At the end of the WRP, the record of training will be delivered to the training institution as part of the youth's performance review. Apprentices/interns will be at liberty to access their record from the training institution, or from the employer in the case of those who are no longer in school.

C. On Engagement Practices

1. Advertising and other sourcing will be transparent and include a detailed description of the tasks and working conditions involved in the work readiness programme.
2. Employers will not discriminate with regard to age, sex, marital status, culture, religion, ethnicity, disability and other vulnerabilities including HIV status in the hiring of apprentices/interns.

D. On Addressing Complaints, Grievances and Disciplinary Issues

1. A complaints mechanism will be established and agreed upon by employer and youth at the start of the WRP period.
2. Mutual consent will be provided, in writing, by both parties regarding the resolution of the disagreement.
3. Disciplinary issues will be handled as per the employer's regulations.

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