



THE
THRIVE
APPRENTICESHIP
ACADEMY

Managers Handbook

Supporting Apprentices



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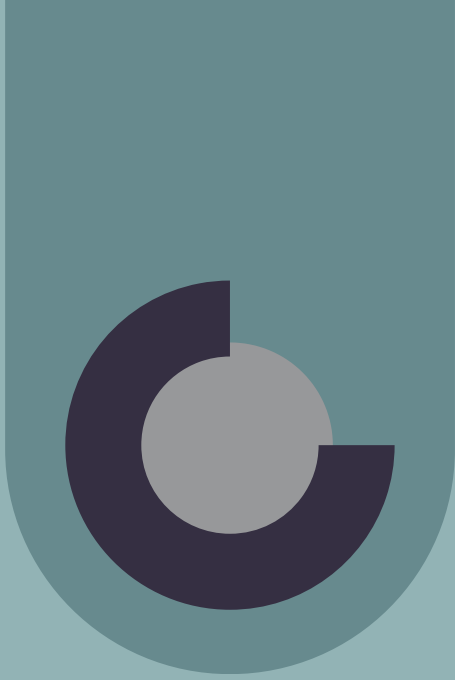


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Welcome to Apprenticeships



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The purpose of this toolkit is to support all of our line managers who are either looking to take on an apprentice, or whom have an apprentice within their team.

In this toolkit we will walk you through the roles and responsibilities of those involved in the learner journey, including sharing how managers can best support their apprentices in simple terms.

Our apprenticeship team are always on hand to help you bring out the best of your apprentices and to ensure that you feel supported throughout the journey.

Line managers play an important role in apprentices' success and progress. This guide shares some hints, tips and considerations for the stages of the apprenticeship journey and for you as the line manager. You can use it as a complete resource or simply click through to the topics in the table of contents below where you are interested in further information.

This guide uses the term 'line manager' for consistency. However, different titles and terms are often used in business and industries, for example, supervisor, team leader, section leader or reporting manager. The target audience for this guide is the main person responsible for managing and supervising the day to day work of an apprentice.



Apprenticeship Overview

What is an apprenticeship?

An apprenticeship is a job with training and assessment, which enables apprentices to gain highly transferable skills and knowledge in a specific occupation. Apprentices have a contract of employment which is long enough to complete the apprenticeship successfully and ideally are employed for the long-term or are existing employees of the Trust.

Perceptions of apprenticeships as entry-level and trade-based courses persist, yet this couldn't be further from today's reality. Apprenticeships have moved on from what they used to be and are an exciting option for both apprentice and employer. Changes to funding, minimum requirements and the development of occupation-focused standards have driven up the quality of apprenticeships. You can now employ apprentices at all different levels, from school leavers to people of any age who want to further or change their careers.

Apprenticeship Delivery

- An apprenticeship can be delivered in a number of ways;
- Workplace training
- Online or in-person workshops
- Various learning through self-study

Off and On-the-Job Training

The Trust will select an approved training provider who will organise and deliver formal off-the-job training for the apprentice/s. Apprentices must spend at least 20% of their time on off-the-job training.

However, they may need more than this, for example, if they need training in English and maths. It is up to the Trust and training provider to decide how the off-the-job training is delivered.



The Trust will provide apprentices with the opportunity to practise new skills in the work environment. This is called on-the-job training and helps an apprentice develop the specific skills for the workplace. Apprentices should be supported by a line manager and/or mentor.

More information about what counts as off-the-job training can be found on [gov.uk](https://www.gov.uk).



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Importance of a Good Line Manager



The Role

Line managers play an important role in apprentices' success and progress. Apprentices may come from a range of backgrounds, some may have significant experience in the work place whilst for others this may be their first job. The apprentice line manager duties are the same as for all staff however they are also responsible for supporting apprentices to develop their knowledge, skills and behaviours to achieve their apprenticeship and become a fully competent member of the workforce.

An Ideal Manager for an Apprentice

They should be experienced and competent in the apprentice's occupational field.

- They must be good communicators as they are best placed to talk to their apprentice, listen to their concerns, guide and coach them. They will check the apprentice is meeting their targets and ensure they are committed to the business, as well as help guide their learning in relation to the job role.
- They should be committed to the wellbeing of their direct reports and comfortable in encouraging an open and trusting relationship where support needs and/or flexibilities can be discussed. This may include making reasonable adjustments when needed.
- They must value the concepts of learning, development and progression in the workplace and understand, support and recognise opportunities for on- and off-the-job training.
- They will ensure that team members are briefed, understand the role of the apprentice and know what is expected of them in relation to apprentices.



Preparing For Your Apprenticeship

Meet The Apprenticeship Team

- Ensure you have met with the apprenticeship team and have been made aware of all of the support available to you and your apprentice
- Check that you know who the Training Provider is, and have an initial introduction meeting

Clarify Your Expectations

- Set clear expectations for the role, responsibilities and goals to the apprentice
- Discuss the apprenticeship learning objectives and tasks they may be undertaking

Monitor Work-Life Balance

- Be mindful of the apprentices workload and work-life balance
- Promote a healthy work environment, encourage them utilise the academy

Support Skills Development

- Offer opportunities for hands-on learning and development
- Provide access to tools, resources and staff members who can help support and develop them

Communication

- Set up regular check-in meetings to discuss progress and to address any concerns
- Encourage the apprentice to ask questions and seek clarification when needed

Feedback and Reviews

- Schedule your first performance review
- Celebrate small achievements and milestones such as completing a module of the apprenticeship

Ongoing Support for your apprentice



The Fundamentals

- Set up a weekly catch-up with your apprentice to ensure you are actively supporting them
- Ensure your team know that there is a new apprentice, and encourage them to also support them when they have questions
- Attend regular updates with the training provider and apprenticeship manager - the apprenticeship team will support you with these
- Work with your apprentice to agree objectives, goals and plan suitable work activities
- Look for ways to complement the knowledge, skills and behaviors taught by the training provider into the workplace
- Involve your apprentice in meetings or tasks which will help consolidate their new learning
- Work with your apprentice if they struggle with any particular areas, look to build in extra support from other team members
- Encourage your apprentice to utilise the Apprenticeship Academy, they can get additional support and wellbeing from the wider teams



Reaching The End

Final Actions

- Check your apprentice is aware of the EPA requirement, and encourage them to talk to their training provider to provide them with ongoing support so that they can achieve.
- Meet with your apprentice and agree with them when they are ready to be “signed off” - this is commonly called “reaching the gateway”.
- Offer support if your apprentice needs to prepare any presentations - you could offer to review their work for them, spend time in your catch ups to give ideas or reflect on some of the things they have learned.
- Link in with the apprenticeship team to find out about further development and opportunities - the team will do the hard work for you - we want to make this as easy as possible for our apprentices and our line managers.

Celebrate

- When your apprentice achieves, we know that you have also achieved!
- Take time to reflect on the apprenticeship journey you have both been on, and celebrate the achievement with the wider team.
- Help your apprentice with relevant advice or support with regarding their next steps. This may relate to staying in post, CPD opportunities.
- Remember you can signpost to the apprenticeship team, we are able to support with career coaching, CV writing, interview skills etc.
- If your apprentice does not pass EPA on the first go, with the training provider and the apprenticeship team will be here to support both of you. Normally a few tweaks, a review of the assessments and the apprentice will be ready to go to EPA again.

Managing Apprentice Performance



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.As with all staff members, managing an apprentice's performance is a continuous process. It involves making sure that their performance contributes to the goals of the team and the wider organisations.

It is important that you build a good level of trust between you both, and show them how valuable their contribution in the workplace is.



Good Performance management helps your apprentice to know:

- What the organisation and department is trying to achieve
- What their roles is in doing so
- Skills and knowledge required
- Standards of performance requires
- How they can develop their performance during the apprenticeship
- How their work and learning is progressing
- That they can come to you for support during their time under your line management and beyond





Meet Our Apprenticeship Team

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Thank You

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