



5 Guiding Principles for a Successful Apprenticeship Programme

Are you an apprenticeship levy payer? Are you now considering taking on apprentices as part of your manpower planning process so you make the most of your levy pot?

In our experience of supporting apprenticeship programmes in large and SME companies we believe that there are 5 Guiding Principles that make an apprenticeship programme successful. These are:

1. Recruit
2. Train
3. Opportunity
4. Support
5. What Next?

1. Recruit the right people. Surprisingly a lot of managers have had little experience in recruitment and selection. It is essential that anyone involved in apprentice selection is fully informed about apprenticeships.

Use this checklist:

- How do apprenticeships work?
- How to create clear job descriptions for apprentices
- What are the criteria that you should recruit for?
- How to advertise in the right places to get people interested in doing an apprenticeship with your company
- How to recruit and select legally.

2. Train – Once you have recruited the apprentice the next important consideration is who and how they will receive the training to support the Apprenticeship Standards. Employers who pay the levy now have the power to ensure that they receive the right service from the training provider (private, college or university) that they choose to provide the delivery of the education and learning part of the apprenticeship programme.

If you are an SME you can choose who to work with to help with the training for the apprentice that suits your business.

3. Opportunity – Make sure every apprentice that you employ has the opportunities in the workplace to develop their skills and use their training within their apprenticeship programme. Remember they are not just a 'head count' but a person that you are developing within your business.



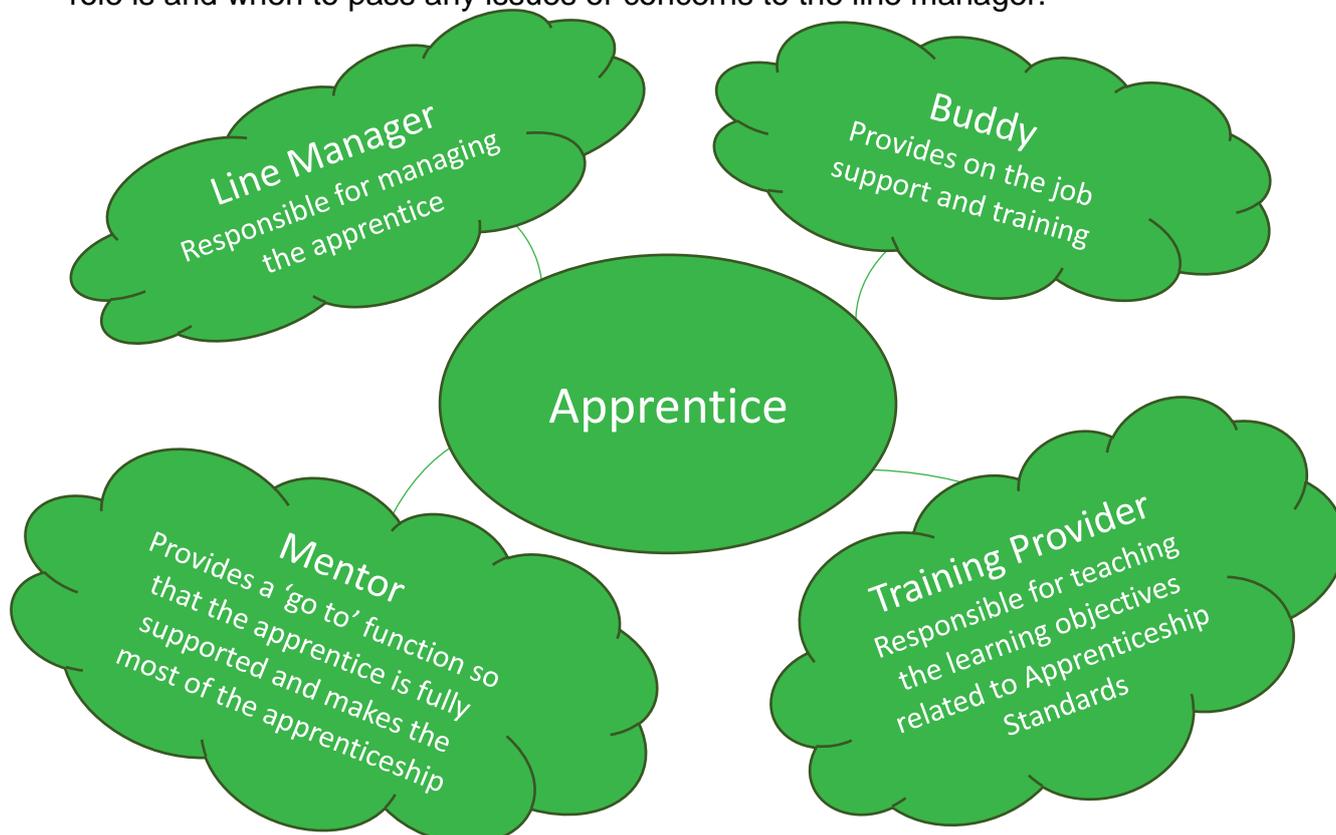
4. Support – We have found that you need the following to help support the apprenticeship programme.

1) Line Manager – these people are operationally responsible for the successful integration and development of the apprentice within their department. They have management responsibility of this apprentice such as setting objectives, performance management, allocation of work etc.

2) Buddy – assign a buddy who will be responsible for all the on the job training and support that the apprentice needs – usually another team member with ideally training ability and skills such as Train the Trainer or training background.

3) Training Provider – you need a good training provider who will ensure that all the learning criteria are met against the standards related to that particular apprenticeship. The line manager should work closely with the training provider throughout the apprenticeship programme and track progress throughout.

4) Mentor – finally assign an apprenticeship mentor. This person should be removed operationally from the area where the apprentice works and needs to be a ‘trusted role model’. The ‘go to’ person that the apprentice builds a relationship with over the time they are on the apprenticeship programme. They should be skilled in mentoring and coaching skills such as listening, challenging, giving feedback and helping the apprentice develop confidence, look for opportunities and develop themselves fully within the apprenticeship programme. Mentors should have good relationships with the line manager, however not be the same person. They should be clear what their role is and when to pass any issues or concerns to the line manager.





TIP: Ensure all four support functions understand:

1. their role
2. how they work together and with the apprentice
3. what is expect of them
4. how they are different from the other functions
5. how they contribute towards the success of the apprenticeship programme
6. make sure all trained to do the functions required of them
7. you can even create a 'contract' for each part so there is clarity on role, responsibility, authority and boundaries.

5. What Next? – Is this a short term employment? With any apprenticeship programmes they will come to an end! So what should be next for people that you spend time developing in your business? We believe that apprenticeship programmes at the outset should be seen as long term solutions to manpower planning and be part of a business succession planning strategy. So for all apprentices there should be a process of review, assessment and further development. You may be able to consider another apprenticeship programme or decide to take the person on full time. Whatever happens the 'What Next?' needs to be planned at the beginning of the apprenticeship programmes as it manages expectations for the apprentice and helps to inform business planning and forecasting for the future.

By following all five of these Guidelines you can set up a successful apprenticeship programme that will work effectively for your business and for the apprentices themselves.

If you need help in any of these areas such as skilling apprenticeship mentors, developing 'interviewing with confidence' for recruiters, managing skills for managers and train the trainer for buddies please let Jewel know.

At Jewel, we can offer the following:

1. Recruitment

We run Recruitment and Selection workshops tailored to your processes and to help all recruiters in having the confidence, skill and know how to be able to recruit and select the best apprentices for the business.

2. Train

We offer training programmes for some apprenticeship standards

- Customer Service
- Business and Administration



- Leadership and Management
- Improving Operational Performance (BIT)
- Warehousing and Storage

However for those that we do not provide training for we can help companies find the best provider matched to the apprenticeship standards.

3. Opportunity

We can raise awareness for all involved in the apprenticeship programmes about the:

- benefits of apprenticeships
- how to make them work

This can be done through consultancy meetings and briefing sessions.

4. Support

1) Line Manager

We offer a large range of management and leadership skills development through our:

- bite size Gems – essential toolkit for managers
- leadership and management workshops
- ILM leadership and management qualifications

2) Buddy

We can offer:

- Train the Trainer two-day workshop, endorsed by ILM (design and delivery)
- Training Skills workshop
- Training and Verification Qualifications – TAQA

3) Mentor

We can help develop mentors through:

- bespoke mentoring workshops
- ILM Levels 3 and 5 Coaching and Mentoring
- ILM Level 2 Introduction to Mentoring
- mentoring 1to1 development

4) Development Planning



We can offer development consultancy for apprentices and help them and you decide on 'What Next?'. We use a distinct development needs analysis that helps inform the individual and the business on how to get the best from the person for the future.

Contact us on: jenny@jewel-training.co.uk or contact us directly on 01491 822650 and ask for Jenny Dack or Julie Johns and we will be happy to help.