

Employee Apprenticeships (fully-funded) Guidance for Line Managers

(for June and September 2019 intake)

<http://www.salford.ac.uk/hr/performance-and-development/courses-index/funding>

1. Introduction

This document provides guidance for line managers on apprenticeships as a development option for existing employees. It should be read in conjunction with the Employee Apprenticeship Guidance which provides a comprehensive outline of the key features of an apprenticeship, the eligibility factors and the support that employees need during their apprenticeship. This document does not cover the recruitment of 'new hire' apprentices. For further guidance and information about recruiting a new apprentice, please contact HR to discuss (HRAdvice@salford.ac.uk).

2. What do I need to consider?

What is available?

At present the three apprenticeships available for existing employees will be delivered by Salford Business School with a June or September 2019 start;

- Chartered Manager (L6 BSc Hons Business and Management) – September 2019
- Senior Leader (L7 Master of Business Administration) – June and September 2019
- Senior Leader (L7 MSc Leadership and Management) – September 2019

There is a further apprenticeship available for existing employees which is delivered by the Unified Science Schools with a September 2019 start;

- Digital and Technology Solutions Specialist (L7 MSc Digital Technologies or MSc Advanced Digital Technologies) – September 2019

For clarity, these are open courses for external applicants that the University is supporting employees to apply for and providing full funding.

An apprenticeship is a work-based learning route to gain a formal qualification. An apprentice will learn new theory regularly through taught modules and is then practice this 'on the job'. As the apprentice moves through the apprenticeship they incrementally increase in competence and confidence until the end point when they are fully competent and gain a qualification to certify this.

How do I assess whether these are suitable?

Apprenticeships are an appropriate solution where someone has a sizeable gap in skill and knowledge between where they are now and where they need to be to succeed in role and progress their career. Usually employees who are fairly new in role and/or need to develop a significant new or changed aspect of their role would fit this requirement. An apprenticeship is not a suitable solution to address performance management issues.

An apprenticeship is a development route to becoming competent and confident in an existing role.

When assessing the suitability of an apprenticeship for a particular employee you should consider:

1. Does the employee need to be fully skilled in this area to do their role?
2. Is there a sizeable gap in the skills and knowledge that they currently hold in this subject, and the skills and knowledge that you would like them to hold to be fully competent and confident in role?

3. Can you accommodate the requirements of the apprenticeship itself? These are stated in the main guidance document but the three most notable are that the apprentice:

- a. Must spend at least 20% of their working hours in off-the-job learning (mostly on a day release basis) for the duration of the apprenticeship. You must consider whether this is something you can make adjustments to accommodate within your team.

You will also need to create other off-the-job learning opportunities at certain points as the taught time does not provide the entire 20%. Shadowing is a good example of an off-the-job learning activity that you would be expected to create for the employee.

- b. Must have opportunities within their working time to practice theory learnt in the 20% time off-the-job. You should consider whether you're able to shape the employee's work activity to provide these opportunities. One of the modules for example of a Project Management apprenticeship is 'Principles of Marketing' and it is expected that you would provide opportunities for the employee to get involved in activity related to marketing (in the context of project management).

- c. Should be accompanied by you to quarterly progress review meetings.

4. Is the employee themselves eligible to undertake an apprenticeship? There are strict eligibility criteria stated in the main guidance document so you should ensure that an employee meets these before supporting their intent to apply.

5. Is an apprenticeship the right development solution for the employee? You should also consider whether other options, such as a traditional course and qualification, are a better fit for the circumstances, learning style and preference of the employee.

Please also look at the main apprenticeship guidance notes, in particular section 6 'Required support from your school or division' which outlines specific points that line managers are expected to undertake as part of the apprenticeship activity.

Provision of a Work-Based Mentor

You will continue to line manage an employee during their apprenticeship and he/she will be given additional support from a work-based mentor. The work-based mentor will ensure that the apprentice is guided through the specific requirements of the apprenticeship at key points and provide pastoral support. The work-based mentor will attend quarterly review meetings to help address any emerging issues. A line manager cannot also perform the role of the work-based mentor.

It is your role to identify a suitable work-based mentor and the name of this person should be included on the Expression of Interest and Approval Form. This person should be someone, ideally within your school or professional service, who is able to have regular informal discussions with the employee on how their apprenticeship is going and how they are embedding their learning. This person will receive training to help them undertake the role. If you need more advice on what a work-based mentor will do, or how to identify the right person for this role, please speak to the Apprenticeships Office. If you are

unable to find a suitable work-based mentor then there may be support available to identify someone. Please speak to HR if you need this support.

3. The Process

Line manager and employee discussion

Your conversation should explore whether the apprenticeship content meets the development need and is the right solution for both the employee and the department/school. Please bear in mind the significant time commitment and nature of apprenticeships. Through your PDR discussions, development needs should have already been discussed and captured and an apprenticeship may be seen as a suitable way to address these. If you agree that one of these apprenticeship programmes is a good development option then please have a full and open conversation about what this might look like in reality. To do this please work through the points above and those stated in the apprenticeship guidance notes. Please contact the Apprenticeship Office if you require more information on the content or structure of these apprenticeships, and contact HR if you have any questions about the job aspect of an apprenticeship.

Progressing to Expression of Interest stage

Once the decision has been made to proceed, you should speak to your Dean of School or Director of Professional Service to check that he/she is also in agreement and can provide the necessary support throughout the apprenticeship. Once this has been done, please advise the employee to complete the Expression of Interest and Approval Form. This form should be started by the employee but also contains sections for both you and the Dean/Director to complete before it can be submitted. The deadline for the form to be returned to HR is Friday 1st April 2019 (for June 2019 start) or 12th July 2019 (for September 2019 start). Please support your employee to submit as soon as possible as it will be processed as soon as it is received.

Next Steps

A short check will be done in HR to confirm eligibility and that the apprenticeship is a suitable development option for the person and role, based on the information provided. Both the HR Development team and the relevant HR Business Partner will also be advised of the application to ensure that full support can be offered.

Providing that the employee is eligible, the form will then be passed onto Salford Business School/Unified Science Schools and the Apprenticeship Office who will make contact with the employee to progress to the formal student application stage. There is a specific University application form for apprenticeship students and this will need completing in the first instance to obtain all relevant details required for the student registration processes. The Apprenticeship Office will provide support on this as required.

Once this stage is complete, Salford Business School/Unified Science Schools will take the employee through the normal student interview activity for this apprenticeship programme. HR will prepare the necessary paperwork to confirm the apprenticeship to the employee and specify the terms on which

this is taking place. Once all paperwork has been processed and the employee is happy to proceed, the apprenticeship will begin in June 2019/September 2019 as appropriate.

4. Contact

Please contact HR if you have any queries about the content of this document or need further advice. HRResourcing@salford.ac.uk. Please contact the Apprenticeship Office if you have any queries about the content of one of the apprenticeships or any element of apprenticeship support or delivery apprenticeships@salford.ac.uk