

Managers Guide For Supporting Your Apprentice

What training will my apprentice receive?

Please see the full standard/framework which will teach the skills, knowledge and behaviours to your Apprentice.

You will need to:

- Support your Apprentice to use the knowledge and skills they are gaining and apply them in the workplace
- Allow them to undertake their 20% off-the-job training at agreed times
- Help them put in to practise what they are learning to create the behaviours of an effective manager.
- Assess their progress in the role on a regular basis

Overview of Your Role as a Manager

1. Raising Awareness of the Apprenticeship:

You will explain the apprenticeship to your team, ensuring they understand the benefits whilst considering the options in your development planning.

2. Expression of Interest:

Team members will be advised to seek advice from their managers when expressing interest in the apprenticeship.

3. Supporting and Mentoring:

At the start of the apprenticeship you will agree with your Apprentice the study hours needed and how this will work.

Throughout the apprenticeship you will mentor your Apprentice by helping them to develop excellent managerial behaviours and skills.

4. The Gateway:

You will assess the Apprentice's competency and provide support in choosing topics for their business proposal project.

5. End Point Assessment:

You will attend the professional discussion to provide further examples of their abilities and support your Apprentice.

The Delivery Specialist

Each Apprentice will have a Delivery Specialist who will:

- Deliver and facilitate training to enable the learner to develop the knowledge, skills and behaviours required by the apprenticeship
- Undertake programme reviews and assessments
- Plan and provide workplace training and learning activities for off-the-job development
- Support learners in preparing for end point assessment
- Liaising with workplace managers to plan and review progress
- Support learners with a programme to achieve Level 2 English and maths (if required)
- Keep you informed of any additional learning needs or support required, where appropriate
- Provide constructive feedback for on programme assessment
- Support the mentoring process in the workplace

You will need to:

- Liaise with the Delivery Specialist with regard to your Apprentices progress
- Work with the Delivery Specialist to put areas being studied into context for your business
- Contact the Delivery Specialist with any concerns

Please make a note of the Delivery Specialist's contact details here:

Name

Email

Phone Number

Progress Reviews

The role of the progress reviews is to ensure that your Apprentice is developing and getting the support they need. Managing their progress is a continuous process and will be carried out by yourself and the Delivery Specialist.

Each Apprentice will require a progress review in each stage of the apprenticeship, which will likely be every 6-8 weeks, with yourself and their Delivery Specialist.

This will support you to develop a good professional relationship with your Apprentice, cultivating the growth of trust and creating an open line of communication. This will be an essential part of the apprenticeship and encourages engagement, effective participation and ultimately success.

The 2009 Macleod and Clarke Report, Engaging for Success: enhancing performance through employee engagement* concluded that there are 4 main drivers of employee engagement. These are Leadership, Engaging Managers, Voice and Integrity.

Through regular progress reviews, you will provide leadership with clear development opportunities and ensure that your Apprentice understands where they fit into the organisation as a whole. You will model the

company's culture and ethics, acting as a guide to the integrity of the organisation.

This review process will allow you to be very engaged in the development of your Apprentice and give them an opportunity to voice their thoughts and ideas, empowering them as a new manager and developing your skills too.

The Delivery Specialist will provide you with the documents you will need to complete the progress reviews and take the lead for the first one if required.

To get the best from the apprenticeship you will need to arrange to have a quick one-to-one meeting each week with your Apprentice, to ensure that any issues or concerns can be addressed quickly.

During these reviews, you can also update any records required including working hours, off-the-job training hours and any extra support needed. The 20% off-the-training is an important part of the apprenticeship programme and must be done in line with the guidelines provided.

*<http://engageforsuccess.org/wp-content/uploads/2015/08/file52215.pdf>



Supporting your Apprentice

There are many ways to support your Apprentice in gaining the skills and behaviors required as a manager but here are 5 top tips that you can use to get started:

1. Involve them in your tasks

Shadowing is a good start, let them watch you at first and then they can assist

2. Set them tasks

Once they have shadowed and assisted you in a task, set them a part of it to do themselves checking it once it is done

3. Talk

Discuss parts of the management role with them, such as your management style, as they may question why you manage the way you do

4. Encouragement

Always encourage them by highlighting the areas where they are doing well, and remember that they are learning a new set of skills.

5. Positive feedback

Use your management skills to ensure that they are receiving positive guidance on how to improve, using the goal setting framework

You will need to:

- Use these tips to create a supportive relationship with your Apprentice, involving them in your role as often as you can

Goal Setting

There are many frameworks for setting goals but **SMART** is the most popular and is very effective and gives you a framework to ensure the goals you are setting work for your Apprentice.

Goals should be set collaboratively to ensure ownership and be reviewed when agreed. They need to be:

Specific: the goal needs to say exactly what needs to be done

Measurable: it needs to have a value to be measured against

Achievable: the time and resources available need to be considered to ensure it is possible to do in the time given

Relevant: the goal needs to be part of the Apprentice's development so you should consider what is being achieved by setting it

Time-bound: You will need to set a date for the goal to be completed and reviewed

Feedback:

Giving positive feedback is essential for progress and for building a relationship between you and your Apprentice. Remember the following when giving feedback and setting their next goal:

- Discuss the behaviour/action not the person
- Be timely; leaving it too long can cause distortion in remembering what happened
- Try to give actions to take forward, not criticise elements that did not work
- Use the word 'because'; if someone did a good job tell them why it was good

You will need to:

- Agree goals with your Apprentice using the SMART framework and review them as agreed
- Provide feedback on their progress; you can access support on this from the Delivery Specialist if required

OneFile e-Portfolio

One File is an internet based e-portfolio system, that will allow your Apprentice to access their off-the-job learning activities and the Delivery Specialist will use it to guide them through the programme.

For the Apprentice

OneFile records all elements of the apprenticeship, including all of the resources and work-based learning tasks.

The Apprentice will be able to communicate with the Delivery Specialist and access support if needed. It will show them where they are on the apprenticeship and what they need to be doing through their Individual Learning Plan.

OneFile will create a record of their programme and show their progression.

They will benefit from all of the additional resources and services that all students have at our Colleges, whether they study on- or off-site.

They will also be able to access revision support prior to their written exam and professional discussion.

You will need to:

- Support your Apprentice in their work-based learning tasks
- Help to put their learning into context
- Ensure your Apprentice is given the opportunity to put their new skills into practice as a Manager
- Ensure your Apprentice is logging in to OneFile and completing their work-based learning tasks when given time for off-the-job training

For the Manager

As a Manager, you will also have access to OneFile, but on a management dashboard rather than an e-portfolio. This will allow you to see how your apprentice is doing, whether they are up to date and also allow you to support them in carrying out the right tasks for the part of the programme they are undertaking.

All reviews will also be recorded on here and the dashboard will allow you to quickly see what is due and when.

You will need to:

- Log into the dashboard to monitor the progress of your Apprentice
- Liaise with the Delivery Specialist
- If there is an issue, contact the Delivery Specialist
- Use this in weekly one-to-one reviews to track progress

Please make a note of your OneFile log in details here:

Username

Password

The website address is:
<https://login.onefile.co.uk/>

The Gateway

The Gateway is a meeting between the Apprentice, the Delivery Specialist and the manager (there may also be other representatives from the organisation) to decide that your Apprentice has fulfilled all of the criteria required and is competent at their role. The meeting will usually happen in the last 2 months of the apprenticeship.

You will need to:

- Assess your Apprentice against the requirements of the standards
- Agree with the other parties that you are sure your Apprentice is ready for the end point assessment and that they are competent and fulfil the standards
- If appropriate agree on a business project that is suitable for your Apprentice to undertake
- Take part in a second meeting with the Independent Assessor to plan the end point assessment activities

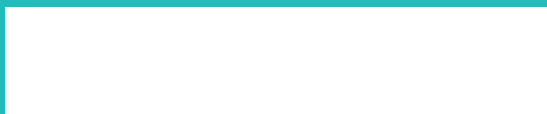


The End Point Assessment

The apprenticeship assessment takes place at the end of the apprenticeship. This doesn't mean that the Apprentices are not assessed throughout the apprenticeship, but that the decision as to whether they have reached the level of competency required will be carried at this time.

The assessment will be done by an End Point Assessment Organisation who are completely independent of RNN Group and their assessor will not have been involved in any of the programme delivery.

The end point assessment for your Apprentice can be found on the below link:



You will need to:

- Support your Apprentice in carrying out their business project if required including access to required information
- Give the Apprentice the appropriate amount of time within their working hours to attend the exam, complete the project and take part in the professional discussion
- Be present for the professional discussion and be prepared to give examples of how your Apprentice meets the standards required
- Continue to carry out weekly one-to-one reviews to ensure progress on the project
- Liaise with the Delivery Specialist and the end point assessment organisation

Queries and Concerns

If you have any issues or concerns about your Apprentice or the apprenticeship, in the first instance please speak to your Delivery Specialist.

If this does not resolve the issue or if the issue is directly related to the Delivery Specialist, you will need to contact your internal Learning and Development team or HR. They will be able to assist you in dealing with the issue or concern and are also be able to contact your account manager at RNN Group if required.

You will need to:

Contact your Learning and Development team if you have an issue that has not or cannot be resolved by the Delivery Specialist.

Please make a note of the team's contact details here:

Name:

Email:

Phone number:

Feedback

In order to continually develop the apprenticeship, members of your Learning and Development team and RNN Group will contact Apprentices and managers throughout the programme to gain feedback on all elements. Please be honest in your feedback, ensuring that it is constructive and will help us in our ambition to deliver an outstanding apprenticeship.

Off-the-Job Training

What is Off-The-Job training and why is it required?

The Apprenticeship reforms aim to increase productivity in the UK by tackling skills gaps in our workforce.

All Apprentices are required to spend 20% of their apprenticeship undertaking off-the-job training.

The Association of Employment and Learning Providers (AELP) Chief Executive, Mark Dawe, stated:

“Off-the-job didn't necessarily mean ‘away from the workplace’ and in some cases, it is possible to carry out such training at a workstation. The onus is also on the employer to define what the off-the-job aspect of training entails and how it will be delivered. This can be supported by the training provider.”

In its guidance for employers, the government states that:

“Off-the-job training is defined as learning which is undertaken outside of the normal day-to-day working environment and leads towards the achievement of the apprenticeship.

This can include training that is delivered at the Apprentice's normal place of work, but must not be delivered as part of their normal working duties.”

What counts as Off-The-Job Training?

- A company induction that includes an educational element and that provides some basics of the skills, knowledge and behaviours that are core to the apprenticeship
- Completing technical training at one of our Colleges that provides some of the knowledge, skills and behaviours of the apprenticeship standard
- Shadowing existing employees.
- Online training that forms part of the knowledge, skills and behaviours of the apprenticeship
- Self-study and research that forms part of the knowledge, skills and behaviours of the apprenticeship
- Mentoring and job rotations that form part of the knowledge, skills and behaviours of the apprenticeship
- Attending conferences, seminars and competitions
- Simulation exercises that form part of the knowledge, skills and behaviours of the apprenticeship

What does not count as Off-The-Job Training?

- Day-to-day tasks defined within the job role, i.e. answering calls, responding to emails, data inputting.
- Work towards maths, English or ICT Functional Skills
- On-programme apprenticeship assessments
- Some company induction activities for example, tours of the building, picking up a building pass, etc.
- Progress review with the Delivery Specialist
- Training that takes place outside the apprentice's paid working hours.

Where should Off-The-Job Training take place?

At an employer's workplace or off-site.

When should Off-The-Job Training take place?

- The 20% off-the-job training is measured over the course of an apprenticeship
- It is up to the employer and provider to agree at what point during the apprenticeship the training is best delivered. For example, a proportion of every day, one day a week throughout, one week out of every five, a proportion at the beginning, middle or end

How should Off-The-Job Training take place?

The off-the-job training can be delivered in a variety of ways, such as:

- The teaching of theory, e.g.: e-learning, lectures, role play, simulation exercises, online learning, manufacturer training
- Practical training, e.g.: shadowing, mentoring, industry visits and attendance at competitions.
- Learning support and time spent writing assessments and assignments

You will need to:

- Ensure the Apprentice is paid their regular salary during off-the-job training
- Ensure that training takes place during employed time. If it is necessary for an Apprentice to undertake training in an evening or outside of contracted hours, then this would need to be recognized by time off in lieu
- Ensure an off-the-job training log is kept up to date

Allocated Off-The-Job Hours on the Apprenticeship

The Apprenticeship is designed to enable the apprentice to follow a similar process over the course of 18 months.

There will be a requirement in each month to spend around 1 day online accessing OneFile, performing theoretical learning tasks and recording and reflecting upon what they have learnt.

The other 3 allocated days will be spent doing off-the-job tasks, for example, shadowing, researching, carrying out the management role in a supervised simulated situation and recording what they learning in line with the task instructions.

The format of learning will be guided through OneFile and with advice from the Delivery Specialist.

Glossary of Terms

Term	Meaning
Apprenticeship	Combining practical training in a job with study
Standard	The set of knowledge, skills and behaviours put together by a group of industry specialists that they believe make a person competent in the role
EPO/End Point Assessment	The tasks the Apprentice will have to complete at the end to an independent assessor to show they are competent in the role
EPAO End Point Assessment Organisation	The organization independent of the employer and the provider who assess the Apprentices at the end of their apprenticeship
Knowledge	The information they need to learn and know
Skills	The ways they can develop to show their knowledge in their working role
Behaviours	The actions they do every day that show they have the knowledge and skills
Programme/course/apprenticeship	The period of time they are learning the role, being assessed and developing to be competent
Off-the-job training	Not part of their usual everyday role
E-Portfolio	An online tool that stores work, feedback, tracks progress and shows development over the programme.
VLE - Virtual Learning Environment	A place to learn online, similar to an online classroom where you can access information, tasks, videos and other useful resources for learning
Webinar	A session taught online that can accessed by many people in different locations

Off-the-Job Training Examples

There are many different ways off-the-job training can be carried out. It has to be separate to the Apprentices normal working tasks and has to be linked to developing the knowledge, skills and behaviours required to achieve the Apprenticeship.

Example	Explanation
Completing technical training	This can include attending a course or workshops either in person or online. It can lead to a qualification or can be continuous professional development.
Shadowing existing employees	Shadowing others is a vital part of developing new skills, either shadowing you or another senior member of the organisation will help your Apprentice put their learning into context. They will need to ensure they record that they have shadowed and what they have learnt from the experience.
Online training	This is online learning and can be done through an E-Portfolio, a virtual learning environment or through webinars.
Self-study and research	Work done on their own for example finding out about your organisations policies or finding information on retail markets.
Mentoring and job rotations	Working with a person in an area they are good at, this develops their communication and leadership skills. Doing other jobs to gain experience.
Attending conferences, seminars and competitions.	These can help to gain knowledge from other places and enable them to meet others in the same position.
Simulation exercises	Creating a situation that has not occurred e.g. a simulated review of merchandising

Notes

RNN Group

Apprenticeships



Rotherham College
North Notts College
Dearne Valley College
and
University Centre Rotherham

Part of
RNN GROUP

Rotherham College

Website: rotherham.ac.uk
Email: info@rotherham.ac.uk
Phone: 01709 362111

North Notts College

Website: nnc.ac.uk
Email: contact@nnc.ac.uk
Phone: 01909 504500

Dearne Valley College

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