

Managers Guidelines – Recruiting & Supporting an Apprentice in your team

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Purpose of the Guidelines

These guidelines are intended to support managers in preparation for having an apprentice in their area of work. The different 'stages' as below are intended to support managers to plan for and provide the support and resources required to ensure that the experience is as positive and successful as possible for the apprentice, the manager, the mentor, service users and the team. These guidelines should be read in conjunction with the Apprenticeship and Recruitment policy which outlines the roles and responsibilities of all staff in this process.

This will include the following stages:

- Stage 1:** Expressing an Interest
- Stage 2:** Preparing for the apprentice
- Stage 3:** Recruitment Process
- Stage 4:** Appointing and starting the apprentice
- Stage 5:** Apprenticeship training and review
- Stage 6:** Apprenticeship Achievement

Definition of an Apprenticeship

Apprenticeships are work-based training programmes, which combine on and off the job learning and development activities.

- The apprentice must be employed in a real job. They may be an existing employee or a new recruit.
- The apprentice must work towards achieving an agreed standard or framework
- The apprenticeship training must last at least 12 months.
- The apprentice must spend at least 20% of their time on off-the-job training.

Supporting Workforce development

The Trust has agreed that apprenticeships are an important consideration in our workforce planning, providing development opportunities for existing staff and for new recruits which will support both recruitment and retention.

'Think Apprenticeship' when a vacancy occurs, it provides an opportunity to create an apprenticeship 'training' role as part of workforce planning, and develop a pipeline of talent within the service and the NHS. Apprenticeships can help with those hard to fill roles and supports recruitment attracting candidates to CPFT.

'Grow your Own' provides opportunities for existing staff to develop in their role (CPD) in both clinical and non-clinical roles. Providing career development opportunities, for existing staff e.g. HCA development to registered role. Apprenticeships support staff retention, improves job satisfaction, staff feel invested in & valued.

Guidance to support managers' decision on how to effectively develop apprenticeships in their teams can be found at <http://cptportal.cumbria.nhs.uk/SiteDirectory/WF-OD/Shared%20Documents/Education%20and%20Learning/Apprenticeships/APPRENTICESHIPS%20FACTSHEET.pdf>

Apprenticeships are available in a wide range of subject areas and levels. For more information, please check out the Trust [webpage](#) & the institute for apprenticeships [website](#).

Important Considerations when thinking about offering an apprentice in your work area

- Managers must discuss and confirm with Care Group leads that the proposed apprenticeship is a priority for their workforce and business plans and they have the resources available to support the role(s) identified.
- Managers must confirm the job role that you want the apprentice to do and have an appropriate JD (apprenticeship team can support)
- Managers will provide a fixed term contract for the apprentice for at least 12 months and 1 day or for the duration of the apprenticeship for a minimum of 30 hours.
- Managers must be able to cover the cost of the apprentice wage within the department budget.
- Managers are required to support at least 20% off the job training. For some higher clinical apprenticeships this may also include up to another 40% out of the work area on practice placements.
- Managers will provide a comprehensive local induction to the workplace, identify a mentor and support on-the-job training.
- Managers will be involved in reviewing the progress of the apprentice & inform the Apprenticeship Lead or Education Provider of any problems/issues.
- Managers will support the mentor & enable them to effectively deliver the workplace learning during the apprenticeship with the team

Please note that a 16 or 17 year old **cannot** work more than 40 hours per week. If a 16 or 17 year old is required to undertake shift work, they can only work up to 22:00hrs.

Stage 1: Expressing an Interest 'Think Apprentice'

Once a manager has decided to **employ an apprentice** they must complete an expression of interest form X and return it to their organisation's Apprenticeship Lead. (CPFT via the CPFTApprenticeships@cumbria.nhs.uk mailbox – NCUH to jean.hill@ncuh.nhs.uk). Managers can discuss their ideas with the Apprenticeship Lead to confirm the role the apprentice will be undertaking, to identify the most suitable apprenticeship standard/framework and training provider. A job description will also need to be written in line with the apprentice framework/standard.

'Growing your Own' Vocational course levels 2 – 4

The apprenticeship should be discussed and identified during the appraisal process. Once an apprenticeship has been identified the manager is required to complete and return it to their organisation's Apprenticeship Lead. (CPFT via the CPFTApprenticeships@cumbria.nhs.uk mailbox – NCUH to jean.hill@ncuh.nhs.uk). Once the form has been received the Apprenticeship Lead will identify a local provider who can deliver the apprenticeship and arrange a sign up appointment which is convenient with the learner and manager.

Academic courses levels 5 – 7

The Education & Learning team will inform Care Group Leads, Managers and staff about courses as they become available and request expressions of interest be submitted as above. The Care Group Triumvirate will decide on how many places can be supported within each care group. Each learner put forward will be subject to an interview with the training provider before being successful in gaining a place on the apprenticeship.

Stage 2: Preparing for the apprentice – ‘Think Apprentice’ & ‘Growing your Own’ (also refer to the Apprenticeship policy for details)

Line Management

A line manager needs to be identified to ensure that the apprentice completes their local induction and undertakes regular supervision. They are responsible for the following:

Risk Assessment

For placements in low-risk environments, such as offices or shops, with everyday risks that will mostly be familiar to the apprentice, your existing arrangements for other employees should suffice.

Think about:

- Lone working
- DSE Assessment

For clinical apprentices consider what work the apprentice will be doing or observing, the risks involved and how these are managed.

Learning Environment Resources

You will need to think about the resources e.g. does the apprentice require a uniform, desk, computer etc.? Clinical apprentices undertaking CPD will require new name badge stating they are an apprentice e.g. Nursing Associate Apprentice, Nurse Apprentice, Assistant Practitioner Apprentice. For CPFT managers see: [Guidance on how to order an ID badge](#).

Mentor/Educator

The apprentice must have an identified mentor/educator who will be their main point of contact. The mentor role will be to work with the apprentice supervising and helping them settle in to the workplace. Mentors should receive appropriate training depending on the type of apprentice they are supporting.

Terms and Conditions

What job will they be doing? The apprentice must have a job description which reflects the qualification they are undertaking and the role you expect them to undertake in the workplace. The vocational learning team can help with developing job descriptions. They will be employed in line with agenda for change regulations for their contract and annual leave.

Wages - Apprenticeships in the NHS – NHS Staff Council Guidance

The national minimum rate for apprentices under the age of 19 and those aged over 19 in their first year is £3.70 (April 2018). Anyone over the age of 19 who has completed their first year must be paid national minimum wage. <https://www.gov.uk/national-minimum-wage-rates>

(Refer to the apprenticeship policy for guidance on wages for existing staff undertaking an apprenticeship)

Workplace Capacity for Learners

It is important that you consider the number of learners who can be supported effectively in any workplace. Learners must be supported fully to ensure they receive a quality workplace learning experience. It is essential that you work with colleagues within our organisation and partner organisations to ensure that we do not have too many learners at one time as

this will compromise the learning experience and potentially patient safety, e.g. rotational posts for clinical roles.

Stage 3: Recruitment Process

‘Think Apprentice’

Once a training provider has been identified the manager will need to follow the normal recruitment process by completing a vacancy request form and attaching the job description. The manager is responsible for following the recruitment process. Once the vacancy is advertised on NHS Jobs, the Apprenticeship Lead will ensure that key partners advertise the vacancy too to widen the audience and ensure the position is advertised on the National Apprenticeship Service website. The Apprenticeship team is happy to be involved in the shortlisting and interviewing process if required.

For a newly recruited apprentice, they will be issued with a fixed term contract in the usual way. Apprentices are subject a 3 month probationary period. Any concerns during this period should be raised with the Apprenticeship Lead.

‘Growing your Own’

- a) If a development opportunity is identified in your work area and there are several staff interested in the role, the vacancy can be put out as an internal vacancy via an application form on NHS Jobs. Interviews can include a presentation to be assessed by locally determined criteria. Training providers may also be involved in the interview and selection process. Where these are academic courses level 5-7 each learner put forward will be subject to an interview with the training provider before being successful in gaining a place on the apprenticeship.
- b) If a development vacancy opportunity is identified in your work area for current staff and there is only one person suitable for this opportunity. Where these are academic courses level 5-7 each learner put forward will be subject to an interview with the training provider before being successful in gaining a place on the apprenticeship.

Stage 4: Appointing and starting the apprentice

‘Think Apprentice’

Once the interviews have taken place and the appointment has been made in accordance with the recruitment process the manager needs to confirm the apprentice start date with the Apprenticeship Lead. The recruitment team will support in this process. This is to arrange the apprenticeship sign up with the training provider during their first 2 weeks at work.

‘Growing your Own’

Once a provider has been identified and confirmed as being on the Trusts approved procurement framework the Apprenticeship Lead will confirm a sign up date at the earliest convenience, with the manager and learner.

Stage 5: Apprenticeship training and review

All apprenticeships must be delivered in partnership with approved training providers working towards an approved standard/framework.

Apprenticeship 20% off-the-job training and annual leave

“Off the job training is defined as learning which is undertaken outside 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 duties. Off the job training must be directly relevant to the apprenticeship and could include: teaching of theory, shadowing, mentoring, learning support and time spent writing assessments / assignments.”

Off-the-job training is an essential part of an apprenticeship and therefore, must take place during employed time. If, by exception, training takes place in an evening, or outside of contracted hours, this should be recognised (for example, through time off in lieu).

Should an apprentice not be able to attend a planned training session (due to leave, sickness, operational pressures) the apprentice should be given the opportunity to catch up on what they missed (e.g. by attending one to one sessions with their provider or using on-line learning materials). As above, this should take place during paid working hours.

The programme is sufficiently flexible to accommodate exceptional periods of leave or sickness.

Time spent off the job varies from programme to programme. Some of the training can take place in the workplace while other sessions may require attendance at college or university, depending on the type of job being performed or the elements of training being undertaken.

College/university attendance could be one day a week or as a block release. It is the responsibility of the manager to ensure the apprentice is able to attend these sessions. Failure for the learner to attend can result in funding being discontinued.

The manager is responsible for ensuring they provide a quality learning environment, and must take an active role in the review process with the learner and provider enabling the apprentice to achieve the required workplace learning outcomes. The manager must ensure that the learner completes their apprenticeship within the specified timeframe and has a positive learning experience. Any issues which arise must be reported to the apprenticeship lead (see apprenticeship policy).

Mentors must be suitably prepared and supported. They should meet regularly with the apprentice to give feedback on progress and discuss development plans, learning opportunities and achievements. Mentors must also, where required, ensure they meet any professional body standards for mentorship and assessment in practice. Managers should ensure that mentors are allocated according to their ability and availability (see apprenticeship policy).

Stage 6: Apprenticeship Achievement

‘Think Apprentice’)

The apprentice may complete early and complete the rest of their fixed term contract within the department. They are able to apply for any internal jobs which the Trust advertise, in order to secure a permanent post once in post. If you would like the apprentice to progress on to another apprenticeship e.g. level 2 – level 3, you can extend the fixed term if you have enough money within the budget to cover the wages. Again you must confirm this with the Apprenticeship Lead to organise funding and procure the provider.

If the apprentice is required to register with a professional body they will need to fund this themselves.

'Growing your Own'

Once the learner has completed their apprenticeship it must be reflected upon at the either their next supervision or appraisal session with their manager. If they would like to progress further they will be required to complete a new expression of interest form and repeat the steps above again.

When issues arise

(Refer to the apprenticeship policy for guidance on wages for existing staff undertaking an apprenticeship)

Please contact the apprenticeship team should you have any queries or concerns regarding an apprentice or their training.

Further Information

Additional information can be found on the Trust intranet page:
<http://cptportal.cumbria.nhs.uk/SiteDirectory/WF-OD/Pages/Apprenticeships.aspx>

If you have any questions or queries regarding apprenticeship, please contact:

At CPFT: Suzan Hunter, Apprenticeship Lead on 01228602047/ 07795476632 or via email.

At CPFT: If you would like to discuss specific issues around the clinical apprenticeship please contact Karen Dutton, Education & Learning Facilitator on 07881833508 or via email.

At NCUH contact Jean Hill, Learning and Development Manager/Apprenticeship Lead on 01228 814828/07887718493 or via email.

Appendix 1

Apprenticeship Levels

There are a range of apprenticeship levels that lead to different qualifications, and they typically take between one and four years to complete. The table below shows how apprenticeship levels compare to other types of qualifications.

Apprenticeship level	Level descriptor	Equivalent qualification
Level 1		5 GCSEs graded D-G
Level 2	Intermediate level apprenticeship	5 GCSEs grades A*-C NVQ level 2 Key skills level 2 BTEC first diploma and certificate
Level 3	Advanced level apprenticeship	2 A/AS levels (any grade) NVQ level 3 Key skills level 3 BTEC Diplomas, Certificates and Awards
Level 4	Higher level apprenticeships	Certificate of higher education (first year of bachelor's degree) NVQ L4
Level 5		Diploma of higher education Foundation degree (second year of bachelor's degree)
Level 6		Bachelor's degree
Level 7	Higher apprenticeship routes are being developed	Master's degree

Appendix 2

Managers Guide Flowchart

Important considerations:

- Managers must discuss and confirm with Divisional/Care Group leads that the proposed apprenticeship is a priority for their workforce and business plans and they have the resources available to support the role(s) identified.
- Managers must confirm the job role that you want the apprentice to do and have an appropriate JD (apprenticeship team can support)
- Managers will provide a fixed term contract for the apprentice for at least 12 months and 1 day or for the duration of the apprenticeship for a minimum of 30 hours.
- Managers must be able to cover the cost of the apprentice wage within the department budget.
- Managers are required to support at least 20% off the job training. For clinical apprenticeships Level 5 and above this may also include up to another 40% out of the work area on practice placements.

'Think Apprentice' (A vacancy / New recruit)

when a vacancy occurs, it provides an opportunity to create an apprenticeship 'training' role as part of workforce planning, and develop a pipeline of talent within the service and the NHS. Apprenticeships can help with those hard to fill roles and supports recruitment attracting candidates to NCUH/CPFT.

'Growing your Own' (CPD opportunities for existing staff)

provides opportunities for existing staff to develop in their role (CPD) in both clinical and non-clinical roles. Providing career development opportunities, for existing staff e.g. HCA development to registered role. Apprenticeships support staff retention, improves job satisfaction, staff feel invested in & valued.

Step 1 Expressing an Interest

Complete the expression of interest form X.

Complete the expression of interest form Y.

Step 2 Preparing for the Apprentice

Confirm the arrangements required when employing apprentice. Line Management, Risk Assessment, Learning Environment Resources, Identify a Mentor/Educator, Terms and Conditions, Wages, Workplace Capacity.

Stage 3 Vacancy Review

Complete Vacancy Review following the recruitment process for interview and selection.

Complete Vacancy Review following the recruitment process for interview and selection.

Stage 4 Appointing & Starting the Apprentice

Confirm the start date of the new apprentice with the Apprenticeship lead to arrange the apprenticeship sign up with the provider.

Apprenticeship lead will arrange a sign up date which is convenient for the manager, learner and provider.

Stage 5 Apprenticeship Training & Review

Manager must ensure the learner attends all training as required by the apprenticeship programme and takes an active role in the 8 weekly review of the learner's progress.

Stage 6 Apprenticeship Achievement

The apprentice is able to apply for all relevant internal posts before the end date of their fixed term contract in order to secure a permanent post. They can progress to a higher apprenticeship in the workplace if funding is available to cover the wages for the term of the apprenticeship.

Once completed the apprenticeship must be reflected upon during the appraisal and or supervision session. Any future apprenticeship progress will require an expression of interest form being complete.