

HINTS AND TIPS FOR MANAGERS

Your approach

- Be open and honest about what the job role entails.
- Be clear about the aim of the apprenticeship training.
- Help to make the apprentice feel part of the team; don't refer to them as an apprentice.
- Encourage the apprentice to contribute ideas, build trust by valuing their input and allow them to explore an idea and gain learning even if you don't think it will necessarily work; support ambition.
- Give them work that they can feel wholly responsible for, rather than only giving them work that is part of a process.
- Don't assume previous work history means they will be quicker to excel in the role than someone with less work experience.
- Provide opportunities for broader learning and experience of what is going on across the Council e.g. what can you do beyond the corporate induction.

Expectations

- Set out clear expectations for the role and completion of the apprenticeship training as well as any consequences of not fulfilling the expectations.
- Manage expectations of progression (job opportunities may not be there when the apprentice is ready), may have to have patience.

Responsibility

- Put the responsibility on the apprentice to let you know the specifics of what they need to do to complete their apprenticeship training.
- Highlight opportunities for them to pursue and excel.

Appraisals

Build in clear expectations of learning and behaviours from the apprenticeship training into appraisals.

Specifically for managing staff undertaking higher level apprenticeship training

- Be clear about the benefits of the apprenticeship training for both the service and the employee. These could include collaboration and engagement with other services. Communicate the benefits with the team.
- Identify how workload will be managed to free up 20% of their time to undertake the apprenticeship training.
- Consider what the resilience of the employee and the team is to manage what is required to allow completion of the apprenticeship training, including mentoring and shadowing.

- Consider the impact on the team dynamics.

Specifically for managing new recruits at the start of their careers (please note this can be at any age)

- Have a discussion with the team about the new team dynamics. A team learns from having a new apprentice as the person bring in new skills and experiences.
- Make clear expectations of the workplace at the beginning. Take into consideration that they may not have been at work before. Expectations for attendance, hours worked, use of personal mobile phones, internet, social media, absence all need to be made explicit.
- Consider the person's resilience without going in to a parental role (be aware of gender and age bias). A new work environment can take some adjusting to and this may be more so for someone who is just beginning their career.
- Identify a buddy, someone who is located nearby so that the new team member has someone they can ask questions on a day to day basis when they first start. As a manager, make time for weekly one to ones in the first month. Putting these things in place will help the new starter feel supported.
- Create opportunities for lots of easy win tasks so they do not lose momentum.