

FINANCIAL SERVICES PROVIDER

VP for Learning and Development

The company uses management and leadership apprenticeships only for existing hires – currently they have 2-3 management apprentices at level 6. They used to have more at level 7 because people were attracted by the MBA qualification. However, when this funding changed and the associated MBA qualification was no longer provided by all providers, fewer people opted to do level 7.

THE CHALLENGE

They use management and leadership apprenticeships as a way to plug the managerial skills gaps and upskill people to be more effective managers. The apprenticeships are used largely in line with performance reviews to ensure the most relevant people are being upskilled in the relevant skills.

HOW MANAGEMENT AND LEADERSHIP APPRENTICESHIPS ARE USED WITHIN THE ORGANISATION

This company uses management and leadership apprenticeships as a wraparound or 'blended solution' to internal training. For certain individuals where there are additional skills gaps identified that may not be covered by internal training, management and leadership apprenticeships are a good way to upskill managers as part of their performance review processes. Management and leadership apprenticeships are a helpful and trusted way of building the skills of current and future managers. Level 6 is found to be a helpful point to put people on apprenticeships as they already have management experience up until that point and therefore, are better able to apply the lessons. By providing them with the theories and concepts of management, they can elevate their day-to-day management effectively. Currently, the firm adopts a more demand-led approach to putting people on management and leadership apprenticeships. Therefore, demand has come from existing employees to be put on level 6.

“ It [level 6] is a very well-rounded programme. Because it's business administration, you get to understand various aspects of business at the undergraduate level, and I think that's a really good foundation to build off because it sets a really nice platform if they then want to take it up to a next level. ”

THE IMPACT OF MANAGEMENT AND LEADERSHIP APPRENTICESHIPS

They are very positive about the impact management and leadership apprenticeships have had on their organisation – it has boosted both engagement and proactivity in the workforce. They have found that

if they choose the right provider and the individual is sufficiently committed, the results can be outstanding. They have found that the benefits start out as very individually based, where employees feel recognised and like they have achieved something. As a result of this, they then feel better able and more confident to put themselves forward for tasks and think creatively about existing processes.

“ Individuals come out with very clearly defined knowledge in certain areas. ”

“ It's about engagement, motivation, retention, and then also proactivity. More proactivity. 'Okay, you know what, I've got skills that I didn't really think I had but I have got them now, I'm going to put myself forward for this or this or this ’ ”

And then once they have time to embed their skills in the day-to-day, there is a massive trickle-down impact where managers are now also able to open up other people's minds to new ways of thinking.

FUTURE APPRENTICESHIP PLANS

They find that management and leadership apprenticeships are an effective way to upskill individuals internally and plan to continue using them as such. As a firm, they have found that some employees who either mentor or manage people temporarily on projects would benefit from management training. However, because they do not have permanent direct reports, they do not qualify for a level 3 management and leadership apprenticeship. They were keen to stress that if there was the opportunity to offer level 3 programmes to people who temporarily manage, this would be of huge benefit.

“ There are plenty of people in the organisation who are stepping up into the role of manager. They're supervising already, right? So, the systems won't say that they are a manager because they don't have any direct line reporting, but they're doing more than the manager, right? They're overseeing work products. They're coaching, they're mentoring, they're setting direction. And just because our systems don't say that they're a manager in all senses of the word they're managing. ”