

# phs Group

Julie Harries, Work Based Learning Lead

phs is the UK's leading hygiene service provider in healthcare, washroom and floorcare hygiene and also operates a number of specialist businesses providing key services to organisations. Julie manages their apprenticeship levy, focussing on hiring apprentices, getting more people onto apprenticeship programmes, and encouraging the business to use apprenticeships to fill skills gaps.

They currently have 57 people on management and leadership apprenticeships. Since 2019, 49 have completed apprenticeships and 21 started but withdrew (plus 13 individuals who left the business. At level 3 they have 37 apprentices, at level 5 they have 16, at level 6 they have 4, There are currently none at level 7, but they plan to have 5 starting in July 2023.

## THE CHALLENGE

phs use management and leadership apprenticeships to ensure professional accredited development of their leaders and managers. They are embedded within the performance management culture, to support people to perform their current role well, and to progress through the organisation across all levels.

## HOW MANAGEMENT AND LEADERSHIP APPRENTICESHIPS ARE USED WITHIN THE ORGANISATION

Management and leadership apprenticeships are used as a way to upskill colleagues and help them progress within their role and the organisation. This upskilling angle is the same for all levels and everyone is given the opportunity to undertake an apprenticeship. Business Leaders are also key in getting people to think about how they can use management and leadership apprenticeships to plug skills gaps identified in their performance reviews.

“ They are all managers who are looking to progress within their role or who want and need professional management training. The roles are very varied... from depot managers, team managers, customer account managers, key account managers, it's extremely varied. ”

“ Everyone is given the opportunity. The team leader/ supervisor apprenticeship is mainly for those people at that level. But also encourage people aspiring to be at that level to undertake an apprenticeship, provided their manager is able to support them and there's somebody within the team that they could manage or mentor so that they can gain the necessary evidence and experience they need to achieve the qualification. ”

## THE IMPACT OF MANAGEMENT AND LEADERSHIP APPRENTICESHIPS

The outcome is better managers, with better knowledge of the business. This has driven up engagement, productivity, and sales, and has reduced attrition and disputes.

“ Having colleagues undertake and complete these apprenticeships has underpinned our business success and growth over the last four years. ”

“ 71% of the people on this survey said that they have better communication skills as a result of the apprenticeship, 65% improved their leadership skills, 78% learned new tools and techniques for managing. They have also said they have become more confident, have a better understanding of their own strengths and weaknesses, are more organised, and have improved knowledge of the business. ”

## FUTURE APPRENTICESHIP PLANS

phs will continue to use apprenticeships in the same way, to ensure effective and professional management of our people.

Julie commented it would be beneficial to have a level 4 apprenticeship as some employees find it a bit of a leap from level 3 to level 5 and would benefit from 'something in the middle'.

## ONE KEY SKILL FOR FUTURE

“ Supporting teams to adapt to change. ”

## FINAL COMMENTS

They report that 32 people changed roles since either starting or completing their apprenticeship.

“ I think it's helped a lot of people progress within their role and get promoted. ”