

CMI Management Apprenticeship Case Studies



Savanta research 2023

In partnership with Savanta, CMI gathered testimonials from a number of employers about how they use management apprenticeships and the impact they are having on workforce participation, training and organisational performance. Below, you'll find a summary of the main findings and links to the full case studies.

1. phs Group

phs uses management apprenticeships to deliver professional development for their leaders and managers and to upskill colleagues, enabling them to progress within their roles and the organisation. These opportunities are offered at every level, providing comprehensive growth prospects for all staff. They currently have 57 people on a management apprenticeship.

[Julie Harries](#) is the Work Based Learning Lead for phs. She told us how the apprenticeship has supported teams to adapt to change, has driven up engagement, productivity, and sales, and has reduced attrition and disputes.

Key impact measures:

- 71% said they have better communication skills as a result of the apprenticeship
- 65% improved their leadership skills
- 78% learned new tools and techniques for managing
- 32 people changed roles since either starting or completing their apprenticeship

"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."

2. Hackney Council

Within Hackney Council, there are approximately 25 management apprentices. The Hackney Apprenticeship Network also supports external partners and suppliers — typically SMEs and schools — to identify opportunities for apprenticeships. Schools usually enrol existing employees at level 3, while level 5 is utilised for Heads of Department, and level 7 for Headteachers.

[Sarah-Jane Marcello](#) is the Apprenticeship Network Manager and explained that the main challenge most SMEs face within the network is the lack of internal capacity or funding to support upskilling of their employees. Similarly, schools encounter difficulties retaining staff at the Teaching Assistant level due to limited progression opportunities of those without degrees. This creates a significant skills gap for both SMEs and schools. By implementing management and leadership apprenticeships, not only does this address the need for upskilling, but it has also aided in staff retention.

"That cultural change...approaching a problem differently...that much more coaching and mentoring type of style...ripples back out to empower people and allows individuals around them to grow as well."

3. Large Online Retailer

This [large online retailer](#) currently employs 50 management apprentices at level 5 and 60 at level 6. They noticed that school leavers hired into the company were not advancing beyond junior or middle manager roles, posing risks to engagement and retention, as employees didn't envision a long-term career there.

For external hires, management and leadership apprenticeship programs have brought diversity of thought and personnel, leading to a less exclusive application process and promoting social mobility by reducing dependency on degrees.

“It brings in fresh talent. The people we bring in are different to graduates... Management have seen that you don't have to have a degree to do the job... within 6 weeks, they are leading a team.”

For existing employees, engagement is crucial. Management apprenticeships significantly retain talent at level 3 positions, with higher levels showing anecdotal evidence of employees feeling valued due to clear progression routes, resulting in increased retention and a positive business impact.

“People know what the progression route is and people will stay because they can get promoted. That career ladder has been a big impact on the business”

4. Privately-Owned Bank

The [Chief Technology and Operations Officer](#) oversees new hires and workforce planning at this small private bank. The bank offers three types of apprenticeships: for frontline managers, a 2-year MBA program for existing leaders, and Digital Program for junior or school leaver roles. The main challenge is to enhance diversity of the workforce in a traditionally white, middle-class male-dominated industry, and create new pathways for career opportunities in financial services.

Apprenticeships are levelling the playing field for new starters, instilling best practice principles from the start, and creating a diverse and capable talent pool. For experienced employees, the training updates and enhances management and leadership skills, and positively impacts the company strategy as well as individual career progression. This has granted the bank access to an exceptional talent pool and offers an opportunity to address socio-economic and diversity challenges prevalent in their sector.

“The talent pool that we got access to, we would never otherwise have access to. They were incredibly bright, incredibly gifted people, they just didn't have the privilege that a lot of people who would typically end up in banking technology have... So valuable to the organisation in increasing the diversity of the organisation...but I think incredibly powerful for society.”

5. Financial Services Provider

The [VP for Learning and Development](#) told us the company uses management apprenticeships as a way to plug the managerial skills gaps and upskill people to be more effective managers. The selection of apprentices is closely aligned with performance reviews, ensuring the right individuals receive relevant upskilling.

They express great satisfaction with the impact of management apprenticeships on their organisation, noting improved engagement and proactivity among employees. The acquired skills empower staff to take on diverse tasks and demonstrate greater initiative. The positive effects trickle down as managers, equipped with these skills, encourage innovative thinking among their team members during day-to-day operations.

“Individuals come out with very clearly defined knowledge in certain areas... It’s about engagement, motivation, retention, and then also 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 that.’”

Quadrangle research 2022

In partnership with Quadrangle, CMI spoke to a number of apprentices and employers to gain insight on the positive impact of their experiences or of their employee’s experience of undertaking a management apprenticeship with CMI. Below is a summary of the key findings and links to the full case studies.

Employers:

1. Broadley Speaking

The agency’s [Director spoke about](#) the profound effect of an employee’s apprenticeship on all aspects of the business. Through the apprenticeship, the employee has been instrumental in generating over £200k additional revenue for the business and upon completion is now in position to be a future Managing Director of the company.

2. Diamond Hard Surfaces Ltd

[Chris, the CEO and Director of Diamond Hard Surfaces Ltd](#), shared the positive impact of an employee’s apprenticeship experience at Level 5 and 6. New ways of operating, identified through the apprenticeship, resulted in the company growing by 60% in 2020-21.

3. Micronclean

The apprenticeship programme has given [their employees the support and tools](#) they need to take on new opportunities within the business - the training has led to progression and promotions for c.60-70% of people who took part. Overall, the programme has improved length of service and the collaboration between departments.

4. Greater Manchester Learning Provider Network

[The investment in apprenticeships](#) has led directly to a 10% increase in members through an apprentice proposing and managing a rebrand, including a new logo, website, and social media strategy.

5. Travis Perkins plc

To ensure the [Travis Perkins plc workforce](#) meets the needs of the future, the company has adopted two apprentice intake strategies: recruiting and training a more diverse workforce (including women now representing 38% of management apprentices, up from 12% of general intake), and upskilling existing staff. Travis Perkins plc has been able to reduce the time to progress from an entry level role to Branch manager from 15 years to 6.

Apprentices:

6. Mozammil Ramzan, NHS England

The training [Mozammil](#) received through the apprenticeship has resulted in him gaining three new roles within NHS England and a pay rise of over £40,000, reflecting his improved skills and experience.

7. Daniel Gollop, General Practitioner's Clinic (NHS)

Using skills gained to make practical business improvements - including introducing digital tools and software to better handle reports - [Daniel has saved](#) clinicians valuable hours which have translated into saving for the GP practice of between £5k - £10k a year.

8. Jacintha Dix, Practice Plus Group (formerly G4S)

Impacts for the business have been demonstrated through improved staffing, including reduced churn, and increases in recruitment and retention. At an individual level, [Jacintha](#) gained a £6,000 pay rise and has been promoted from a Practice Manager to Interim Head of Healthcare.

9. Niki Kalyvides, Modern Slavery Policy and Evidence Centre

Using the skills and knowledge gained from [her Level 5 apprenticeship](#) to develop an industry-leading strategy in Equality, Diversity and Inclusion. Commitment to the course helped to demonstrate Niki's readiness for promotion and progression, and helped to lead to a new role in a new organisation.

10. Christian Nnabugwu, Harris Foundation

Recognising that schools are really about people management, [Christian](#) used the business management skills gained on his apprenticeship to improve feedback systems in order to spot potential problems with performance early. Christian also demonstrated significant cost savings through revised budgeting for the Science department in which he works.