

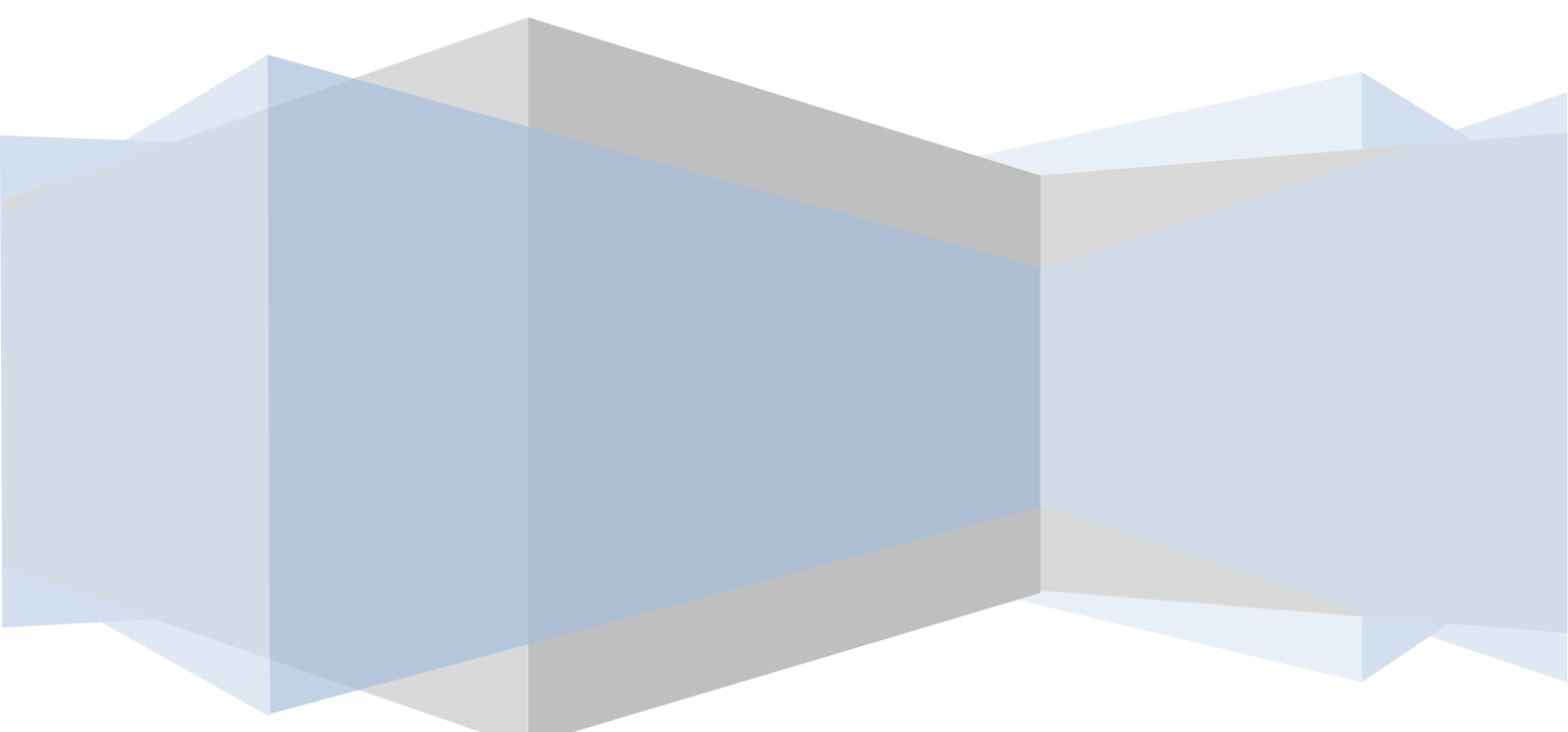
Kick start your career
with the Cardiff & Vale
University Health Board...



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Apprenticeships: Manager Guidance



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Purpose of this Pack

This information pack has been produced to encourage and support managers across the University Health Board to recruit and develop apprentices into their workforce.

The pack will provide you with all the information you need to recruit, induct and support an apprentice to your team, as well as providing general information about apprenticeships.

General Information about Apprenticeships

What is an Apprenticeship?

An apprenticeship is an employee who whilst working, studies towards nationally recognised work based qualifications which are designed around the needs of employers. Apprenticeships are offered in a vast range of qualifications and can be used for both new and existing members of staff.

Apprenticeships offer a structured learning framework for job relevant skills in a particular industry or sector. These 'frameworks' vary in capability and can assist candidates from the very start of their career right through to their more advanced stages.

Depending on the sector and job role, an Apprenticeship can take anything between one to four years to complete and may require the apprentice attending some time at the local college or specialist training organisation.

Apprentices need to be employed for at least 16 hours per week, which includes any time with the provider.

A majority of the training takes place in the work place, though this is dependent upon on the apprenticeship framework. Some training for the technical element will take place at a local college or a specialist training organisation, which can be done on day release or over a number of days.

The Apprenticeship Framework consists of a Vocational qualification and knowledge base learning

1. A competencies qualification (QCF or NVQ); the apprentice must demonstrate competence in performing the specific skill, trade or occupation in which the framework relates in the workplace.
2. A technical knowledge qualification where the apprentice demonstrates an achievement of the technical skills, knowledge and understanding or theoretical concepts, as well as knowledge and understanding of the industry and its market relevance to the skill, trade or occupation to which the framework relates.
3. Depending on the occupational framework e.g. health and Social care the knowledge is achieved through the QCF units dedicated to the knowledge requirements.
4. Essential Skills Wales (ESW) which consist of Numeracy, Literacy and Digital. These can be achieved through the medium of Welsh or English.

Who are they for?

Apprenticeships provide routes into a variety of careers in the NHS and are an excellent opportunity to earn, work and achieve nationally recognised qualifications at the same time. Apprenticeships are available to all ages so anyone who is living in Wales who is over 16 years-old and who is not in full-time education is eligible to apply for vacancies. Apprenticeships can be utilised as a development role or to train existing employees.

What types of apprenticeships are available?

Apprenticeships are offered by individual NHS employers as well as other non-NHS employers and organisations in many different areas of work. Below are some examples of apprenticeships that could be relevant to the NHS.

- Business Administration and Human Resources
- Facilities – Housekeeping, Portering & Catering
- Electrical and Engineering
- Financial services
- Customer Care
- Information and Technology (IT)
- Communications and marketing
- Management

There are three levels of apprenticeships available:

Foundation apprenticeships

Intermediate level apprentices work towards work-based learning qualifications such as an NVQ/ QCF Level 2, ESW and, in some cases, a relevant knowledge-based qualification such as a BTEC. These provide the skills you need for your chosen career and allow entry to an advanced level apprenticeship.

Apprenticeships

Advanced level apprentices work towards work-based learning qualifications such as NVQ / QCF Level 3, ESW and, in most cases, a relevant knowledge-based certificate such as a BTEC. To start this level of apprenticeship, you should ideally have five GCSEs (grade C or above) or have completed an intermediate level apprenticeship.

Higher apprenticeships

Higher level Apprentices work towards work-based learning qualifications such as NVQ / QCF Level 4 and, in some cases, a knowledge-based qualification such as a foundation degree.

What happens at the end of the apprenticeship?

You are encouraged to give opportunities for permanent employment at the end of the apprenticeship period if compliant with all aspects of their qualification and values and behaviours.

Apprenticeship Pay

In Cardiff and Vale UHB the pay scale is as follows:

- For the first 12 months all apprentices are paid £6.88 per hour.
- If the qualification undertaken lasts for longer than 12 months, pay will increase to £7.38 per hour for those aged 16 – 24 and £7.83 per hour for anyone 25 and over.
- The second year increase will remain in place for the remainder of the qualification.

NHS Pension

As an NHS employee apprentices are automatically enrolled onto the NHS pension scheme. They can opt out of this scheme through application and any money paid in will be refunded.

For further info visit <http://www.nhsbsa.nhs.uk/pensions>.

Benefits of Recruiting an Apprentice

Skills Development

Apprenticeships ensure that your workforce has the practical skills and qualifications your organisation needs now and in the future. In Wales specifically they can help you tackle your skills shortages, and can be designed around the needs of your business. Apprenticeships help you develop the specialist skills you need to keep pace with the latest technology and working practices in your sector.

Financial Incentives

Apprenticeships deliver real returns to your bottom line. Investment in Apprentices, can lead to reduced recruitment costs over time and rates of pay are more favourable. For those employed under the age of 25 National Insurance contributions are not required.

Productivity & Staff Retention

Investing in Apprenticeships to boost key skills in your organisation can lead to increased productivity, reduced staff turnover and a more satisfied and capable workforce.

Motivated & Loyal

Apprentices tend to be eager, motivated, flexible and loyal to the company that invested in them.

Benefits for the Apprentice

Earn while they learn

The Apprentice doesn't have to pay any course fees and earns a wage during their learning.

Learn on the Job

Apprentices learn on the job, building up knowledge and skills, gaining qualifications. They work towards a work-based qualification such as a National Vocational Qualification (NVQ) / Qualification Credited Framework (QCF) and other nationally recognised qualifications.

Support during training

Both the employer and training provides the Apprentice with a range of support during the Apprenticeship. (There is a range of templates later in this pack that will help you to provide your Apprentice the ongoing support they need).

Prospects

As Apprenticeships are trained in the skills you need there are clear routes to progression following their Apprenticeship.

Progression

Apprentices can progress onto a Higher Apprenticeship (where available) or using their invaluable 'world of work' knowledge and skills can progress into permanent posts within their host organisation or elsewhere. (Later in this pack there is an Apprenticeship to Employment Pathway model).

Other benefits

Apprentices also have access to a number of student benefits such as NUS cards etc. And also can join the NHS pension scheme which is amongst the best available in the public Sector.

Also as an NHS employee the apprentice will be eligible for a number of discounts with retailers that are only available to NHS Staff. Further details of these retailers are available online on a number of websites.

Recruiting an Apprentice

A 'How to' Guide

In this section you will find a range of tools and templates that will support you in recruiting your apprentice. From template job descriptions to information on how to advertise your post.

Recruiting – Getting Started

In the first instance make contact with Emma.Bendle@wales.nhs.uk who is the Apprenticeship & Widening Access Co-ordinator when considering recruiting an Apprentice. We can help and guide you through the process. The diagram below shows the steps you should follow when recruiting an Apprentice:

A new / vacant / current post is identified in your team that could potentially be an apprenticeship opportunity.

Emma Bendle will identify relevant apprenticeship frameworks.

Once a relevant framework has been identified, a meeting will be arranged to discuss the details.

Working alongside Emma Bendle a job description, person specification and advert will be produced.

Obtain vacancy approval

Once approval has been given, complete the recruitment process to advertise on TRAC using the guidance, you will need the JD, Person Specification, Cost Centre & ESR Position Number

Recruitment will advertise the vacancy, the job reference will appear on TRAC and the appointing manager will receive a email with a link to the advert

The day after the closing date, recruitment will notify you that your vacancy is ready for shortlisting

Shortlist and invite applicants to interview on TRAC, following the online shortlist and interview guidance

Recruitment will email a link to the interview guidance and checklists

Conduct interviews, all application forms can be printed off as a pack from TRAC

Offer the post to the successful applicant subject to pre-employment checks and notify unsuccessful applicants offering feedback

Appoint on TRAC using guidance

Receive an email informing you the conditional appointment letter has been sent to the appointee

Continued on the next page

Recruitment will request references which will be available for approval on TRAC

Recruitment will obtain all other pre-employment checks and when completed will notify you when a start date may be re-arranged with the appointee via TRAC

You will need to ensure that the appointee is booked on to the half day Corporate Induction.

Recruitment will email the appointees personal file to you.

Apprentice Contract of Employment

Example Job Description and Person Specification – Next page

JOB DESCRIPTION

CARDIFF AND VALE UNIVERSITY HEALTH BOARD

JOB DETAILS

Job Title:	
Pay Band:	
Department:	
Directorate:	
Clinical Board:	
Base:	

ORGANISATIONAL ARRANGEMENTS

Managerially Accountable to:	
Reports to:	
Professionally Responsible to:	

Our Values: *'CARING FOR PEOPLE; KEEPING PEOPLE WELL'*

Cardiff and Vale University Health Board has an important job to do. What we do matters because it's our job to care for people and keep them well. We all want to do this to the best of our abilities – but we know that good intentions are not always enough.

At Cardiff and Vale University Health Board our values and example behaviours are:

We care about the people we serve <i>and</i> the people we work with	Treat people as you would like to be treated and always with compassion
We trust and respect one another	Look for feedback from others on how you are doing and strive for better ways of doing things
We take personal responsibility	Be enthusiastic and take responsibility for what you do.
We treat people with kindness	Thank people, celebrate success and when things go wrong ask 'what can I learn'?
We act with integrity	Never let structures get in the way of doing the right thing .

Our values guide the way we work and the way we behave with others. Post holders will be expected at all times to behave in accordance with our values demonstrating commitment to the delivery of high quality services to patients.

JOB SUMMARY/JOB PURPOSE

In this section you should describe as concisely as possible the overall purpose of the job and the environment in which it is set e.g. Impact on organisation and context of role and how it fits it.

You should not use this section to list the duties and responsibilities of the post, as this is done in the 'Duties and Responsibilities' section of the Job Description below.

DUTIES AND RESPONSIBILITIES

In this section you should identify in sufficient detail the duties, tasks and responsibilities of the post holder. Illustrative examples should be included. Abbreviations should not be used, or if necessary a glossary should be included.

Do not copy wording from the A4C Job Evaluation handbook or job profiles. They are not helpful in the assessment process and the job description will be returned.

Communication: how and to whom will the post holder communicate?

Stipulate what has to be done by the post holder; e.g. plans, prepares, produces, implements, processes, provides, schedules, completes, dispatches, maintains, evaluates, liaises and collaborates with etc.

Identify the physical skills the post holder will need to fulfil the job duties; e.g. manoeuvring wheel chairs, keyboard skills, laser surgery

Describe the task that has to be completed; e.g. maintains patient records, schedules meetings, prepares care plans and liaises with the Welsh Government.

State briefly the purpose of the activity in terms of output or standards to be achieved:

e.g. maintains patient records to ensure information is accurate and up to date for future Reference and complies with the Data Protection Act, schedules meetings to fit with other standing diary commitments, prepares care plan to ensure the delivery of effective patient care. Consider the job in a time frame i.e. things done on a daily, weekly, monthly, annual or longer basis.

GENERAL

- **Performance Reviews/Performance Obligation:** The post holder will be expected to participate in the UHB individual performance review process, and as part of this process to agree an annual Personal Development Plan with clear objectives and identified organisational support.
- **Competence:** At no time should the post holder work outside their defined level of competence. If the post holder has concerns regarding this, they should immediately discuss them with their manager. All staff have a responsibility to inform those supervising their duties if they are not competent to perform a duty.

- **Confidentiality:** In line with the Data Protection legislation and the Caldicott Principles of Confidentiality, the post holder will be expected to maintain confidentiality in relation to personal and patient information including clinical and non-clinical records, as outlined in the contract of employment. This legal duty of confidentiality continues to apply after an employee has left the UHB. The post holder may access information only on a need to know basis in the direct discharge of duties and divulge information only in the proper course of duties.
- **Records Management:** The post holder has a legal responsibility to create, maintain, store and destroy records and other UHB information handled as part of their work within the UHB in line with operating procedures and training. This includes all records relating to patient health, financial, personal and administrative, whether paper based or on computer. The post holder has a duty to maintain the highest levels of data quality for all records through accurate and comprehensive recording across the entire range of media they might use. All staff have a responsibility to consult their manager if they have any doubts about the correct management of records with which they work.
- **Information Governance:** The post holder must at all times be aware of the importance of maintaining confidentiality and security of information gained during the course of their duties. This will, in many cases, include access to personal information relating to service users.
- **Health & Safety:** The post holder is required to co-operate with the UHB to ensure health and safety duties and requirements are complied with. It is the post holder's personal responsibility to conform to procedures, rules and codes of practice; and to use properly and conscientiously all safety equipment, devices, protective clothing and equipment which is fitted or made available, and to attend training courses as required. All staff have a responsibility to access Occupational Health and other support in times of need and advice.
- **Risk Management:** The UHB is committed to protecting its staff, patients, assets and reputation through an effective risk management process. The post holder will be required to comply with the UHB Health and Safety Policy and actively participate in this process, having responsibility for managing risks and reporting exceptions.
- **Safeguarding Children and Adults:** The UHB is committed to safeguarding children and adults therefore all staff must attend the Safeguarding Children and Adults training.
- **Infection Control:** The UHB is committed to meet its obligations to minimise infection. All staff are responsible for protecting and safeguarding patients, service users, visitors and employees against the risk of acquiring healthcare associated infections. This responsibility includes being aware of and complying with the UHB Infection, Prevention and Control procedures/policies, not to tolerate non-compliance by colleagues, and to attend training in infection control provided by the UHB.
- **Registered Health Professionals:** All employees who are required to register with a professional body to enable them to practice within their profession are required to comply with their code of conduct and requirements of their professional registration.

- **Healthcare Support Workers:** The All Wales Health Care Support Worker (HCSW) Code of Conduct outlines the standards of conduct, behaviour and attitude required of all Healthcare Support Workers employed in NHS Wales. Healthcare Support are responsible, and have a duty of care, to ensure their conduct does not fall below the standards detailed in the Code and that no act or omission on their part harms the safety and wellbeing of service users and the public, whilst in their care.
- **Health Improvement:** all staff have a responsibility to promote health and act as an advocate for health promotion and prevention
- **No Smoking:** To give all patients, visitors and staff the best chance to be healthy, all UHB sites including buildings and grounds are smoke-free. Staff are encouraged to promote and actively support our No Smoking Policy. Advice and support on quitting smoking is available for all staff and patients. A hospital based service can be accessed by telephoning 02920 743582 or for a community based service, Stop Smoking Wales can be contacted on 0800 0852219
- **Equality and Diversity:** All staff have a personal responsibility under the Equality Act 2010 to ensure they do not discriminate, harass, or bully or contribute to the discrimination, harassment or bullying of any colleague(s) or visitors or condone discrimination or bullying because of someone's 'protected characteristics'. These protected characteristics are: age, religion, sexual orientation, belief or non-belief, sex, disability, race, gender identity, pregnancy and maternity, marriage and civil partnerships. The line manager and post holder will be responsible for promoting diversity and equity of opportunity across all areas of your work. This applies to service delivery as an employee and for anyone who you may be working with, whether they are patients, family/carer, visitors or colleague. You will be made aware of your responsibilities to uphold organisational policies and principles on the promotion of equality valuing diversity and respecting people's human rights as part of your everyday practice.
- **Dignity at Work:** The UHB condemns all forms of bullying and harassment and is actively seeking to promote a workplace where employees are treated fairly and with dignity and respect. All staff are requested to report and form of bullying and harassment to their Line Manager or to any Director of the organisation. Any inappropriate behaviour inside the workplace will not be tolerated and will be treated as a serious matter under the UHB Disciplinary Policy.
- **Welsh Language:** All employees must perform their duties in strict compliance with the requirements of the current UHB Welsh Language Scheme and take every opportunity to promote the Welsh language in their dealings with the public. The UHB also encourages employees to use their available Welsh language skills
- **Job Description:** This job description is not inflexible but is an outline and account of the main duties. Any changes will be discussed fully with the post holder in advance. The job description will be reviewed periodically to take into account changes and developments in service requirements.

Date Prepared:

Prepared By:

Date Reviewed:

Reviewed By:

What Next?

A 'How to' Guide

This section will details what you will need to provide the apprentice during their initial induction into your work area and the wider UHB.

Induction – Getting Started

At Cardiff and Vale UHB all new starters must have an induction when they start their position. It is vital for line managers to prepare for how a new recruit will be welcomed and settled into their role and the organisation. Failure to do this well can create a poor impression and can undo much of the work which attracted the successful candidate to the job.

Induction will commence on their first day of employment. Below is a number of areas that you need to completed during their first week of employment.

Local Induction

As with all employees it is important that apprentices have a local induction. The local induction checklist can be found on the following link <http://www.cardiffandvaleuhb.wales.nhs.uk/induction>. This must be printed off, completed and a copy placed on the personal file. Completing this form will give the apprentice a clear understanding of the organisation, its values, how their role and department fit's in the bigger picture. It is also a chance to check off any final details i.e. contract sign off, awareness of policies etc.

Assigning a Buddy / Mentor

It is important that the apprentice has a 'buddy' or 'mentor'. This person is not there Line Manager, but someone they will be in contact with on a daily basis. Being an apprentice is a development role and not simply an 'extra pair of hands' they will need a 'buddy' or 'mentor' to give them advice, assist with training and answering any queries they have. The buddy or mentor must be assigned in the induction week.

UHB Half Day Induction Programme

The Learning Education & Development team deliver a half day induction programme in UHW on a monthly basis. This half day includes a fire lecture followed by awareness sessions on issues seen as important to the UHB. To book a place on the induction programme, please contact Julie.Scott@wales.nhs.uk.

Mandatory Training

There are 13 modules of mandatory training which must be completed by the apprentice in the first week of employment. This will ensure they have the necessary knowledge to remain safe at work. This is completed through the Electronic Staff Record (ESR). If the apprentice employee number is unavailable during the first week, we will create a manual account to ensure this is completed and then transfer this to their main record once available.

Enrolment on Apprenticeship Framework

It is essential that the apprentice is enrolled on their apprenticeship framework during their first week. The course provider will come to the workplace at a mutually agreed time, provide further information to the apprentice and complete the enrolment paperwork.

Supporting the Apprentice

A 'How to' Guide

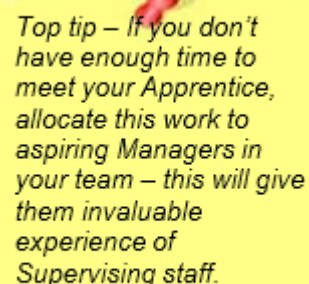
This section will give simple hints and tip on how to provide ongoing support to your apprentice

It is important to remember that (in most cases) your new Apprentice may not have been in a formal work setting before and they need ongoing support and nurturing to flourish in this new environment. Taking on an apprentice is a two-way relationship and you can play your part in helping them get qualified and ensuring they have a good 'world of work' experience.

You should also consider that the apprentice may be under the age of 18 years and if so will require continuous supervision and may not be allowed to carry out some tasks due to health and safety and age.

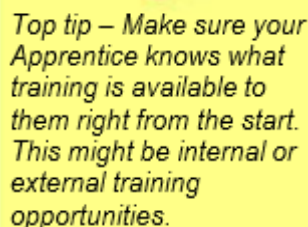
Regular Meetings

You should set dates for regular catch up meetings; weekly in the first instance then gradually you can meet less regularly as the Apprentice gains more confidence in his/her post. These don't need to be very long, formal meetings but you should discuss their progress in regards to their work plan set at the start of their Apprenticeship, discuss any concerns or worries they may have and how you can help them overcome these as well as talking about what elements of the job they are particularly enjoying.



Top tip – If you don't have enough time to meet your Apprentice, allocate this work to aspiring Managers in your team – this will give them invaluable experience of Supervising staff.

Supporting their Training Needs



Top tip – Make sure your Apprentice knows what training is available to them right from the start. This might be internal or external training opportunities.

Within the first month of the Apprenticeship starting, you should carry out a Performance Appraisal and Development Review (**PADR**) which will help you and the Apprentice identify what additional training they might benefit from. All mandatory training is applicable to apprentices therefore you must ensure that all mandatory training is kept up to date. This should have been completed during the induction week.

Buddy or Mentor Support

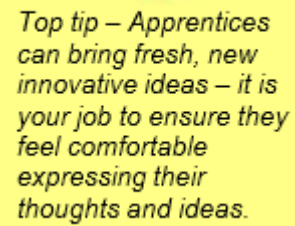
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Assigning Relevant Tasks

In order for the apprentice to successfully gain their qualification you must make sure they are given relevant tasks that can be evidenced during their work based learning. It is important that you have a strong relationship with the training provider and work with them when producing the apprentices work plan to ensure it is fit for purpose.

Valued Member of the Team

Your Apprentice should feel that they are a valued and equal member of your team. Make sure they are actively involved in any team meetings and encourage them to make suggestions for improvement and to share any ideas they have.



Top tip – Apprentices can bring fresh, new innovative ideas – it is your job to ensure they feel comfortable expressing their thoughts and ideas.

Communication

Make it clear from the start that you are there for the apprentice if they need anything. Encourage them to come to you or their mentor if they need advice or support.

Feedback

Make time to give your apprentice constructive feedback when they have completed a piece of work. Tell them they have done something really well and run through any areas for improvement. This can be done during their PADR which should take place as soon as possible after their first week of employment or during regular catch up meetings.

Useful Contacts

Emma Bendle

Apprenticeship & Widening Access Co-ordinator

Tel: 02920 744337

Internal: 44337

Emma.Bendle@wales.nhs.uk

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