

PERSONNEL COMMITTEE – 17TH OCTOBER 2017

Report of the Head of Strategic Support

Part A

ITEM 9 GUIDANCE ON THE RECRUITMENT AND EMPLOYMENT OF APPRENTICES

Purpose of the Report

To gain Personnel Committee approval to implement the Guidance on the Recruitment and Employment of Apprentices and associated documents.

Recommendation

That Personnel Committee agree the proposed amendments to the Guidance on the Recruitment and Employment of Apprentices and the toolkit of documents to support that guidance document and scheme.

Reason

The Apprenticeship Levy was introduced on 6th April 2017, requiring employers operating in the UK, with a pay bill over £3million each year, to invest in apprenticeships. The guidance document has been updated to reflect the Government's requirements and to support managers to develop the Apprenticeship Scheme within the authority.

Policy Justification and Previous Decisions

The Guidance on the Recruitment and Employment of Apprentices was agreed at Personnel Committee on 20th January 2015

Information on the apprenticeship scheme has been presented to Personnel Committee on 20th September 2016 and the 4th April 2017. The revisions to the guidance and associated forms were submitted to SMT on 21st June 2017 and JMTUM on 28th September 2017.

Implementation Timetable including Future Decisions

The revised Guidance on the Recruitment and Employment of Apprentices and the toolkit of documents to support the apprenticeship guidance and scheme will be uploaded to the intranet following the agreement of Personnel Committee.

Report Implications

The following implications have been identified for this report

Financial Implications

There are no specific risks associated with this decision.

Equality and Diversity

There are no specific risks associated with this decision.

Risk Management

There are no specific risks associated with this decision.

Appendices:

- Appendix A - Delegated Decision Template
- Appendix B - Apprentice Job Profile and Person Specification
- Appendix C - Example Interview Questions
- Appendix D - Guidance on the Recruitment and Employment of Apprentices
- Appendix E - Managers Quick Reference Guide to Taking on an Apprentice

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Part B

Background

- 1 Two reports have been presented to SMT to outline the implications of the Apprenticeship Levy, and to gain direction from SMT regarding the approach to adopting an apprenticeship scheme within the Council. These were presented on the 25th May 2016 and 1st March 2017. Alongside this, further presentations have been made at JMTUM, CMT and Personnel Committee.
- 2 It was determined at the meeting on 1st March 2016 that the Council would aim to meet its anticipated target of 16 apprentices each year. However, full commitment could not be given to attaining this target.
- 3 The Guidance on the Recruitment and Employment of Apprentices has been produced to provide recruiting officers and managers with advice and guidance on the employment of apprentices within the Council. HR has worked closely with the Improvement and Organisational Development Manager and the Learning and Organisational Development Co-Ordinator in producing this information.
- 4 Alongside the guidance document the following documents have been created:
 - a template job description and person specification for apprentices,
 - a range of appropriate interview questions to be considered,
 - a managers quick reference guide to taking on an apprentice.
- 5 The following document has also been revised to take account of the new requirements:
 - a detailed standard delegated decision form.
- 6 The apprenticeship policy outlines a different approach for redeployment to that outlined in the redeployment policy. The Redeployment Policy states that ordinarily a redeployee will be redeployed at their substantive grade or lower. The pay scales proposed for a redeployee make this definition less meaningful than for the majority of other staff. It is therefore proposed to retain the current position that a redeployee will be able to apply for jobs at Scale 4 or below with preferential treatment status where they meet the criteria within the Redeployment Policy.
- 7 It is recognised that managers will need support when considering apprenticeship positions within their service area. The Learning and Organisational Development Co-Ordinator will be the first point of contact, and is already supporting managers with apprenticeship queries. Human Resources and Finance will also be able to advise managers with specific queries.
- 8 The policy has been sent to the Legal Section within LCC for comments, and may be subject to future amendments as advised by legal.

Decision under Delegated Powers

Officer Requesting Decision

[Complete Head of Service]

Officer Making the Decision

Chief Executive

Recommendation:

1. To create a new Apprenticeship post for a period of * years to the anticipated completion date of the Apprenticeship.
2. The post to be called an Apprentice [complete post title].
3. The post to be completed in line with the Apprenticeship Standard/Framework for *.
4. The post will be 37 hours per week.
5. The post will be * hours per week. *(If the apprentice works fewer than 30 hours a week the provider must extend the minimum duration of the apprenticeship (pro-rata) to take account of this. This will also apply to any temporary period of part time working. The extended duration must be agreed by the apprentice, employee and the provider).*
6. The rate of pay will be **. The cost centre will be [cost centre code].
7. If aged 19 or over and past the first year, the rate of pay will be the appropriate National Minimum Wage rate for the apprentices age.
8. This post will be reporting to post number [number and name of post].
9. The post will be funded by the vacant post of [post number and name of post] in cost centre [cost centre code]. This post is to remain frozen for the duration of the occupancy of the new Apprenticeship post. The vacant frozen post cannot be recruited to during the occupancy of the new Apprenticeship post.
10. [Delete as appropriate] If the new post and the vacant post are in different cost centres, a virement will need to be completed.
11. The additional funds between the vacant frozen post and the Apprenticeship post is to be taken from the Service Budget (cost centre code)
12. [Delete as appropriate] The surplus funds between the vacant frozen post and the Apprenticeship post is to be used for Agency Budget [cost centre code].
13. [Delete as appropriate] The surplus funds between the vacant frozen post and the Apprenticeship post is to be retained within the service budget following completion of the apprenticeship.

Reason:

Authority for Decision:

Authorisation of changes to the establishment, within budget and without major service or policy implications, affecting no more than five posts (irrespective of their post number) is delegated to the Chief Executive (Item 6 on page 3-25 of the Constitution dated 14th August 2012).

Decision and Date:

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Background:

Comments from HR

HR Advisor:

HR seen recommendations (both draft and final, if amended): Y/N

Financial Implications

Risk Management

List risks in table below or state that 'No specific risks have been identified with this report'.

Risk Identified	Likelihood	Impact	Risk Management Actions Planned

Key Decision:

Yes/No *delete as appropriate*

If yes

Date included on Forward Plan

dd/mm/yy

Background Papers:

None/*list as appropriate*

The job profile outlines the main duties and responsibilities of the post. This needs to be considered along with the person specification when demonstrating suitability for the job in the application form.



Division:	
Job Title:	Apprentice (Job Title)
Grade:	
Duration of Apprenticeship	
Post Number:	
Base/Location:	
Responsible To:	<i>(Line Manager job title required)</i>
Responsible For:	<i>(Jobs supervised where applicable).</i>
Key Relationships/ Liaison with:	

Note to Manager:

Please retain or delete the criteria below as necessary for the apprentice post

Job Purpose	
	<ul style="list-style-type: none"> To work in a supported learning environment to develop the skills and knowledge which will assist the apprentice to complete their qualification, secure employment and progress in their career in the future. To undertake the skills, trade or occupation for which the apprentice is being trained. Delivery of an effective and appropriate service to all service users, fairly and without discrimination.

Main Duties and Responsibilities	
1.	To undertake a development programme to support the relevant Apprenticeship Framework/Standard and level.
2.	To actively participate in own development plan which will be agreed with the line manager and the assessor from the training provider.
3.	To take part in meetings, supervision, training as required by the manager or training provider.

NO-HIP-RC-SMD-BOL-JOB-DESCRIPTION

4.	To use information technology systems to carry out duties in the most efficient and effective manner.
5.	To achieve personal appraisal targets, as agreed by the line manager.
6.	To carry out duties and responsibilities in accordance with the Council's customer care standards.
7.	Please outline specific duties and responsibilities of the apprenticeship role.
8.	

Special Factors

- The nature of the work may involve the jobholder carrying out work outside of normal working hours.

Delete the item below if not applicable

PLEASE REMEMBER to delete this and the following information and one or both of the bullet pointed paragraphs below before the job description is published.

ONLY ONE of the following paragraphs should appear if this post appears on the list of CBC posts eligible to be checked by the Disclosure and Barring Service (DBS) on the intranet. If the list shows that the post does not require a criminal records check please delete both paragraphs as it is a criminal offence for them to remain in the published document. If the list shows that the post requires a criminal records check please delete the paragraph which does not apply.

- This post is eligible for a DBS check under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (i.e. it involves certain activities in relation to children and/or adults) and is defined as regulated activity under Part 1 of the Safeguarding Vulnerable Groups Act 2006. Therefore a **DBD enhanced check for a regulated activity (includes a barred list check) is an essential requirement.**
- This post is eligible for a DBS check under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (i.e. it involves certain activities in relation to children and/or adults) and defined as regulated activity under Part 1 of the Safeguarding Vulnerable Groups Act 2006 before the coming into force of section 64 of the Protection of Freedoms Act 2012 on 10th September 2012. Therefore a **DBS enhanced check (without a barred list check) is an essential requirement.**

This job description sets out the duties and responsibilities of the job at the time when it was drawn up. Such duties and responsibilities may vary from time to time without changing the general character of the duties or the level of responsibility entailed. Such variations are a common occurrence and cannot in themselves justify a reconsideration of the grading of the job.

Charnwood Borough Council is seeking to promote the employment of disabled people and will make any adjustments considered reasonable to the above duties under the terms of the Equality Act 2010 to accommodate a suitable disabled candidate.

Date Prepared/Revised:



A person specification outlines the essential and desirable criteria relating to the apprenticeship vacancy.

To be guaranteed an interview, a candidate must demonstrate in the application form that they can meet the essential criteria. If possible, candidates should also outline in the application form as much of the desirable criteria that they meet as possible.

Division:	
Job Title:	Apprentice (Job Title)
Grade:	
Post Number:	

Note to Manager:

Please retain or delete the criteria below as necessary for the apprentice post

	Essential	Desirable	How assessed
Qualifications			
GCSE English and Maths at Grade C or equivalent		✓	App/Doc
Or Demonstrable experience identified within the section below.	✓		App/Int
Experience			
Experience of working in a relevant field (paid, work experience or voluntary)		✓	App/Int
Potential to undertake work in a relevant field	✓		App/Int
General work experience (paid, work experience or voluntary)		✓	App/Int
Skills/Knowledge <i>(CUSTOMER FACING ROLES ONLY)</i> <i>The ability to converse at ease with customers and provide advice in accurate spoken English is essential for the post.</i>			
Has a good understanding of the role of	✓	✓	App/Int
Understands who the customers are for this role and how to deliver an effective service	✓		App/Int
Understands how teamwork can help improve an individual's performance in their role	✓		App/Int

PERSON SPECIFICATION

Has the skills and understanding of potential IT applications relevant to this job role	✓	✓	App/Int
Able to demonstrate an aptitude for the skills taught in the apprenticeship	✓		App/Int
Ability to communicate clearly and accurately when drafting information for work related documents (websites)	✓		App/Int
Ability to communicate messages clearly and accurately on the telephone and in person	✓		App/Int
Interpersonal Skills			
Takes pride in the quality of their work and strives for improvement through learning and developing in the role	✓		App/Int
Demonstrates a willingness to follow instruction as necessary	✓		App/Int
Ability to work independently and organise own workload	✓		App/Int
An open minded approach regarding different ways of working	✓		App/Int
Commitment to completing the apprenticeship	✓		App/Int
Able to attend work and the relevant learning organisation at the required times	✓		App/Int
Other requirements			
An understanding of, and commitment to equal opportunities, and the ability to apply this to all situations.	✓		App/Int
Must be able to perform all the duties and tasks of the job with reasonable adjustments, where appropriate, in accordance with the provisions of the Equality Act 2010.	✓		App/Int

Key: App = Application form Test = Test Int = Interview	Pre = Presentation Med = Medical questionnaire Doc = Documentary evidence (e.g. certificates)
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Prepared by:	Date:
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NOTES

If it is a new post or an existing post that has substantially changed, a copy of the job description and person specification must be sent to Corporate HR Business Support Team, email hrcorporate-support@leics.gov.uk, in order for the post to undergo Job Evaluation for grading.

Person specifications must not include any reference to years of experience, attendance record and appearance or any other requirement that could be perceived as discriminatory.

Guidance on completing the person specification

In general, person specifications should include details of:

1. Qualifications - Qualification requirements which are not necessary to undertake the job should be avoided, as they are potentially discriminatory. The use of professional or academic qualifications should be avoided where they are not demonstrably and genuinely needed to undertake the job. Instead appropriate testing should be used to gather information on a candidate's abilities. The challenge is to be very specific about the skill or level of skill required to carry out the post and then to test for it. Evidence of appropriate skills, knowledge and experience should be considered as an alternative. Where a qualification is necessary, an equivalent qualification should also be taken into account e.g. qualifications gained overseas or National Vocational Qualifications.

The use of basic Maths or English qualifications as evidence of relevant numeracy or literacy skills is a commonly included criterion that should be considered very carefully before inclusion in a person specification. These criteria could be seen to discriminate against persons who have acquired similar levels of skill through experience and vocational training. Furthermore an academic qualification is no guarantee that the applicant will have the particular skills needed.

Some exceptions to this rule would be:

- Where a national qualification standard has been adopted by the Council with which it must comply.
- Where there is a statutory requirement for persons to be appropriately qualified in order to perform their function, e.g. Solicitors.
- Where it would be unrealistic to test a body of knowledge on account of its scope e.g. Education, Engineering etc, and where it is reasonable to rely on that professional qualification as evidence of competence.

Recruiters must always challenge the inclusion of academic qualifications in person specifications. If in doubt you should seek advice from HR.

2. Experience - Consider the type of experience required (if any). Also consider what types of experience may be valid, e.g. voluntary work.
3. Skills/Specialist Knowledge - Is there any specialist knowledge or skills required, e.g. management competencies, Surveying, Accounting or IT.
4. Interpersonal Skills - What 'people' skills are required for effective performance in the job, e.g. communication, listening, negotiation, counselling skills.
5. Other Requirements

The 2 requirements shown must always be included. There may also be other requirements that are necessary for the particular job e.g. "To be able on occasion to work outside normal office hours", "To be able to travel throughout the Borough, (may be using

own transport)", etc. You must not refer to appearance or attendance record or include any other requirement that could be perceived as discriminatory.

6. English Language Requirement for Customer Facing Roles

Following the introduction of the Immigration Act 2016, all public sector employees in customer facing roles must be able to speak fluent English. The legislation only applies to roles which work directly with the public (e.g. customer services). It does not apply to workers employed directly by a private or voluntary sector provider of a public service.

Managers should ensure that the relevant wording from the job profile template is included in the person specifications and job adverts for these roles.



Apprentice Example Interview Questions	
CRITERIA	QUESTION
Experience	<p>Can you please tell us about any work experience you have that you think may help you carry out this role?</p> <p>Was this experience paid, work experience or voluntary?</p>
Skills/Knowledge	<p>What do you think is involved in working as a?</p> <p>What skills do you have that will help you to undertake this role?</p> <p>Can you outline an example of effective teamwork that you have been involved in?</p> <p>Why do you think that example of teamwork was successful?</p> <p>If you were successful in getting this role, who do you think your customers would be?</p> <p>How would you ensure your customers are satisfied with the quality of service you would deliver?</p> <p>What IT skills and knowledge do you have that will help you carry out this job role efficiently and effectively?</p> <p>Can you give an example of when you have completed a task using your own initiative and managed your own workload?</p> <p>What do you think we mean by customer-focused service and how will it relate to this job?</p> <p>Can you give us an example of when you have developed a new skill?</p>
Interpersonal Skills	<p>Why is it important to have a sense of pride and achievement in your job role?</p> <p>Can you give us an example of a time when you have coped</p>

	<p>well under pressure?</p> <p>Apprenticeships mean working full time alongside studying for a qualification. How will you prioritise your time and workload?</p> <p>Can you give an example of how you have dealt with a difficult situation?</p>
<p>Other Requirements</p>	<p>What do you understand the term equal opportunities to mean and how do you think it will apply to this job?</p> <p>(If relevant) Are you able to be mobile around the borough as the role requires?</p> <p>How do you see your career developing?</p> <p>Have you got any questions for us?</p> <p>Is there anything else you would like to tell us to support your application?</p>



Guidance on the Recruitment and Employment of Apprentices

Scope

This guidance applies to all employees of Charnwood Borough Council employed under the National Joint Council for Local Government Services and the Joint Negotiating Committee (JNC) for Local Authority Craft and Associated Employees' undertaking an apprenticeship. The main principles of this guidance apply to new apprentices. Where existing employees are being upskilled, the relevant section of this guidance should be considered.

Purpose

The purpose of this guidance is to provide recruiting officers and managers with advice and guidance on the employment of apprentices within the Council.

Apprenticeship Advice

For managers who are considering an apprentice position within their service, advice can be obtained from the Learning & Organisational Development Co-ordinator in the first instance. This can include obtaining advice around the process, type of apprenticeship, training providers, funding and recruitment. Further advice can also be obtained from Human Resources.

In addition a Manager's Quick Reference Guide to taking on an Apprentice is available to support managers with the process.

About an Apprenticeship

The detail in this policy relates predominantly to new apprenticeship positions within the organisation. However, the regulations state that the funding in the digital account can be used for upskilling existing employees. This is outlined in more detail in the final section of the policy.

An apprenticeship is a real job, with real training, meaning an apprentice can earn while they learn and gain a nationally recognised qualification.

An apprenticeship is available to any individual aged 16 and there is no upper age limit.

Funding

All apprenticeships have been placed into one of 15 [funding bands](#). Employers are expected to negotiate a price for their apprentice's training and assessment up to the

funding band maximum for that apprenticeship. If the costs of training and assessment go over the funding band maximum, the difference will need to be paid from the service budget.

Funding for apprenticeships is available in the Council's' digital account and covers the cost of training and assessment. The funding does not cover any other costs associated with employing an apprentice, such as salary, personal protective clothing and safety equipment, travel costs etc. which need to be met from the service budget.

Once the apprenticeship training has started, monthly payments will be taken from the digital service account and sent to the training provider.

If there is not enough to pay for training for all apprentices training and assessment in a particular month, the government will pay the remaining 90% up to the funding band maximum. 10% of that outstanding balance will need to be paid from a central budget.

There may also be additional government funding available for example, to support relevant apprentices to achieve their GCSE's grades A to C.

Types and Levels of Apprenticeships

Apprenticeships have equivalent educational levels as outlined below.

Levels of Apprenticeship	Level	Equivalent educational level
Intermediate	2	5 GCSE passes at grade A* to C or equivalent
Advanced	3	2 A Level passes
Higher	4,5,6 and 7	Foundation degree and above
Degree	6 and 7	Bachelor's or master's degree

Duration of Apprenticeship

NJC Employees

The duration of the Apprenticeship Agreement depends on the type and level of apprenticeship required. Apprenticeships must last for at least a year and can continue for up to 5 years depending on the level the apprentice is studying.

Trade Employees

Guidance on the Recruitment and Employment of Apprentice's
 Version: 2017 – v2
 Date agreed: 20.01.15
 Date Amended:
 Agreed at:

Apprentices employed under the terms of the Joint Negotiating Committee (JNC) for Local Authority Craft and Associated Employees' (Red Book) agreements, the duration of the apprenticeship will be in accordance with the details outlined within that agreement. Further information can be obtained from Human Resources.

The anticipated duration of the Apprenticeship should be agreed through the **delegated decision** process.

Hours of Work

An apprentice will ordinarily be contracted to work 30 - 37 hours a week, including training. If an apprentice works less than 30 hours a week with a minimum of 16 hours, the duration of the apprenticeship should be extended (pro-rata) to support successful completion of the apprenticeship.

Training

The majority of training is on the job at an employer's premises, learning job specific skills in the workplace. Off the job training is provided by a training organisation/provider and may be delivered through day release, block release, on-line/remote learning or a blend of different methods. At least 20% of the apprentice's time should be spent on off the job training.

Time off for college, usually one day per week during term time, is given to the apprentice as well as time off as necessary to sit relevant exams. The pattern for training can vary depending on the apprenticeship being undertaken.

Travelling expenses for training will be paid in accordance with the **Travel, Subsistence and Other Allowances Policy**.

Payment

An apprentice will be paid the National Minimum Wage (NMW) rate for 18 – 20 year olds for the first year of the apprenticeship. From the second year of the apprenticeship, any apprentice age 21 or above would get the appropriate NMW rate for their age.

Levels of Apprenticeship	Salary	
Intermediate	Year 1 Year 2 to completion	NMW Rate for 18 – 20 year olds Appropriate NMW age rate for those aged 21 and above
Advanced	Year 1 Year 2 to completion	NMW Rate for 18 – 20 year olds Appropriate NMW age rate for those aged 21 and above
Higher	Year 1 Year 2 to completion	NMW Rate for 18 – 20 year olds Scale 1 – 2 with annual incremental progression

Guidance on the Recruitment and Employment of Apprentice's
Version: 2017 – v2
Date agreed: 20.01.15
Date Amended:
Agreed at:

Degree	Year 1 Year 2 to completion	NMW Rate for 18 – 20 year olds Scale 2 – 3 with annual incremental progression
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An apprentice employed under the terms of the Joint Negotiating Committee (JNC) for Local Authority Craft and Associated Employees' (Red Book) will be paid in accordance with that agreement. Further information can be obtained from Human Resources.

Process for Recruiting an Apprentice

The following steps must be considered by managers' before recruiting an apprentice.

Job Description

A job description must be prepared to outline the duties and responsibilities of the post. A **template job description** for apprentices has been produced to assist managers in outlining the requirements of the role.

Person Specification

A person specification must be prepared to outline the essential and desirable criteria required to undertake the duties and responsibilities of the post. A **template person specification** for apprentices has been produced to assist managers in determining the criteria required for the post.

Apprenticeship Standards and Frameworks

There are two different types of apprenticeship schemes, frameworks and standards.

Managers must choose a **standard** for an apprenticeship in their service area at a suitable level.

An apprenticeship standard covers a specific occupation and sets out the core skills, knowledge and behaviours an apprentice will need; they are developed by employer groups known as "trailblazers".

Existing apprentices may be on an apprenticeship framework. Apprenticeship frameworks are being progressively phased out and replaced by the newer apprenticeship standards.

Training Provider

Once a manager has determined an apprenticeship standard, they will need to find an organisation that offers **training**. The training provider will be picked from the Register of Apprentice Training Providers. To be eligible to deliver apprenticeship training for apprentices, organisations must be listed on the register. All registered providers are subject to inspection by OFSTED.

The manager will need to negotiate a price for their apprentice's training and assessment in accordance with the funding bands. They will also need to agree the delivery model for off the job training with the provider. This could be onsite, day release or block release as appropriate. The Learning and Development Co-Ordinator will assist managers with this process.

Delegated Decision Process

Recruiting an apprentice will ordinarily require a change to the establishment. Having considered the type of apprentice and the requirements of that post, the manager **must** complete a delegated decision report to gain authorisation for an apprenticeship post. A template delegation decision report is available [here](#).

Authorisation to Advertise

Once the delegated decision has been agreed, managers must seek permission from the Head of Service to recruit by completing and submitting the [Recruitment Approval Request Form](#).

The authorised Recruitment Approval Request form must be sent to Human Resources. A job description and person specification should be provided at the time of the request. The manager must ensure that the duties and responsibilities outlined within the job description, and the requirements of the person specification, should be appropriate for an apprenticeship position. A template person specification and job description is available.

Advertising

The recruiting manager will need to find a training provider for the apprenticeship standard that has been chosen as outlined above. The [training](#) provider will advertise the apprenticeship through the Find an Apprenticeship Service. Managers should ensure that a link to Charnwood's job site is included on the advertisement, to enable applicants to apply using the standard application form.

The position will also be advertised on Charnwood Borough Council's website through the normal recruitment process. Managers should also consider advertising the post at appropriate local colleges or training providers.

The Council's commitment to equality of opportunity will be observed at all times during the operation of this policy and procedure. This will ensure that employees are treated fairly and without discrimination on the grounds of race, nationality, ethnic or national origins, sex, marital status or civil partnership, disability, age, sexual orientation, trade union membership or activity, political or religious belief, maternity or pregnancy, gender re-assignment and unrelated criminal conviction.

Recruitment Process

Where a training provider is used to find a suitable apprentice the recruiting manager should clarify the role of the training provider in supporting the selection process.

The principles contained in the [Recruitment and Selection Guidance](#) must be followed when recruiting an apprentice and a job offer must only be made subject to satisfactory references and pre-employment checks.

Guidance on the Recruitment and Employment of Apprentice's
Version: 2017 – v2
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Managers should interview the individual(s) to assess that they have the necessary skills and experience and are competent to carry out the role. This should include checking whether there have been any gaps in their employment history, if they have been in employment previously. If any gaps are identified, the reasons for these should be established. It is also important to assess whether they have an understanding of the role being offered and that they are suitable for the role.

Interview Questions

In order to assist managers with the interview process, a sample list of questions has been prepared for manager's consideration.

Appointment Process and Pre-Employment Checks

Once a decision has been made to appoint, the manager should contact the successful candidate. Once the successful candidate has confirmed that they wish to accept the post as offered, the manager should complete the [Selection Outcome e-form](#).

Following completion of the [Selection Outcome e-form](#), Human Resources will generate an email to the unsuccessful candidate(s) through iTrent. Additionally, a provisional offer letter will be issued to the successful candidate by Human Resources, enclosing a pre-employment medical history questionnaire. The completed questionnaire is initially screened by HR, depending on the nature of the job and the candidate's medical history, this may be forwarded to the Council's Occupational Health provider for clearance. The recruiter will be advised by HR once satisfactory medical clearance has been obtained. If required, the recruiting manager should arrange a DBS Disclosure Application form to be completed through Customer Services.

Managers MUST ensure that the completed [Personal File – Appointees checklist](#) and all the required documentation (including the checklist) are collated before being sent to Human Resources. All the documents identified on this checklist MUST have been received before a contract can be issued and any payments made. The checklist includes:

- Application Form
- Proof of identity, which confirms name, date of birth, address and photographic ID;
- [Proof of right to work in UK](#);
- Evidence of appropriate qualifications
- Two satisfactory written references, one of these must be from the current or most recent employer. For applicants who have not worked in paid employment or on a voluntary basis, a character reference should be sought from someone who is able to confirm (as well as possible) the applicant's suitability. This may be someone in authority e.g. head teacher, lecturer, community leader. In the case of a school/college leaver, one of the referees must be the Head Teacher/Principal of the last educational establishment they attended.

Right to Work in the UK (Prevention of Illegal Working) (Statutory requirement);

It is a criminal offence to employ someone who does not have the right to work in the UK. An apprentice cannot commence work until satisfactory documentary evidence has been provided and photocopies taken. **If the apprentice cannot demonstrate their right to work in the UK they must not be engaged.**

Guidance on the document requirements is available on the intranet in the [Prevention of Illegal Working Guidance](#). The photocopied documents should be signed, verified and dated by the manager. The manager should send the completed personal file checklist along with the relevant documentation to Human Resources.

Managers must complete the [New Starter Form](#) once medical clearance and reference are back. On receipt of the completed checklist accompanied with the appropriate documents, Human Resources will issue all of the relevant paperwork, including the apprenticeship agreement, and ensure payment is made. Managers will receive an email notification to advise that the contract has been sent. A copy of the contract will be attached to this e-mail to enable managers to check the contract details.

Apprenticeship Agreement and Commitment Statement

The apprentice will be issued with an apprenticeship agreement which is a contract of service reflecting the fact that an Apprenticeship is primarily a job rather than training. Alongside the required information for a Contract of Employment, the Apprenticeship Agreement also includes a statement of the skill, trade or occupation for which the apprentice is being training under the qualifying Apprenticeship Standard or Framework.

A Commitment Statement must also be signed by the manager, apprentice and the training organisation. This statement must include: the planned content and schedule for training, what is expected and offered by the employer, the training organisation and the apprentice and how to resolve queries or complaints.

Paperwork relating to the apprenticeship will be retained on an individual personal file in Human Resources.

Training Evaluation and Assessment

Training Evaluation

The manager should meet with the apprentice every 4 months to formally review the apprenticeship and the progress being made. Managers should also meet with the apprentice informally on a regular basis between the formal meetings. In addition, the training provider may also have specific requirements for assessment which should be agreed at the commencement of the apprenticeship. Managers are advised to conduct the formal meetings to combine with the probationary and personal review meetings where possible.

This assessment should be relevant to the role but may include a review of:

- Development opportunities within the apprentice role to aid successful completion of the apprenticeship standard.
- Performance review within the apprenticeship role
- Quality of off the job training provision
- Progress relating to on and off the job training, with a view to meeting relevant targets

- relationship with training provider

5 months prior to the end of the apprenticeship a review should take place with the manager and apprentice to once again consider the success of the apprentice and the learning that has taken place. Points to consider during this meeting include:

- Review of the learning that has taken place during the apprenticeship and how this has linked to the apprenticeship standard
- Evaluation of the off the job training that has been provided and how this has linked to the apprenticeship standard
- Evaluation of the apprenticeship post overall to ensure it aids successful completion of the apprenticeship standard
- Performance review of the apprentice within the apprenticeship role
- Relationship with training provider
- How the apprenticeship post and apprentice will be managed at the end of the apprenticeship period

Following this meeting, the manager will need to consider how they would like to proceed with the post on their establishment. Options available include making the post permanent on the establishment if funding is available, or retaining as an apprenticeship position, both subject to approval through delegated decision.

The apprentice will need to be put on the redeployment register at the end of the apprenticeship as outlined below, subject to the provisions of the Redeployment Policy and Procedure.

End Point Assessment

An End-point Assessment needs to take place at the end of the apprenticeship for those on an apprenticeship standard. Apprenticeships based on the existing frameworks will feature continual assessment. The end-point assessment is a holistic and independent assessment of the knowledge, skills and behaviours which have been learnt throughout an apprenticeship standard. The requirements for end-point assessment are set out in the assessment plan for the specific apprenticeship standard.

Apprentices will not be able to achieve an apprenticeship standard without satisfying all the requirements of the assessment plan, including the end-point assessment.

An organisation must be selected by the manager to deliver the end point assessment from the register or apprentice assessment organisations (RoAAO). Although the provider will be involved in arrangements for the end-point assessment, the assessment itself must be independent of both the provider and employer.

The cost of end-point assessment will vary but should not usually be more than 20% of the total agreed price for the delivery of the apprenticeship training and assessment.

Requirements during the Apprenticeship

Guidance on the Recruitment and Employment of Apprentice's
Version: 2017 – v2
Date agreed: 20.01.15
Date Amended:
Agreed at:

Induction

The manager should ensure that the apprentice is fully inducted in line with Charnwood Borough Council's [induction process](#).

Maintenance of records

The personal file of the worker should be held by Human Resources. It is the responsibility of the Manager to ensure that all of the appropriate documentation is collected and sent to Human Resources.

Probationary Procedure

All new apprentices will be subject to the council's [Probationary Procedure](#).

The Apprentice's progress and attendance on their training course should be taken into account during the probationary period.

Personal Review

Line Managers should ensure personal reviews are conducted with an Apprentice who reports to them in accordance with the [Personal Review Policy](#). Where possible, this should be combined with the formal training evaluation process.

Issues Arising during the Course of the Apprenticeship

If there are any issues or concerns relating to the apprentice during the course of the apprenticeship, these should be discussed with Human Resources in the first instance. The Council's relevant policies and procedures will apply.

Completion of Apprenticeship

Early Completion of the Apprenticeship

If the training identified in the Apprentices individual learning plan is completed prior to the anticipated completion date, the contract will cease on the anticipated completion date.

Redeployment

An apprentice will be placed on redeployment with at risk status for approximately 3 months', subject to the provisions of the [Redeployment Policy](#). This period may be shorter or longer due to associated timescales relating to the nature of any restructure taking place.

An apprentice cannot be automatically slotted into a post, even where the post occupied during the apprenticeship has been made permanent on the establishment. The apprentice will need to apply for the post with redeployment status if they wish to be considered.

For the purposes of redeployment Apprentices will be able to apply for jobs at Scale 4 or below with preferential treatment status where they meet the criteria within the Redeployment Policy.

Upskilling Existing Employees

Funds in the digital account can be used to upskill an existing employee to undertake an apprenticeship at a higher level than a qualification they already hold, including a previous apprenticeship. The apprenticeship must be linked to their job, the learning must be materially different to any qualifications they hold and it must be evidenced that the repeat or lower level apprenticeship is supporting the apprentice to acquire new skills and knowledge. This does not have to be in a different job to the one the existing employee is already in, but it must be evidenced that the apprentice is genuinely learning new skills to the benefit of the wider economy.

The terms and conditions of service for an existing employee must remain the same, including salary. They will be issued with an apprenticeship agreement for the duration of the apprenticeship.

If an existing employee wishes to undertake apprenticeship training they should continue to be paid the evaluated grade of the job. Further advice can be sought from the Learning and Development Co-Ordinator when considering upskilling an existing employee.

Manager's Quick Reference Guide to taking on an Apprentice

Initial Planning

Before you start the process of recruiting an apprentice you need to consider a number of issues including;

- 1) Is it best to recruit a new apprentice or retrain existing staff?
- 2) What work will the apprentice be undertaking?
- 3) How will this post fit into the rest of the team?
- 4) What **salary** will the apprentice receive and how will this be funded?
- 5) Determine which **standard**, qualification & level they will be studying – length of time
- 6) Funding options – digital account
- 7) The **availability of training providers**
- 8) Options for study; onsite 1 to 1, day release or block release. 20% of hours worked

Link to Apprenticeship Guidelines

Kevin Brewin, L&D Co-ordinator can provide advice on the overall process, apprenticeship standards, training options / providers & levels, and funded training for existing staff

The HR Team can provide advice on pay scales and staff structures

Finance can provide advice on the digital account, funding the salary and completing the delegated decision form

Approval to proceed

- 1) If you are creating a new post and / or making minor changes to your team structure you will need to complete a **delegated decision**.
- 2) If the changes proposed will affect 5 or more posts you will need to complete a team or service restructure. The HR Team can provide support & advice on this
- 3) When upskilling existing employees, there will be no change to terms and conditions of service or salary. However, an **apprenticeship agreement** will need to be completed

Recruitment

- 1) Charnwood Borough Council's **recruitment & selection guidance** must be followed
- 2) A template **apprenticeship job description** and **person specification** together with suggested **interview questions** are available to assist managers
- 3) The apprenticeship type (old framework or new standards), level and provider are best determined prior to advertising, although can be varied after recruitment
- 4) All vacancies need to be advertised on the national apprenticeship database and Charnwood Borough Council's website
- 5) The training provider may offer assistance with advertising and initial shortlisting

Managing your apprentice – key points

- 1) Every apprentice will have an **apprenticeship agreement**
- 2) The apprentice, manager & training provider need to sign a **commitment statement**.
- 3) 20% of the apprentices time needs to be spent on training
- 4) The manager and apprentice should meet every 4 months' to review progress. These reviews can be combined with Probationary and Personal Review meetings
- 5) 5 months' prior to end of the contract the manager will need to meet with the apprentice to assess the success of the apprenticeship and possible next steps.
- 6) Apprentices are entitled to be placed on the Council's at risk register approximately 3 months' prior to the end of their contract 28