APPRENTICESHIP INITIAL ASSESSMENT POLICY

Prior to the enrolment of a learner onto any apprenticeship programme it is important to confirm the suitability of the learner for the programme and the programme to the learner. Through our rigorous employer engagement process, we aim to have developed and adapted our apprenticeship programmes, so they are specifically tailored to the job role of the learners. Notwithstanding that, it remains important to assess an individual's suitability for the programme, which will be done through the following process.

1. Initial nomination of the learner by their employer to take part in the apprenticeship programme. Some employers will ask learners to nominate themselves for the course and in this case, they will be asked for prior knowledge and training in Leadership and Management. All Personal Learning Records will be reviewed at this stage.

2. Initial advice and guidance session with the learner to allow the nature, commitment and scope of the programme to be explained and allow the learner to ask any questions they may have. This may be undertaken as a group if the programme is to be delivered as a cohort.

3. Once the learner(s) have agreed that they would like to take part in the programme they should be provided with an initial skill scan. An example of a questionnaire is at Annex A to this policy.

4. Using the questionnaire, we will analyse the skills gaps and identify how we will address these during the apprenticeship programme. The expectation is, that most learners will tick predominantly yellow or green in the first half of the skills scan and majority reds or yellows in the second part of the skills scan. Should this not be the case, then the learner should be referred the programme director as the learner may already have substantial skills or recognised prior learning – in which case their funding may need to be reduced and the course adjusted to suit the, or they may need to go onto a higher level programme. Alternatively, the learner may need to go on a lower level programme if it is unsuitable for them.

5. At the point of enrolment onto a programme, learners should undertake a BKSB Initial Assessment of English and Maths abilities. The results of this will be recorded into their ILP and the level of English and Maths will be taken into account by the trainer, in order to ensure the learner's English and Maths skills are developed to an appropriate level over the duration of the programme.

ANNEX A - EXAMPLE SKILL SCAN

The skills scan is used to assess learner's current level of knowledge and skills, relating to the programme they are commencing, identifying where the learner will develop new skills by undertaking the programme and allowing for appropriate teaching, learning, training and assessment planning.

If the skills scan identifies that the learner already has the skills for that level, then they will be offered a higher-level apprenticeship. This is for the learner's (and employer's) benefit, as well as a funding requirement.

The scan is broken down into two parts. The first looks at your role in the company and the second looks at your existing knowledge.

The below skills scan will help you to identify what existing knowledge you have, and what areas need to be developed. It will aid your trainer in supporting you in the appropriate areas. Pleas tick one for each statement, the boxes are as follows:

🔴　　　　　I don't do this/No awareness

🟡　　　　　Some/Some awareness

🟢　　　　　Yes/Fully competent

Your Role

	🔴	🟡	🟢
1. You are defined as a first line manager, reporting to a middle or senior manager, and are accountable for meeting operational targets within a team.			
2. You are responsible for managing a team to deliver clearly defined outcomes building a high performing team.			
3. You can communicate the organisational strategy and team purpose leading and chairing your team to ensure all members are kept informed and updated where appropriate.			
4. You manage and support the development of your team, planning and monitoring workloads and resources for your area of work.			
5. You can adapt to change, identifying challenges and solutions. Ability to organise, prioritise and allocate work and effectively use resources.			

2

　　　　　　　　　　　　　　Reviewed Jan 2019

6. You build trust within and across the team, using effective negotiation and influencing skills, and managing any conflicts.			
7. You are used to resolving operational problems within your area of work and team. You use effective problem-solving techniques to make decisions relating to delivery using information from the team and others, and able to escalate issues when required.			
8. You ensure that there are procedures in place to confirm the competence of the people you are responsible for, and to identify and meet any training and development needs they may have.			
9. You are expected to ensure that decisions about employees' competence and discipline are made in accordance with the procedures of the organisation and, if necessary, with appropriate advice.			
10. You communicate with other sections/ departments within the business to ensure successful daily operations.			
11. You review team performance and the performance of individuals providing feedback and managing conflict where it arises.			
12. You ensure that the overall performance of your area of responsibility is monitored and that action is taken where performance fails to meet approved levels.			
13. You are involved in the delivery of projects that are introduced to make improvement to operations making significant changes to activities, frequently in a project leadership role.			
14. You organise, manage resources and risk, and monitor progress to deliver against the project plan. You use relevant project management tools, and take corrective action to ensure successful project delivery			
15. You are responsible for managing a budget and making decisions that may have a significant impact on the organisation's costs and/or revenues.			
16. Applying organisational governance and compliance requirements to ensure effective budget controls.			

Your Knowledge

Knowledge Area Interpersonal excellence – managing people and developing relationships	Knowledge and Skills	🔴	🟡	🟢
Leading People	I understand different leadership styles and the benefits of coaching to support people and improve performance. Understand organisational cultures, equality, diversity and inclusion.			
Managing People	I understand people and team management models, including team dynamics and motivation techniques. I understand HR systems and legal requirements, and performance management techniques including setting goals and objectives, conducting appraisals, reviewing performance, absence management, providing constructive feedback, and recognising achievement and good behaviour.			
Building Relationships	I understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict. I know how to facilitate cross team working to support delivery of organisational objectives.			
Communication	I understand different forms of communication and their application. I know how to chair meetings.			
Operational Management	I understand how organisational strategy is developed. I know how to implement operational/team plans and manage resources and approaches to managing change within the team. I understand			

Reviewed Jan 2019

Knowledge Area Personal Effectiveness – managing self	Achieved by learner	🔴	🟡	🟢
	data management, and the use of different technologies in business.			
Project Management	I understand the project lifecycle and roles. Know how to deliver a project including: managing resources, identifying risks and issues, using relevant project management tools.			
Finance	I understand organisational governance and compliance, and how to deliver value for money. I know how to monitor budgets to ensure efficiencies and that costs do not overrun.			
Awareness of Self	I know how to be self-aware and understand unconscious bias and inclusivity. I understand learning styles, feedback mechanisms and how to use emotional intelligence			
Management of Self	I understand time management techniques and tools, and how to prioritise activities and approaches to planning			
Decision Making	I understand problem solving and decision-making techniques, and how to analyse data to support decision making.			

Reviewed Jan 2019