

Identifying Apprenticeship Opportunities

This document forms part of the Apprenticeship Toolkit, and supports managers and leaders when they are considering apprenticeships as part of workforce and succession planning, and when making decisions around individual employee development and long term organisational development.

It aims to answer some key questions:

- Given the changes in funding rules, what do we now consider to be an apprenticeship?
- What are the benefits of apprenticeships?
- When should you consider an apprenticeship?

Within this document the following terms are used:

- Apprenticeship – an approved apprenticeship programme (standard or framework)
- Employee – the LSE employee completing the apprenticeship
- Apprentices – a group of people completing an apprenticeship (LSE employees or not)
- Job or Post – the position the LSE employee holds while completing the apprenticeship
- Manager – the person managing the employee completing the apprenticeship and the person with the overall responsibility for the apprenticeship process
- Apprenticeship Training Provider (ATP) – an organisation on the Register of Apprenticeship Training Providers, who is approved and selected to deliver the apprenticeship (for clarify, this is the main ATP, as they are responsible for managing any subcontracted ATPs)

And when reviewing and applying the information in this section, you may wish to refer to:

- The rest of the Apprenticeship Toolkit (available [here](#))
- Appendix A – a process flow chart / infogram showing the apprenticeship process;
- Appendix B – a manager's checklist of things to consider throughout the apprenticeship process
- Appendix C – the list of the documents you may need to use when commencing an apprenticeship
- Appendix D – the summary of rules that apply when using the apprenticeship levy to fund study
- Appendix E – the process in more detail, including who does what and when

This toolkit is in development. If you have questions, comments or feedback, please contact HR.Learning@lse.ac.uk

What is an Apprenticeship?

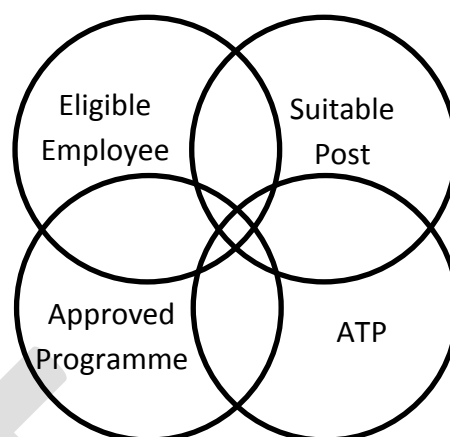
The government describes an apprenticeship as a **real job with an industry recognised training programme**.

To be successful, an apprenticeship requires a combination of four key components:

- An employee
- A post (or job)
- An apprenticeship programme
- The ATP (this may include tutors, course leads, and mentors)

All components need to comply with certain [funding rules](#), and have set [contractual agreements](#) with each other.

The funding rules encourage employers to take responsibility and ownership of apprenticeships. LSE's [Staff Apprenticeship Policy](#) outlines the benefits LSE sees in apprenticeships, and principles governing LSE's use of apprenticeships.



Suitable opportunities

There are a number of scenarios that provide an opportunity for an apprenticeship, and the order in which you confirm the job, the apprenticeship programme, the ATP and the employee will vary in each.

- *A manager may consider an apprenticeship for a new employee, job, or piece of work*

An opportunity to recruit or select is an opportunity to consider an apprenticeship – a chance to consider a development opportunity for a new or existing member of staff. This decision should be discussed with department / divisional leadership, as it could support divisional succession or delivery plans, and the apprenticeship could be used to fill skills gaps in the current team or department. This scenario would also apply if an apprenticeship is identified as a suitable induction programme for a post.

In this scenario, the manager would select the programme and most likely the ATP – and may use the ATP to help recruit the new employee(s). We should note that normal LSE recruitment processes still need to apply – see the [Recruitment Toolkit](#).

- *The School organises a programme and invites employees to apply to attend*

This is similar to the first scenario, but the employee and manager have the support of an OL managed programme.

In this scenario, the OL Team would confirm the programme and the ATP, and employees may need to apply to attend. Managers would be required to support their employee's application.

- *A manager and their employee agree an apprenticeship for the employee's development*

This may be linked to role required qualifications (and had been discussed when the employee was appointed) – or it could have been discussed during a performance appraisal when the employee is wanting personal development or to progress in their role, or it may be linked to the identification of a skills gap within the team / organisation. The apprenticeship may support development of technical skills, or of management / leadership skills, and could replace an external funding application, support a secondment or piece of project work, or tie into a PAL opportunity.

In this scenario, the post and employee are confirmed, so the employee and their manager will work together to select the apprenticeship programme and the ATP.

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