



Support and Escalation for Apprentices

Purpose

This document sets out our policy of support and intervention ways of working to ensure the best outcomes for our apprentices at all times. We understand that sometimes things occur that mean that our apprentices do not reach their full potential, and an intervention is needed to ensure that they either get back on track; or are provided with the best options in order for them to succeed.

This policy is meant to inform all stakeholders and the wider delivery team to ensure consistency of provision across all apprentices. In short, to ensure we are providing the same support to all apprentices; and to help at risk apprentices get back on track as soon as possible. It is also a useful guide for all stakeholders including but not limited to hiring partners and apprentices to be aware of how we support and escalate, should they be involved in a situation of additional support.

To start, our definition of an at risk apprentice is any apprentice who has fallen behind their timeline of progression on the apprenticeship; regardless of the reason.

Types of interventions/support

For the purposes of this document we refer to intervention/support as anything we do to provide additional help to our apprentices that we do not necessarily offer to all apprentices that are on track. Interventions could include:

Intervention	Description
Increased review times	Meeting more regularly than usual
Increased contact time with Makers staff	Contact time with placement coach or other Makers staff is more than the time normally allocated to an apprentice at that stage



Expert knowledge to technical coaches outside of Bootcamp	121 sessions arranged with a technical coach for a technical issue
Expert knowledge to emotional/well being coaches outside of Bootcamp	121 session arranged with a EI/wellbeing coach for support with a personal issue
Flagging up key professional development opportunities	Attending a conference
Compulsory completion of additional training/learning	An online course
Extended deadlines	Setting a deadline for Month 7 to complete the Wider development

We recognise that this list does not list nor could it be all the ways we support, as we are finding new ways to support all the times. It is therefore important to categorise support so that apprentices, and their line managers/employers are clear on the different levels or stages. This is to be transparent to all involved.

Stages

There are 5 levels of support/intervention at Makers. The first two stages are informal, and apprentices may find themselves needing help more than one time and moving back and forth through the informal stages i.e. stage one, stage two back to stage one then back to stage two etc. This is quite normal and sometimes due to factors outside of our control for example health, loss time at work or problems transitioning.

There are sometimes a wide range of reasons why apprentices need support. **Pastoral issues** are described as the situations that can sometimes occur in personal situations outside of the workplace, or health, or dependencies' issues or financial concerns. They are varied. **Placement issues** are described as the situations that can sometimes occur in differences between apprentices and employers, or team dynamics, or technical ability, or teething or transition issues.

The informal stages of support are categorised so that the apprentices are aware they are receiving **above** the normal level of support. This then allows them to be in a situation to access the support and get back on track independently. There are higher numbers of apprentices in the informal stages; and the majority do not escalate to the formal processes of this policy. We are committed at Makers to trying to ensure where possible that escalation to our formal process doesn't happen.



But there are circumstances where sometimes this does occur. It is very important to us that we are transparent. The following procedure sets out stages 3 to 5 in detail, which is our formal process:

Stage	Before steps	During steps	Next steps
3	<p>The apprentice will be notified in person and confirmed by email that they are entering into formal support</p> <p>The email will clearly explain the support offered to date, and the reasons for escalation. There will be clear actions for resolution, and suggested dates for completion.</p> <p>This will be copied to the line manager at the employer; and the client partner at Makers.</p>	<p>The apprentice will receive 2 stage 3 review meetings on top of their normal placement visits. If stage 3 is whist on bootcamp apprentices will have additional meetings with their tech coach. These meetings will be <i>run by the apprentice</i>, and will include the following points:</p> <ul style="list-style-type: none"> ● Update on progress with actions ● Successes ● Blockers ● Any amendments proposed ● Support requests <p>The placement/tech coach will be present to advise, record and will give feedback to the line manager. It is recommended that the line manager attend, but this is not compulsory at this stage.</p>	<p>At the end of the initial time plan set out by the placement/tech coach before the stage commenced, a recommendation will be made by the coach to:</p> <ul style="list-style-type: none"> ● Successfully move the apprentice back down to stage 1, 2 (informal stages) or off support ● Escalate the apprentice to stage 4. ● Recommend a break in learning <p>This recommendation is shared in the last meeting, and a confirming email is followed, copying in the apprentice, line manager, client partner (at Makers) and the Pastoral lead or tech lead (at Makers) .</p>
4	<p>The recommendation email must have been sent from stage 3.</p> <p>Stage 3 must have occurred.</p> <p>Stage 4 introduction email should be sent by Pastoral lead or tech lead</p>	<p>The apprentice will receive 2 stage 4 review meetings on top of their normal placement visits. These meetings will be <i>run by the apprentice</i>, and will include the following points:</p> <ul style="list-style-type: none"> ● Update on progress with actions ● Successes ● Blockers ● Any amendments proposed ● Support requests <p>The Pastoral lead or tech lead will be present to advise, record and will give feedback to the placement/tech coach. It is optional for the placement coach to attend for observation. It is essential that the line manager/ or someone from the employer attends. If someone is not</p>	<p>At the end of the initial time plan set out by the placement coach before the stage commenced, a recommendation will be made by Pastoral lead or tech lead success to:</p> <ul style="list-style-type: none"> ● Successfully move the apprentice back down to stage 1, 2 (informal stages) or off support ● Extend the formal support at stage 3 ● Recommend a break in learning ● Escalate the apprentice to stage 5. <p>This recommendation is shared in the last meeting, and an email</p>

		present the meeting will go ahead and a record will be sent.	confirming is followed by copying in the apprentice, placement/tech coach, line manager, client partner (at Makers) and the Head of Developer Success or Head of Training (at Makers).
5	<p>The recommendation email must have been sent from stage 4.</p> <p>Stage 4 must have occurred.</p> <p>Stage 5 introduction email should be sent by Head Developer success or Head of Training depending who is running this process</p>	<p>The apprentice will receive 2 stage 5 review meetings on top of their normal placement visits. These meetings will be <i>run by the apprentice</i>, and will include the following points:</p> <ul style="list-style-type: none"> ● Update on progress with actions ● Successes ● Blockers ● Any amendments proposed ● Support requests <p>The Head Developer success or Head of Training at Makers will be present to advise, record and will give feedback to the Pastoral lead or tech lead and placement/tech coach. It is optional for the placement/tech coach to attend for observation. It is essential that the line manager, and someone from the employer attends. If someone is not present the meeting will go ahead and a record will be sent.</p>	<p>At the end of the initial time plan set out by the Head of Developer Success or Head of Training before the stage commenced, a recommendation will be made by the Director of delivery or Director of training to:</p> <ul style="list-style-type: none"> ● Successfully move the apprentice back down to stage 1, 2 (informal stages) or off support ● Extend the formal support at stage 3 ● Recommend a break in learning ● Notify a termination of training provision, an end to the apprenticeship. <p>This recommendation is shared in the last meeting, and an email confirming is followed by copying in the apprentice, placement/tech coach, line manager, client partner (at Makers) and the Pastoral lead or tech lead (at Makers) depending on who chaired the last stage.</p> <p>The Director of Delivery will hear appeals from the process from Stage 5 run by the Head of Developer Success.</p>

Points to note, that are important



There is a 10 working days appeal process to the outcome of stage 5. It is possible for the apprentice or the employer to raise an appeal with the process. They should do this by putting it into writing, details of how this can be done will be provided with the stage 5 recommendation.

It is important to note that these are the actions that **we** take as the training provider.

- Sometimes employers may choose to use these processes themselves and incorporate as part of a performance management process, working together.
- Sometimes employers choose to carry out no further actions; this means the apprenticeship may discontinue but the employer continues to employ the apprentice in another capacity.
- Sometimes employers choose to run their performance management separately alongside this process. This means there may be additional actions that may or may not compliment the training provider actions. Employers under employment contracts are entitled to apply them in the light of them being agreed.

Where possible we try to encourage employers to follow the first options to ensure that actions are clear to apprentices.

Makers reserve the right to apply any of our other policies to end an apprenticeship agreement for example, safeguarding or code of conduct. In these instances, the stage process would not be followed.

If you are unclear about any part of the policy or have feedback please do not hesitate to contact us and share your views.

Version Control

Version #	Date	Updated by	Description
V1.2	July 22	Catherine	Changing wording to update new roles and positions