

Apprenticeship Governance

1.1 Context - The AA Emerging Talent Programme

In May 2017 the Government introduced the Apprenticeship Levy. This is to encourage businesses to participate and to work with the Government in redesigning Apprenticeships to ensure they are aligned in developing the future needs of businesses and employees. At the AA we have embraced this Apprenticeship initiative with a focus on developing our existing talent and new employees joining our business. This will support the organisations future goals by utilising the Government Apprenticeship levy to support training and development for our employees.

The Apprenticeship initiative within The AA is called our Emerging Talent Programme (ETP). For the purpose of this document participants on the ETP will be referred to as Emerging Talent Learners (ETLs). At the AA we are committed to developing vocational skills through the ETP offering a broad range of Apprenticeships from customer service, technical, Leadership & Management and professional Apprenticeship pathways.

1.2 Purpose of this document

The purpose of this document is to provide guidance for Managers who will be supporting a member of their team and / or for employees who will be completing an Apprenticeship. This document details the requirements and expectations of the ETP for all areas of the business to enable consistency.

1.3 Governance

The Group Learning & Development team will ensure governance, oversight and monitoring of the ETP is adhered to, as outlined in this document. The development of employees on the ETP will be supported by our approved training providers, all of whom are Government registered. There is an Apprenticeship portal where all of our Apprenticeship offering will be available.

1.4 Key Principles

1.4.1 Key Criteria

Existing AA Employees:

To become an AA Apprentice, current employees will need to fulfil the following criteria;

- Worked for The AA for a minimum of 12 months
- Be a British or EU citizen for 3 years or more
- Work at least 50% of the time in England
- English and Maths are both requirements to complete certain levels of Apprenticeships, where these are not held at the educational level required, these can be completed in parallel to the Apprenticeship
- Commitment to 20% off the job training (OFJ). The Apprentice and the manager allows sufficient time to complete the OFJ activities relating to the Apprenticeship. (This could include: 121 coach visits, group sessions, completion of online learning or face to face development tasks)

- Work a minimum of 30 hours per week
- Not already attending any government funded training over 16 hours e.g. college
- Not already be qualified at the same level or above in the sector of the programme they are enrolling on e.g. for the Team Leader Apprenticeship level 3, the employee must not already hold a management qualification at level 3 or above
- Most recent Performance Review is 'met expectations' or above
- No current performance or conduct concerns
- Able to articulate why the ETP is suitable for them and what the benefits are to them and the company
- Able to articulate their choice of ETP in relation to their current role
- The application is supported by the line manager and / or mentor to undertake the appropriate ETP for the duration of the Apprenticeship to successful completion of the end point assessment. Study could be up to 4 years depending on the pathway chosen.
- Ability to work independently, utilise all medium such as online tools, workbooks for learning and assessments
- Is committed to undertake the recommended hours of study as detailed by the training provider for the chosen pathway
- Ability to work independently to achieve the desired level of competence. This includes any pre-work, portfolio assignments, post-work, assessments, exams.

1.5 What types of Emerging Talent Programmes can be funded?

The programmes of training must be to an approved Apprenticeship standard through our approved registered training providers. Our available ETPs can be viewed directly through our ETP portal and / or discussed with Group Learning & Development.

1.6 How do I express my interest?

To express an interest in applying for our ETP ensure you have identified your area of interest, discussed this with your current line manager and gained their agreement and the Group Learning & Development team. You will then be required to complete an Expression of Interest (EOI) form which can be found on the ETP portal. The EOI form will be considered in line with your current role and business demands of the area you work in. Acknowledgement of your EOI will be sent within 5 working days and further contact will be made within two – four weeks as to the next steps. On your EOI being approved we will then ask you to complete an Apprenticeship agreement with the relevant training provider. This Apprenticeship agreement will detail all of the requirements and what is expected of you and your line manager during the qualification you have chosen.

1.7 Key activity for success - roles & responsibilities

1.7.1 What do we expect from those on the Emerging Talent Programme?

In order to ensure success on the programme, each ETL is required to undertake the following activity;

- Monthly 1-2-1's with you line manager on your current performance and progress on the ETP
- Bi-weekly development conversations with your line manager and / or mentor
- Meet and provide regular updates on your progress as per requirements to your designated skills coach
- Attend all mandatory course dates as set by the relevant training provider
- Attend all ETP tutor meetings, and where appropriate, with your line manager
- Complete Individual Learner Records and all requirements of your chosen ETP

- Highlight any challenges you may face which may affect your performance on the programme and or your role - and we will support you as much as possible
- Be an advocate for the programme with your colleagues and set the bar by being a high performer
- Give The AA and your line manager your commitment to successfully completing the ETP and all of the requirements, such as: assessments, exams, interviews, course work and by adhering to all of what is detailed in 1.7
- Be committed to successfully passing all assessments and / or exams undertaken and share your progress on the results throughout each milestone of the ETP with your line manager and mentor
- Be open and honest and take support from your line manager, tutor and / or mentor

1.7.2 What do we expect from Line Managers of those on the Programme?

- Ensure that monthly 1-2-1 performance conversations are scheduled and undertaken
- Encourage bi-weekly development conversations with each Apprentice
- Highlight any performance related issues to your HR Business Partner and agree the relevant action plan and associated timescales
- Maintain regular contact with the ETP tutor where any performance and / or attendance issues can be raised. Where performance and / or attendance has not improved within the timescales agreed, this must be escalated to Group Learning & Development
- Work with the Group Learning & Development team to ensure the training needs for ETLs are identified and an agreed plan and associated timeline is put into place
- Encourage pro-active behaviour within the

team regarding development at work and facilitate on the job training in line with the course

- Ongoing coaching to ensure a high performing culture
- Ensure that the ETL is provided with relevant support and time to ensure success is achieved

1.7.3 What do we expect from our Group Learning & Development team?

- Work with the business to determine operational training needs for ETLs
- Facilitate the set-up of development solutions / courses in partnership with preferred ETP training providers
- Provide ongoing support to ETLs, when required, in relation to training and development
- Provide line managers feedback from the management information the training providers. Including; results, absences and performance feedback (both positive and negative). Where relevant escalating to the manager and Head of Talent Acquisition and Learning & Development the key successes and any critical concerns
- Maintain the database in partnership with each training provider on all training activity for ETLs across the AA Group. Including;
 - o Notify if the ETL will be absent for a period of time
 - o Notify if the ETL has left the organisation
- Maintain ongoing relationships with training providers, to provide Apprentices and the business with the most up to date information and opportunities
- Provide overall view of Apprentices, courses, performance, absences and training provider updates to Head of Talent Acquisition and Learning & Development
- Manage the Apprenticeship levy and highlight status and any concerns to key stakeholders

1.7.4 What do we expect from our Training Providers?

The AA's expectations of all training partnerships is as follows;

- Deliver ongoing support to The AA in line with our ETP needs and learning requirements
- Effectively partner with The AA providing awareness within the Group Learning & Development team of key initiatives, industry and relevant training updates
- Provide timely and accurate MI on our Apprentices

1.8 What happens if an ETL is underperforming / not competent in role?

The AA is committed to providing ongoing support to all ETLs as outlined in section 1.7. In order to provide appropriate support, the Group Learning & Development team and Line Manager require open and honest conversations where an ETL is finding any part of the programme challenging.

Should underperformance / competence be an ongoing issue, a performance related conversation will be conducted in alignment with the Training Provider's skills coach.

The following information will be closely monitored by the Group Learning & Development team, and appropriate support and / or action will be considered on a case by case basis.

- Any absences from work and / or course
- Performance ratings and ongoing feedback from manager
- Discuss at monthly Apprenticeship meeting

1.9 What happens if an Apprentice Line Manager changes?

As part of The AA's commitment to the ETP, should line management change to another and / or new manager, automatic responsibilities will transfer to the new line manager to support and manage their ETL with appropriate support from the Group Learning & Development team.

4.0 What happens if the ETL requires a break in their programme

The line manager or Group Learning & Development team must notify the provider where the ETL is absent for more than 5 working days. The ETL can complete their programme once returned to work, and necessary support can be sought from the Training Provider's skills coach, programme coach and Line Manager to ensure a smooth and successful transition back to work and course. Each circumstance will be based on its own merit.

5.0 What happens if the ETL decides to leave the Organisation?

Should an ETL decide to leave the Organisation, all funding for development will cease.