

People Manager Guide.



BPP is one of the UK's largest providers of professional training. We are pioneers in delivering the qualifications, practical knowledge and skills needed to help your team realise its potential.

Our programmes embed industry-recognised professional qualifications and degrees for the business professions at all levels, including – accounting, actuarial, banking and financial services, digital and technology, HR, insurance, law, and management.

Trusted by some of the largest employers in the UK, we deliver their professional education training to school leavers, graduates and existing employees of all levels and experience.

Our programmes blend e-learning with face-to-face learning and in some cases peer-to-peer learning.

Practitioners fully support our programmes to develop the Knowledge, Skills, and Behaviours required to thrive in their career of choice.

In a nutshell, our passion is providing the best Professional Career Development Programmes for the people you have and, in doing so, giving them the future they want.



What is the Professional Career Development Programme?

A Professional Career Development Programme (PCDP) is a combination of professional qualifications, skills training and work based activities.

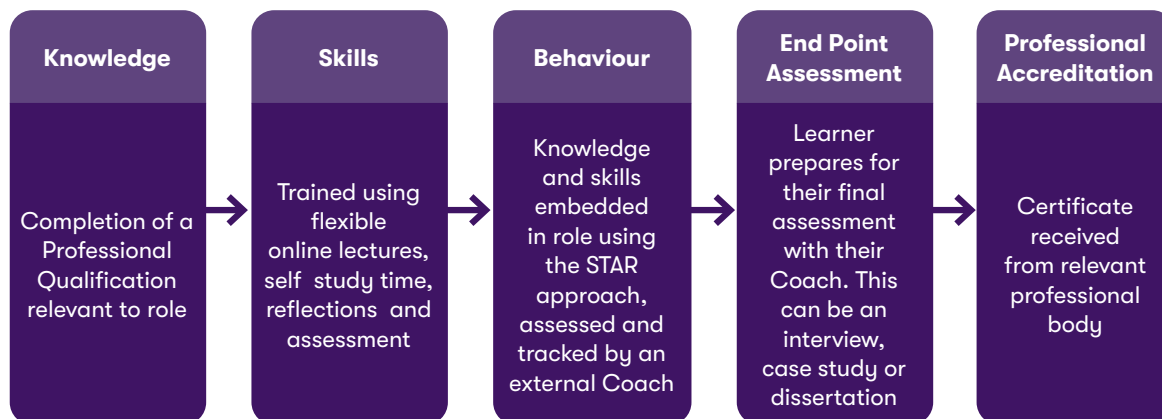
Undertaking a PCDP creates more value for an individual and the business than a stand-alone professional qualification, as a key element of the programme is evidencing that the learning is being applied back at work.

A PCDP also includes an assessment by a professional body that certifies the learner as a professional in their role, at the end of the programme.

If you're thinking about supporting an application for a professional qualification, check first to see if your team member is eligible for a Professional Career Development Programme. You have a key role in ensuring this programme is right for your team member and that there is no customer impact as a result of their application.

All the programmes currently available can be found on the PCDP portal and are regularly updated. There are five stages in a PCDP:

Programme Summary



What do I need to know about the different elements in the programmes?

Knowledge

The programmes are all delivered by BPP, in collaboration with professional bodies and other relevant specialist training providers.

In a programme, most of the course will be delivered by distance learning with live lectures being recorded to enable learners to attend at a time suitable to them and the business. Individuals are entitled to time off during working hours to complete development activities and embed their learning. More information on the time allocated for development during working hours is detailed in the 'development time at work' section.

Skills

During the programmes, your team member will be expected to 'attend' lectures to build their professional skills. These lectures tend to be webinars and are also recorded for flexibility. Some programmes incorporate face-to-face learning and dates are communicated at the beginning of the programme. Individuals are entitled to time off during working hours to attend these sessions and complete their coursework.

Behaviour

Your team member will be supported by a BPP Coach to help them identify opportunities to evidence their learning at work. The BPP Coach will schedule regular meetings with you and your team member to review progress and support them with their monthly learning plan.

It is likely that your team member will need your help to identify activities that they can undertake to demonstrate the knowledge and skills that they are learning. You should ask them for an update on their learning plan and discuss any support they might need from you over the next week/month, in your regular one-to-one sessions.

Every activity that an individual undertakes at work demonstrating their newly acquired knowledge and skill is captured on an online learning environment. Their monthly progress is monitored by their Coach to ensure that their progress remains on track throughout the programme and you will receive updates from the BPP Coach to keep you informed of their progress.

If your team member is on track, then you can decide if you want to attend these coaching sessions with your team member. We know from previous experience that successful candidates are the ones who have had the full support of their manager. Your commitment and enthusiasm will be critical in ensuring success.

It is mandatory for you to attend the meetings with their Coach if your team member falls behind with their learning plan. This is important, so that you can agree with your team member and their Coach any additional support required to get them back on track.

Development time at work

It is important and a condition of the programme funding that the individual is given time at work to develop their skills. This will average at 6 working hours per week across the duration of the programme. This is detailed in their learning plan which includes study leave in accordance with the discretionary professional qualifications policy.

You will be expected to work with your team member to identify the most suitable time during working hours for them to complete their development activities. Some of this time will be taken up with lectures or coursework but it can also include any Professional Development Programme (PDP) activities that support development in role. This may also include on-the-job training that sits outside of normal duties, knowledge sharing and Business as Usual (BAU) presentations. This can also extend to shadowing colleagues across the department, relationship management and independent project work that is not prioritised, but still provides a benefit to the team.

More information on this will be provided at the people manager induction webinar. You'll automatically receive an invitation to this, once your team member is accepted on a programme.

End Point Assessment (EPA)

All programmes last for a minimum of 12 months. As soon as the individual has completed all of the activities in their learning plan and is demonstrating their professionalism to the level expected, they will be invited to an EPA with an independent body. The BPP Coach will prepare them to ensure they are confident of success at this EPA.

Completion

Once your team member passes the external assessment, they are certified as a professional in their role.



How does the Professional Career Development Programme work?

Introduction to Professional Career Development Programmes

How it works

Eligibility and funding

Funding and availability

People manager responsibility

Stages in the learner journey.

Choose a programme

You and/or the individual learner will review the information on the PCDP website to identify if a suitable programme is available. Programmes are listed in theme e.g. Risk, Accountancy, Banking etc. Once you select the programme of interest, you will see the key information for that programme.

What you need to consider:

- ✓ The conversation about the PCDP should take place as part of your usual development conversations with your team member. There are some good tools under 'related content' on the HR Portal under Performance.
- ✓ Do the Knowledge, Skills and Behaviours outlined for the programme match to the competencies you expect your team member to be able to deliver in their role?

Your team member must be in a role that allows them to demonstrate what they are learning. Your team member must be in a role that allows them to demonstrate what they are learning, building on the knowledge and skills that they need to be considered a professional in their current role. As part of the application process you will be asked to confirm that you have reviewed the key facts and that your team member is in an eligible role where they can demonstrate what they are learning. You will also be asked to demonstrate how their role will align with the learning outcomes of the programme. This is a condition of the funding so it's important that you check this first.

If there won't be any opportunity for them to embed what they will learn during the programme in their current role, you should not recommend the programme during your usual development conversation and seek other development opportunities instead.

- ✓ Does the individual have development needs that will be met by the programme?

Individuals should be able to demonstrate a significant uplift in their knowledge and skills in their current role by the end of the programme to justify the funding being made available. You will be required to document a performance objective for your team member that covers keeping up to date with their monthly learning plan and successful completion of the programme. Failure to meet this objective would involve normal performance management procedures and you would be expected to help support your team member to get back on track if this happens.

Whether or not you decide to support your team member's application, it's important to spend time considering how you will communicate the decision to your team member. You could use the scriptwriting clinic in Determined to Lead to help you plan the conversation. Your goal is to ensure your team member is clear on the reasons behind your decision and remains engaged and motivated to complete their programme or to seek alternative development opportunities, depending on the outcome.

It's important for you to understand the development time at work requirement. You should consider whether you have sufficient resources to manage your business area and support your team member while they are on the programme.



Making an application

Individuals can make their application direct through the online application system, which is in the PCDP portal. The individual will complete their online form and BPP will then check their details. If BPP is happy with the initial information provided, you will receive an email with instructions to provide your approval. Your approval is a requirement before the application is fully processed and confirmed with the individual.

You will need to log into the online application system and answer some questions, then complete enrolment forms and an Application of Learning (ALA) document. The enrolment process includes a request to confirm any pre-existing qualifications and the applicant will be asked for some personal details including their National Insurance number. This information is required to secure the funding.

What you need to consider:

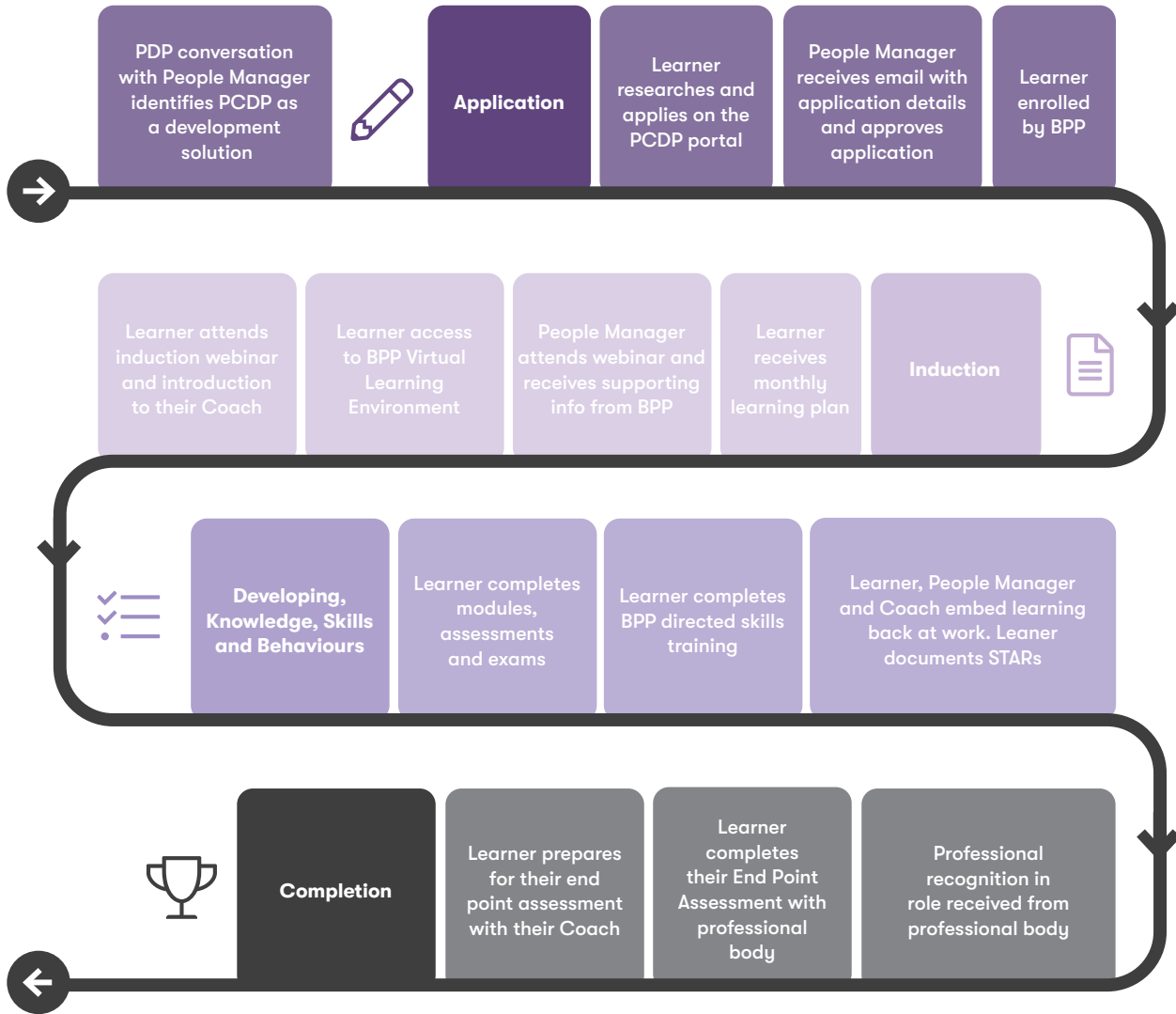
- ✔ If you are in a franchise, you may have additional governance in place that is required before you can agree to one of these programmes to ensure there are no wider customer impacts before you agree to the application. Please follow your normal business process for discretionary professional qualifications and check with your people manager or learning partner if you're not sure what this process is.

- ✔ There is a requirement that everyone applying for the programme has maths and English to GCSE level or above. If your team member does not have this, they can still proceed with the programme if they complete an additional module and assessment that will allow them to meet these entry requirements. This is studied alongside their programme and progress is monitored by their BPP Coach.

Once you have completed the enrolment forms and ALA, your team member will receive an email instructing them to access the online application system, complete the enrolment forms and ALA. These are official documents required to secure the programme funding and your team member won't be able to start their programme until these are completed. It will refer to your team member as 'the apprentice' as this is a standard document covering programmes offered that meet the new government apprenticeship standards.

Once you and your team member have completed these documents, BPP will complete the enrolment process and send your team member instructions.

Learner journey.



Introduction to Professional Career Development Programmes

How it works

Eligibility and funding

Funding and availability

People manager responsibility



Eligibility.



- Introduction to Professional Career Development Programmes
- How it works
- Eligibility and funding**
- Funding and availability
- People manager responsibility

Who is eligible for the Professional Career Development Programme?

For each individual you recommend for the programme, you must be able to answer yes to the following questions:

- ✓ Are they a UK resident and have lived in the UK for three years or more?
- ✓ Are they in a permanent role?
- ✓ Do they have development needs that map to the competencies covered by the programme?
- ✓ Will they be able to demonstrate their newly acquired professional skills back at work?
- ✓ Do they have capacity in their work and home life to complete the programme successfully?

When is a PCDP not suitable?

- ✓ If an individual already has the knowledge and skills needed for their role.
- ✓ If an individual had an aspiration as part of their career development to be in a role covered by the PCDP but has not yet secured the role. A critical element of the programme is the ability to demonstrate the Knowledge, Skills and Behaviours in role.
- ✓ It is not available to NatWest Group employees who are based outside the UK as the funding is part of an initiative by the UK Government.
- ✓ If the individual is unable to create capacity in their professional and personal life. It will take time and determination to complete the programme successfully and as such, each participant who enrolls on a programme will have a performance objective relating to successful completion of the programme.

Funding and availability.



How are the programmes funded?

Every month NatWest Group, like other big organisations, pays a set amount into a government fund for development programmes that meet their new apprenticeship standards. We can draw down this funding for anyone who meets the eligibility criteria and wants to complete a Professional Career Development Programme, providing you can support them in their studies.

While the majority of programmes are fully funded by the apprenticeship levy there are some circumstances where the business will need to cover costs. These include resits, membership fees and all institute costs relating to accountancy programmes.

How many programme places are available?

There are limited spaces available in some locations and on some programmes. Once the application has been received, we will check availability and respond back to the applicant directly. This will normally be within five days.

The funding will vary depending on location and the choice of programme but we expect to be able to support the majority of applicants that have agreement from their business area to start the programme, providing they meet the eligibility criteria.

People manager responsibility.

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How it works

Eligibility and funding

Funding and availability

People manager responsibility

Your responsibilities as a people manager:

1. Discuss the PCDP as part of a really good development conversation, ensuring their programme is included as one of their development objectives.
2. Review the programme objectives and learning plan on the PCDP website and ensure they match the individual's development needs.
3. Consider the development time at work required and how you will manage resources to reduce any short-term implications for your business.
4. Ensure you meet any additional requirements for approving discretionary training if these are in place in your area. Check with your people manager if you're not sure.
5. In your one-to-one with your team member ensure they understand the requirements of the programme and the drive required to complete the full programme as it will become part of their performance objectives. Contract with your member of staff and agree when you will attend their regular meetings with their Coach, how you will manage their development time during working hours and what they should do if they need any more support during the programme.
6. Once you're both comfortable with the arrangement and you've followed any local governance requirements, your team member can apply via the PCDP website.
7. Look out for an email from BPP confirming that the application has been received and processed.
8. Check and complete the enrolment documents as soon as you get them from BPP.
9. Attend your people manager induction webinar and the welcome call with the BPP Coach and your team member. Think about any questions you want answered in advance.
10. Identify opportunities to apply learning at work. This could include the opportunity to present what they're learning, shadowing a member of staff or helping to identify a mentor. These activities count as the on-the-job learning they will need to evidence as part of their programme.
11. Keep up to date with how your member of staff is progressing on the programme and work with them to prioritise their work effectively to meet deadlines. Attend review meetings with your employee's BPP Coach to ensure they achieve success.
12. If your team member falls behind in their studies, work with them and their BPP Coach to develop a plan to get them back on track.
13. Celebrate success and help your team member share their knowledge and skills with the rest of your team.

For more information contact BPP:

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