



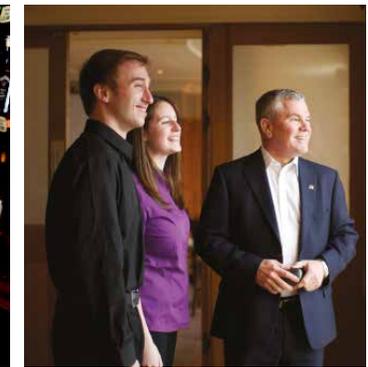
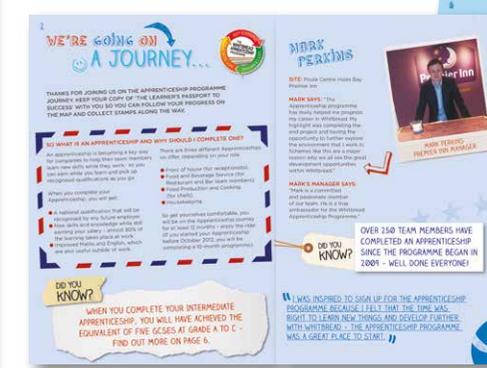
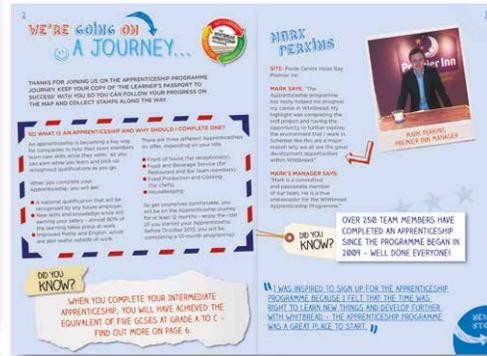
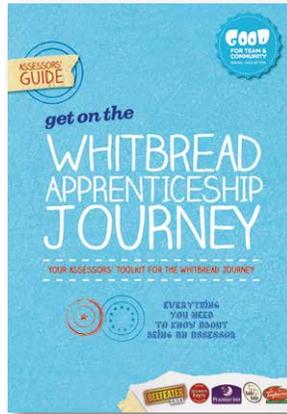
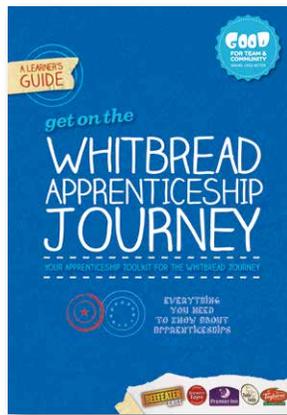
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The Apprenticeship Programme is a fantastic tool that tells all new starters and existing team members that the business is serious about developing them. The focus on supporting team completion has been incremental to the increase in module completions across the programme.

Apprenticeship Quality Manager, Whitbread Plc



Words&Pictures Case Study

WHITBREAD – APPRENTICESHIP PROGRAMME

Whitbread is the UK's largest hotel, restaurant and coffee shop operator, with 40,000 employees. As a business that sees growth every year, Whitbread recognises that recruitment and apprenticeships are key for future success and profitable growth.

Following a strong partnership developed through working on the award-winning *Good Together* CSR campaign, there was a significant increase in team members embarking on apprenticeships. However, reports showed low completion rates. Employees were struggling to understand the aim of each module and managers

required tools to help them support apprentices through the programme.

Words&Pictures developed a learner's guide and an assessors' guide to assist employees and managers, working with focus groups and the Learning and Development Team. They gave feedback from an employee perspective on the content and design to produce a guide that would ensure higher apprenticeship completion rates.

We used case studies of successful candidates to ensure employees could identify with the content in the learner's guides. Apprentices follow

a step-by-step process leading them through the programme stages, and collect a stamp from their manager after completing each module.

The assessors' guide clearly shows how managers can assist apprentices through the modules, displaying the process and what they should expect their employees to be achieving.

Since being launched in March 2013, there has been an increase in module completions across the board, with both employees and managers reporting real benefit through taking this targeted and engaging approach.