

As ReSolve Operations manager Drew also runs an apprenticeship programme in collaboration with Basma Bol. This apprenticeship programme covers apprenticeships from Level 3 to Level 7 and this is used as a part of succession planning.

The focus currently for succession planning is in the following 4 areas:

- *Human Resources – where written and verbal communication are important along with interpersonal skills and confidence. A very busy department with a small amount of staff. Described as a positive but pressured department.*
- *Call centre operations and services – where quickly understanding problems is key along with verbal communication and working in a highly stressful environment.*
- *Sales – where understanding numerical information and visual information is a large part of the role and interpersonal skills and confidence are critical. ReSolve has had a problem with Sales staff reaching burnout.*
- *Research and Development – where logical, technical and abstract thinking skills are crucial and learning and understanding underpin this role. This role requires individuals to be able to work alone. This is a pleasant working environment but there is pressure to deliver results.*