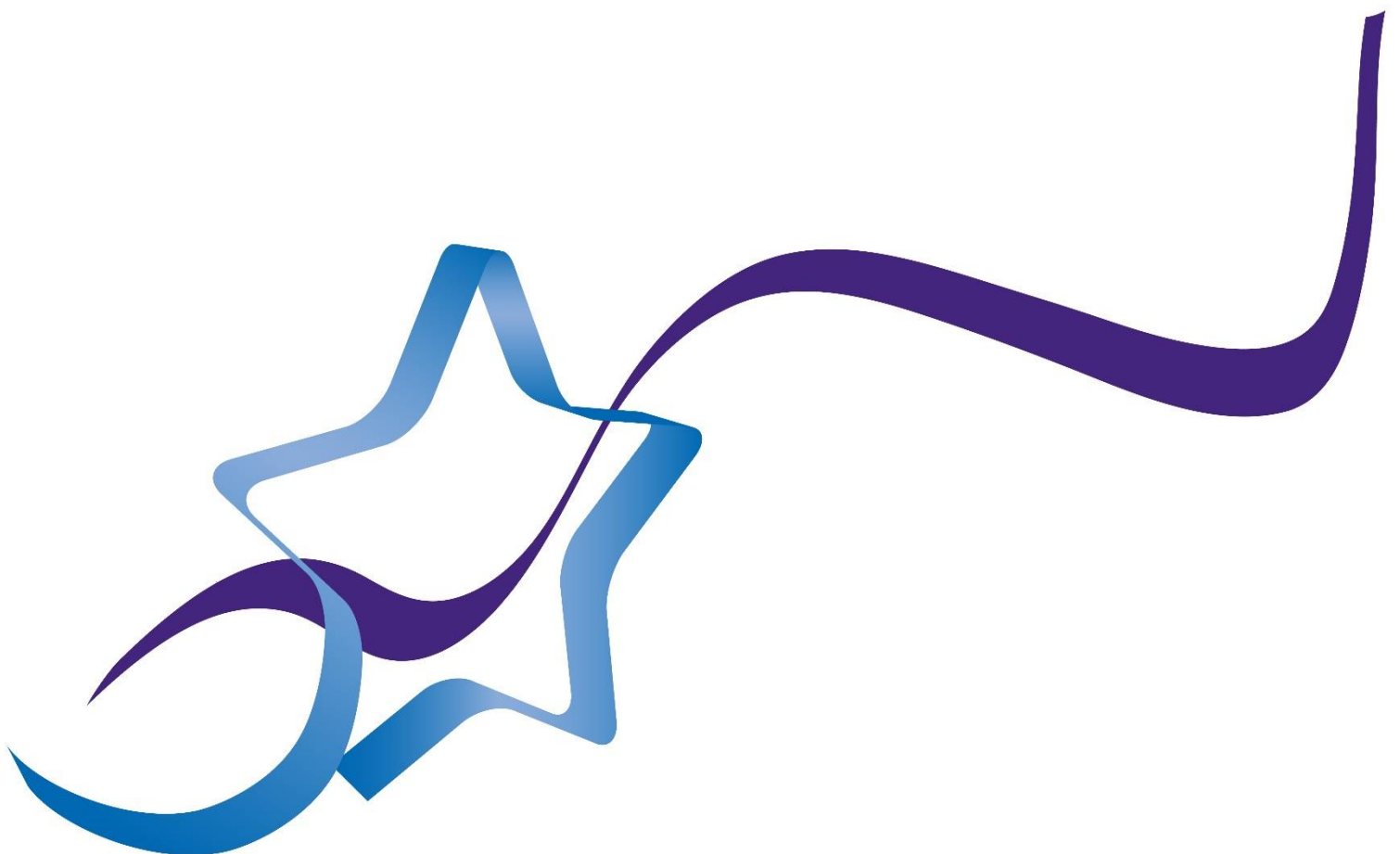




NHS Graduate Management Training Scheme (NHS GMTS)

Assurance Guidance 2021/22



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1 Introduction

This guidance contains all the relevant information required for organisations who would like to host a trainee for the September 2022 intake including:

- Which organisations can apply to host a trainee
- The financial and resource commitments of the host organisation
- The process for applying to host a trainee including the roles and responsibilities of those organisations involved in the application process
- An overview of the information to be submitted by the organisations applying
- The criteria by which applications will be assessed
- The assurance timetable with key milestone of the application process

This guidance is intended to run in parallel with the NHS GMTS candidate attraction and recruitment process.

2 Background

The NHS GMTS is a national Scheme with an annual intake of trainees and has been running since 1956. It is a long standing and highly respected Scheme with Alumni of the Scheme now working across the NHS.

The NHS GMTS is a key element within the NHS Long Term Plan to nurture the next generation of leaders by systematically identifying, developing, and supporting those with the capability and ambition to reach the most senior levels of the service.

The Scheme is NHS focussed with its aim to develop future leaders in healthcare. To support this, it is important trainees have depth and breadth of experience that is reflective of the diversity of the NHS in its current form including but not exclusive of Integrated Care Systems (ICSs) Primary Care Networks (PCNs), Local Authority (LA) and the Third Sector.

An overview of the Scheme placement structure can be viewed on [page 15](#)

3 Organisations submitting applications to host trainees

Organisations across the NHS and health and social care sector are invited to submit applications to host trainees across the following specialisms of the Scheme:

- General Management
- Human Resources
- Finance
- Health Informatics
- **Six-month Operational Placement only** for Policy & Strategy or Health Analysis trainees¹

¹ Only organisations within London and North East and Yorkshire regions can apply to host a six-month operational placement for Policy & Strategy or Health Analysis trainees.

Applications are sought from systems or partner organisations which demonstrate provision of rotational placements across services, and organisational boundaries for health and social care.

Applications with multiple parties - the application needs to be clear which organisation will act as the lead host assuming overall responsibility of the placed trainee(s).

NHS England and NHS Improvement teams will continue as the lead hosts for the following specialisms of the Scheme:

- Policy and Strategy
- Health Analysis

NHS England and NHS Improvement teams interested in offering a trainee placement for Policy and Strategy and/or Health Analysis specialisms will be responsible for identifying the first and third placements within NHS England and NHS Improvement teams.

At this time only organisations within London and the North East and Yorkshire regions are encouraged to offer a six-month middle operational placement for Policy and Strategy and Health Analysis specialism trainees. Expressions of interest from organisations interested in this arrangement will need to contact their local regional NHS GMTS Team to discuss before submitting an application.

4 Financial and resource commitments

Organisations who would like to host trainees will be required to pay a contribution of £24,000^{2 3} per trainee to cover the duration of their time on the Scheme. This will be invoiced in an agreed schedule of payments.

| Example billing schedule (Per Placement and by Financial Year): | |
|---|----------------|
| 2022/23 | £ 7,000 |
| 2023/24 | £12,000 |
| 2024/25 | £ 5,000 |
| Total | £24,000 |

The lead host organisation commits to the financial contribution of each trainee. It is the responsibility of lead host organisations to negotiate and recoup any costs to be apportioned to partnering organisation(s).

² The financial contribution to host Policy Strategy and Health Analysis Specialisms is £26,000.

³ Financial contribution is not applicable for hosting a six-month operational placement for Policy & Strategy or Health Analysis trainees.

Organisations interested in offering a trainee placement will also be required to commit to the following expectations:

| |
|---|
| <ul style="list-style-type: none"> • To work with the regional and national NHS GMTS Teams to provide trainees with a high-quality placement experience that provides stretch and leadership opportunities. |
| <ul style="list-style-type: none"> • To provide allocated trainees with an inclusive culture of learning and development within the placement. |
| <ul style="list-style-type: none"> • To accommodate and support trainee time out of placement to attend scheme and education events. |
| <ul style="list-style-type: none"> • To provide trainees with experience of and exposure to work across health and social care sectors in their Integrated Care System Constituent Organisations. |
| <ul style="list-style-type: none"> • To identify a clinical 'buddy' who will have time to develop a relationship with the trainee over the duration of the scheme. |
| <ul style="list-style-type: none"> • To provide allocated trainees with internal and external networking opportunities. |
| <ul style="list-style-type: none"> • To provide trainees with clear work objectives and a personal development plan. |
| <ul style="list-style-type: none"> • To provide allocated trainees with exposure and access to senior teams. |
| <ul style="list-style-type: none"> • To put in place a comprehensive orientation plan at the beginning of the first placement. This should give the trainee(s) the broadest overview of the health service as is possible, including how patients experience the NHS. |
| <ul style="list-style-type: none"> • To identify a sponsoring executive who should have overall responsibility for the quality of trainee experience and be a point of escalation in matters of dispute. |
| <ul style="list-style-type: none"> • To assign trainees dedicated, inclusive and supportive Programme and Placement Managers (PPM) who meet the requirements of the PPM role profiles. They should have good knowledge of the Scheme and values congruent with fast-track development of future NHS leaders. |
| <ul style="list-style-type: none"> • Programme Managers should not be in the same immediate team as Placement Managers. |
| <ul style="list-style-type: none"> • To ensure the identified Programme and Placement Managers attend regional Placement Manager training (as required). |
| <ul style="list-style-type: none"> • To support and adapt for reasonable adjustments where required |
| <ul style="list-style-type: none"> • To put in place appropriate logistical arrangements to enable trainees to fully participate in and engage with the placement organisation (including but not limited to local team induction, IT equipment, building pass, assistive equipment and software etc). |

5 Submitting an application to host a trainee

Organisations will need to submit an application to host a trainee in two stages:

1. Summary information about the hosts commitment to the Scheme requirements and initial placement proposal in a **Statement of Commitment application**.
2. Following the approval and allocation of a trainee, detailed **placement information** including operational and strategic placement job descriptions and high-level deliverables.

You can download a blank application template by clicking on one of the following links:

- [Blank application for NHS and Health and Social Care organisations](#)
- [Blank application for NHS England and NHS Improvement Teams](#)

5.1 Stage one: Statement of Commitment

Host organisations will need to provide sufficient information to enable Regional NHS GMTS Teams to determine whether the proposed application meets the core requirements of the Scheme and enables preliminary prioritisation of the application.

Following the submission of the application, regional NHS GMTS Teams may contact the host organisation to seek clarification and obtain additional information.

The Stage One: Statement of Commitment application template⁴ can be viewed in full within the annex on [page 23](#). It includes:

- Applicant Information – Details of the organisation(s) seeking to host a trainee, quantity of placement and specialism etc.
- The organisation(s) understanding of the investment (time/resource) required to host a trainee and provide a high-quality placement
- The organisation(s) commitment to leadership development and talent management

Completed Stage One: Statement of Commitment applications need to be shared with the appropriate regional NHS GMTS Team **no later than 15 February 2022**.

5.2 Stage two: Placement Information

Applications moved into the second stage of the process will need to provide information detailing how placements will be structured so that trainee(s) are able to meet all five components of the scheme. These are:

- Delivery of placement objectives
- Attainment of Scheme competencies
- Demonstration of Personal and professional standards and behaviours

⁴ The application template for NHS England NHS Improvement Teams is slightly different to accommodate the placement structure of the Policy and Strategy and Health Analysis specialisms.

- Maintaining attendance expectations
- Academic attainment

The Placement Information form can be viewed in full within the annex on [page 27](#). It includes:

- Placement Support Information for each allocated trainee – Details of the nominated Programme and Placement Managers
- Placement Information – Including Trainee role, department, high level deliverables, job descriptions and orientation plan.

The completed Stage Two: Placement Information Form with draft orientation plans and supporting placement job descriptions for each of the placements need to be shared with the appropriate regional NHS GMTS Team **no later than 30 June 2022.**

6 Assurance of placement applications

A key element of the Scheme is the assurance of applications to ensure trainees go to the very best placements with the best opportunities to learn and develop.

All host placement applications will be reviewed and assessed by the appropriate regional NHS GMTS Team, before it is taken forward to be allocated a trainee.

Each application will be assessed against a range of criteria outlined below, including previous record of hosting trainees on the Scheme and previous trainee feedback.

6.1 Assurance of stage one: Statement of Commitment

Each Statement of Commitment application during stage one of the assurance process will be appraised against the following core criteria:

(Applications with multiple parties need to ensure the evidence for each criterion applies for all organisations.)

| Stage One Criterion | Description | Corresponding Application Questions (Qs) |
|--|--|--|
| Financial and resource commitment | <ul style="list-style-type: none"> • Commitment from the Lead host organisation to take financial and resource responsibility and work with partner organisations to provide high quality placements during the trainee's time on the Scheme. • Evidence that Placement and Programme Managers will have the capacity to dedicate time to trainees' development and the need of a contingency plan for trainee support. | Stage one Section three Qs 7-9 |
| Leadership and Talent values | <ul style="list-style-type: none"> • Evidence of the organisation's commitment and proven record of supporting fast track learners such as those on the Scheme. • Evidence of how they the organization supports equality, diversity and inclusion. • Evidence of investment in leadership and talent development alongside training opportunities for all staff career progression. • Evidence of commitment to supporting the trainee as an emerging leader e.g. through mentoring, regular meetings, internal | Stage one Section three Q 10 |

| Stage One Criterion | Description | Corresponding Application Questions (Qs) |
|---------------------------|---|--|
| | training, exposure to networking and development opportunities. | |
| Trainee support | <ul style="list-style-type: none"> • Evidencing knowledge of the Schemes aims and objectives and the organisation's commitment to fast-track development of future NHS leaders. • Evidence of the Lead <u>and</u> partner organisations understanding of the commitment to hosting a trainee including the appropriate level of support and supervision required. • Demonstration of how this level of support will fit the individual trainee's level of competence, confidence, access needs and experience. | Stage one Section three Q 11 |
| Placement quality | <ul style="list-style-type: none"> • Evidence of a placement structure which provides a balance of work experience and commitment to the Scheme's educational provision with opportunities for development, stretch and learning at the pace of the trainee. • Evidence of placement provision which will provide trainees the opportunity to develop skills, values and behaviours that lead to high quality patient and service user care and health outcomes. | Stage one Section three Q 12 |
| Scheme Specialisms | <ul style="list-style-type: none"> • Evidence of understanding of the Specialism(s) specified in the application and demonstration of how placements will provide trainees with the opportunity to develop the necessary behavioral and technical attributes outlined in the Competency Framework seven domains. | Stage one Section three Q 13 |

The regional NHS GMTS Teams will use these criteria to either:

- Approve the application to proceed to the next phase, with a preliminary prioritisation of high, medium, and low for trainee allocation,
- Revert to the Lead host organisation to seek clarification and / or additional information,
- Turn down the application on the grounds it failed to demonstrate one or more of the above criteria. Every opportunity will be sought to work with the Lead host organisation to improve the application in readiness for a future intake.

6.2 Assurance of stage two: Placement Information

For all applications prioritised to be allocated a trainee, each Placement Information form during stage two of the assurance process will be appraised against the following core criteria:

| Criterion | Description | Corresponding Application Questions (Qs) |
|---|--|--|
| Programme and Placement Managers | <ul style="list-style-type: none"> • The organisation(s) have identified a Programme Manager (Band 8a or above) and Placement Managers (Band 7 or above) who have excellent leadership qualities and will be good role models for the trainee. | Stage two Section one Qs 14 – 17 |
| Operational and Strategic Placements | <ul style="list-style-type: none"> • Provision of a fully rounded experience in both operational and strategic environments, which is distinguishable between the placements. | Stage two Section two Qs 18 – 20 |
| Placement job descriptions | <ul style="list-style-type: none"> • The role that the trainee will fill appears to be meaningful and relevant. • The placement(s) are engaging and high quality supporting the trainee to meet the requirements to pass the scheme. • The placement will prepare the trainee for a leadership role in health and care. | Stage two Section two Qs 18 – 20 |
| Placement high level deliverables | <ul style="list-style-type: none"> • It is a developmental placement with clear role profile and work objectives, incorporating a personal development plan which offers wider exposure for the trainee. | Stage two Section two Qs 18 – 20 |
| Orientation plan | <ul style="list-style-type: none"> • A comprehensive orientation plan is provided to give the trainee the broadest | Stage two Section two Qs 18 |

| Criterion | Description | Corresponding Application Questions (Qs) |
|-----------|--|--|
| | overview of the health service as possible, including how patients experience the NHS. | |

6.3 Allocation of trainees to placements

Candidates who are successful in passing the NHS GMTS Attraction and Recruitment Assessment Centres will be allocated to placements by regional NHS GMTS Teams. Some factors that may affect the allocation of trainees are:

- Trainee's extenuating circumstances for example - access needs; caring commitments; childcare responsibilities; or a mortgage,
- Trainee's access to a car, or those reliant on public transport,
- Trainee's previous experience in the NHS,
- Trainee's place of permanent residence or requirement to relocate.

6.4 Pre-placement trainee checks

The NHS Business Services Authority (NHS BSA) act as 'host' employer for the trainees on behalf of the NHS Leadership Academy.

Any Employers Liability claims made in the event of personal injury, injury to a patient or member of the public, other staff members or NHS property, suffered as a result of the negligence of any trainee will be the responsibility of the NHS Leadership Academy.

The NHS BSA has liability insurance which is covered by the NHS Litigation Authority.

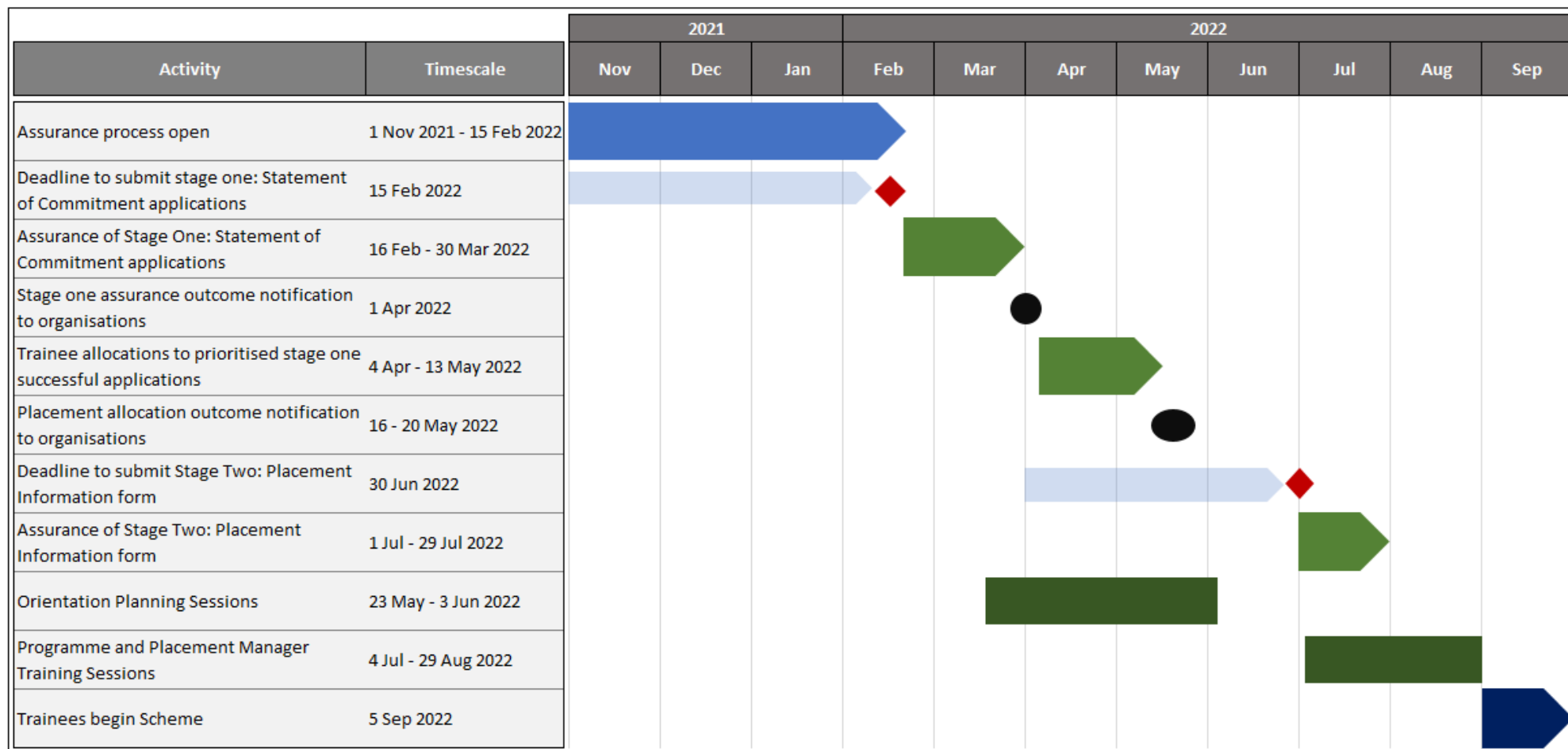
The pre-employment process for all trainees is in line with NHS Employment Checks Standards:

- Two satisfactory references
- A traceable three-year history
- Medical Clearance (Occupational health check)
- Proof of Identification
- The Right to Work in the UK
- Proof of degree qualification
- A "Standard" DBS Check

A letter confirming the above can be provided to host organisations. Organisations wishing to put in place an honorary contract in are asked to work with their HR teams directly. Limited support is available from NHSBSA - hr.advisory@nhsbsa.nhs.uk

7 Assurance Timetable with Key Milestones

The following timetable will apply to this assurance process:



8 Annex

NHS GMTS Overview

Programme and Placement Manager Role Descriptions:

PROGRAMME MANAGER ROLE PROFILE

PLACEMENT MANAGER ROLE PROFILE

NHS GMTS Competency Framework

Template Stage one: Host organisation Statement of Commitment Form

Stage one: Section one - Statement of Commitment – Applicant Information

1. Please state if you are applying as an Integrated Care System (ICS) on behalf of your constituent organisations or in partnership with one or more organisations

| | |
|--|--|
| Name of lead host organisation: | |
| Lead host organisation type | |
| ICS constituent / partner organisation (if applicable) | |
| ICS constituent or partner organisation type (if applicable) | |

2. Please confirm the number of trainees you are pledging to host:

| | |
|---|--|
| General Management | |
| Health Informatics | |
| Human Resources | |
| Finance | |
| Policy & Strategy or Health Analysis six month Operational Placement | |

3. Please confirm the address the trainee(s) will be based.

Please indicate by specialism and placement if more than one location applies including if trainee will be expected to work across multiple sites).

| |
|--|
| |
|--|

4. Point of contact for this application

| | |
|------------------|--|
| Name | |
| Job title | |
| Email address | |
| Telephone number | |

5. Executive Sponsor for this application

The executive sponsor is committing to being accountable for the trainee(s) experience and is the escalation point to which concerns will be raised following Placement Manager. Applications will not be accepted without executive sponsor support.

| | |
|------------------|--|
| Name | |
| Job title | |
| Email address | |
| Telephone number | |

6. Point of contact for all Memorandum of Understanding and invoicing arrangements.

| | |
|------------------|--|
| Name | |
| Job title | |
| Email address | |
| Telephone number | |

Stage one: Section two - Statement of Commitment – Confirmation of Host Commitments and Expectations

7. By submitting this form the applicant(s) are acknowledging and committing to the expectations outlined below.

For ICS or partner applications the Lead host acknowledges and signs up to these commitments on behalf of all constituent or partner organisations.

- Lead host organisation will make a financial contribution of £24,000 per trainee for the duration of their Scheme, and agrees be invoiced in three stages of £7,000, £12,000, and £5,000.
- To work with the regional and national NHS GMTS Teams to provide trainees with a high-quality placement experience that provides stretch and leadership opportunities.
- To provide allocated trainees with an inclusive culture of learning and development within the placement.
- To accommodate and support trainee time out of placement to attend scheme and education events.
- To provide trainees with experience of and exposure to work across health and social care sectors in their Integrated Care System Constituent Organisations.
- To identify a clinical ‘buddy’ who will have time to develop a relationship with the trainee over the duration of the scheme.
- To provide allocated trainees with internal and external networking opportunities.
- To provide trainees with clear work objectives and a personal development plan.
- To provide allocated trainees with exposure and access to senior teams.
- To put in place a comprehensive orientation plan at the beginning of the first placement. This should give the trainee(s) the broadest overview of the health service as is possible, including how patients experience the NHS.
- To identify a sponsoring executive who should have overall responsibility for the quality of trainee experience and be a point of escalation in matters of dispute.
- To assign trainees dedicated, inclusive and supportive Programme and Placement Managers (PPM) who meet the requirements of the PPM role profiles. They should have good knowledge of the Scheme and values congruent with fast-track development of future NHS leaders.
- Programme Managers should not be in the same immediate team as Placement Managers.
- To ensure the identified Programme and Placement Managers attend regional Placement Manager training (as required).
- To support and adapt for reasonable adjustments where required
- To put in place appropriate logistical arrangements to enable trainees to fully participate in and engage with the placement organisation (including but not limited to local team induction, IT equipment, building pass, assistive equipment and software etc).

Stage one: Section Three - Statement of Commitment – Leadership Development and Talent Management Information

8. Please confirm if the following statements apply to your organisation / ICS / partnership: (Delete as appropriate)

| | |
|--|----------------------------------|
| Currently hosting a NHS GMTS trainee | Yes / No (delete as appropriate) |
| Have hosted an NHS GMTS trainee in the last 18 months | Yes / No (delete as appropriate) |
| Has proven record of an organisational commitment to supporting fast track learners on the Scheme. | Yes / No (delete as appropriate) |

9. Please describe the organisation(s) understanding and commitment of the investment (financial and time resource) required to host a trainee. (Approx. 250 words)

| |
|--|
| |
|--|

10. Please describe the organisation(s) commitment to leadership development and talent management. (Approx. 250 words)

| |
|--|
| |
|--|

11. Please describe the organisation(s) understanding and commitment of support to the trainee(s) for the duration of time on the Scheme. (Approx. 250 words)

| |
|--|
| |
|--|

**12. Please describe the organisation(s) understanding and commitment to provide engaging and high-quality placements
(Approx. 250 words)**

**13. Please describe how the placements will align to the Scheme competencies.
(Approx. 250 words)**

**14. Please describe the organisation's commitment and approach to equality, diversity and inclusion and how that translates or applies to the placement of a GMTS trainee.
(Approx. 250 words)**

Template Stage two: Placement Information Form

NHS GMTS Overview

There are currently six specialisms covered by the Scheme:

- General Management
- Finance
- Human Resources
- Health Informatics
- Policy & Strategy – *Applicable NHS England and NHS Improvement*
- Health Analysis – *Applicable NHS England and NHS Improvement*

Specialism Structure

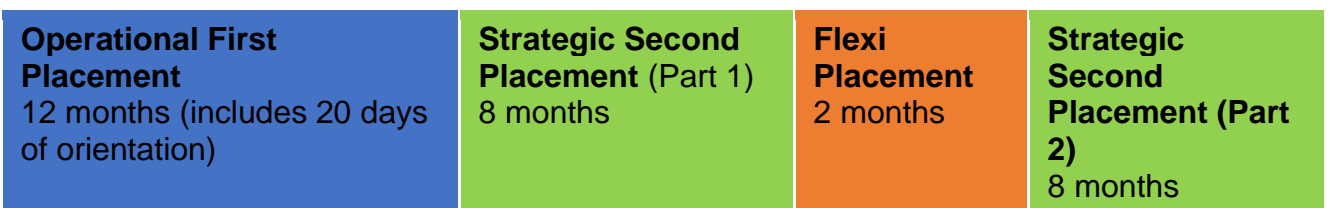
Each of the NHS GMTS specialisms has a unique placement structure that requires a trainee to acquire operational and strategic experience during the duration of their programme, from across a health care setting. Trainees are also encouraged to use their two-month flexi placement in a non-NHS environment, to enhance their knowledge and skills to support their chosen career pathway.

The diagrams below identify the structure for each stream that is offered.

General Management | Human Resources | Health Informatics Schemes are a 24-month programme with two core placements:



Finance Scheme is a 30-month programme with two core placements



Health Analysis and Policy and Strategy are a 24-month programme with three core placements



The placement experiences will be complimented with each trainee also undertaking the following as part of them being on the Scheme:

- **All trainees** undertake:
 - modules one to three of the Elizabeth Garrett Programme (EGA),
 - Action Learning Sets; and
 - Experiential Learning Modules.
- **General Management trainees** continue with Elizabeth Garrett Programme to PG Dip Healthcare Leadership.
- **Finance Management trainee** study for the CIPFA Professional Qualification.
- **Human Resource trainee** study for a PG Dip in HR Management with De Montfort University, Leicester.
- **Health Informatic trainee** study for a PG Dip Health Informatics with UCL, Centre for Health Informatics and Multi professional Education (CHIME).
- **Policy and Strategy trainee** study for a PG Dip Health Policy.
- **Health Analysis trainee** study for a PG Dip Health Analysis.

Programme and Placement Manager Role Descriptions

PROGRAMME MANAGER ROLE PROFILE

| | |
|-----------------------------|---|
| Outline | The Programme Manager has overarching responsibility for the trainee and their experience throughout the scheme. They offer consistency and guidance to trainees during their placements. The Programme Manager acts as a first point of contact for the trainee to escalate any concerns or issues regarding their placement and education and they will also offer guidance and support for trainees throughout the scheme. The Programme Manager cannot be the Placement Manager of a trainee. |
| Key Responsibilities | <ul style="list-style-type: none">• Work closely with both trainee and Placement Manager in the placement setting to ensure the trainee is meeting competencies and gaining the right level of experience in his/her placement.• Work closely with the regional NHS GMTS Team to highlight any issues/risks with the placement.• Meet regularly with the trainee at least once a month to spend time updating the trainee's competencies and ensuring work targets are on track and achievable.• Work with the placement manager to ensure that work objectives are achievable and stretching for the trainee and that they are fully supported to achieve them.• Work with the regional leads to identify the best placement managers who model excellence in leadership.• Take on overarching responsibility for the performance management of trainees and provide feedback to placement managers and trainees where necessary.• Ensure quality of placements for trainees and manage the performance of the Placement Manager where necessary.• Monitor and update the performance management online tool (GENI) with progress and undertake performance reviews and sign off competencies in the absence of the Placement Manager.• Work with the trainee to identify suitable flexi placement options and develop a suitable proposal for sign off.• Support the trainee to source a mentor/coach outside of the host organisation and in line with guidance on mentor/coach.• Work with and support the regional lead to identify suitable placements and support organisations through the assurance process offering guidance. |

| | |
|-----------------------------|--|
| | <ul style="list-style-type: none"> • Proactively champion the trainee through own networks and encourage networking opportunities. Seek local development opportunities for the trainee. • Keep up to date with the scheme policy and guidance and work collaboratively with the regional NHS GMTS Team. • Work with the trainee as they begin their journey from the scheme into substantive posts, scoping out opportunities and career advice. • Stay up to date with national leadership and NHS policy. • Support the trainees with first line pastoral care and support the trainees to become resilient leaders. • Work and support trainees as individuals, taking into consideration their diverse identities and unique characteristics. |
| Essential | <ul style="list-style-type: none"> • Extensive leadership experience. • Not be the trainee's placement manager. • Working at band 8a or above. • Have capacity to fulfil the role outline above. • Be well networked and connected. • Coaching/Mentoring skills. • Extensive skills and experience of developing people. • Use evidence-based, inclusive and best practice in learning and development. • Evidence of proactively sponsoring and championing people. |
| Measurable | <ul style="list-style-type: none"> • Attendance at briefing sessions, network meetings and mandatory meetings. • Trainee, Placement Manager, and feedback. • -Placement and Scheme evaluations. • Participation in OD capacity and capability work locally and nationally (i.e. with national Leadership Academy and local leadership team). |
| Requirements of role | <ul style="list-style-type: none"> • Attend programme and placement manager training locally. • Take an active role in the programme manager network. • Regular meetings with the trainee and regular informal check ins. |

PLACEMENT MANAGER ROLE PROFILE

| | |
|------------------------------------|--|
| <p>Outline</p> | <p>The Placement Manager is the line manager for the trainee during a placement and is an expert in developing fast track learners. The Placement Manager role is an essential and crucial role in the successful development of trainees as their day-to-day responsibility for the trainee and their development. The role will work in partnership with the Programme Manager to ensure that the trainee receives a high-quality placement which has key learning and development opportunities and fully supports the trainee to meet their competencies and utilise their educational learning within the placement. The Placement Manager will ensure that the trainee is given a stretching placement which, in an inclusive environment, which enables them to meet core competencies and offers opportunities and exposure to broader learning to enable them to become rounded individuals who can lead people regardless of speciality.</p> |
| <p>Key Responsibilities</p> | <ul style="list-style-type: none"> • To work in line with the ethos and values of the NHS leadership Academy and to promote the value in excellent leadership which is diverse and inclusive. • To be an exemplar of good leadership and to be an active role model for trainees. • To offer opportunity and exposure to trainees across the organisation and wider networks. <p>The Placement Manager will:</p> <ul style="list-style-type: none"> • Work with the Programme Manager to offer a broad and varied orientation to the NHS (1st year only). Successfully induct the trainee into the organisation and team/s. • Provide day to day expertise and support to the trainee. • Be available to the trainee and agree to meet regularly for 1:1 meetings – with a specific focus on progress, performance, health and wellbeing. • Appraise and give both positive and constructive feedback where necessary. • Review progress and against learning objectives and competencies and complete performance reviews and update the online platform GENI in a timely manner. • Complete probation reviews every 2 months in first year and thereafter complete performance review every 6 months for the rest of the placement. • Enable an inclusive and safe environment for trainees to learn and explore. • Identify learning opportunities for trainees to be able to put theory into practice. • Work in partnership with the Programme Manager and have regular catch ups and updates regarding the trainee’s overall progress. |

| | |
|-----------------------------|---|
| | <ul style="list-style-type: none"> • Monitor and update the performance management online tool (GENI) with progress and undertake performance reviews and sign off competencies, absence, and annual leave. • Ensure that trainees meet core competencies and that their work stretches them and is not restricted to just these. • Support the trainees to develop their own self-awareness and emotional intelligence. |
| Essential | <ul style="list-style-type: none"> • Working at band 7 or above. • Must be working in the same specialism field as the trainee. • Cannot also be the trainees Programme Manager. • A wealth of experience of developing fast track learners and meeting their needs. • Demonstrate interpersonal skills, empathy, and emotional intelligence. • A good working knowledge of the NHS Graduate Scheme and understand the expectations and intended outcomes of trainees. • Demonstrable leadership qualities and experience of leading and developing people. • Extensive leadership experience. • Have capacity to fulfil the role outline above. • Be well networked and connected. • Use evidence based, inclusive and best practice in learning and development. • Evidence of proactively sponsoring and championing people. |
| Requirements of role | <ul style="list-style-type: none"> • Attend placement manager training locally. • Take an active role in the Placement Manager network (currently being developed). • Regular meetings with the trainee and regular informal check ins. • Partnership working and regular catch ups with the trainee's Programme Manager. |

NHS GMTS Competency Framework

Introduction

The Graduate Management Training Scheme (referred to from this point forward as the Scheme) aims to develop talent into emerging leaders in the NHS. It provides the opportunities for trainees to develop and practise their leadership skills and behaviour. This framework has been developed to ensure that trainees develop the leadership competencies, behaviours, and technical skills to both attain roles in the NHS at the end of the Scheme and begin their leadership journey in the NHS.

Purpose

A competency can be defined as a behaviour or technical attribute that an individual should have to perform effectively at work. It is widely acknowledged that job performance is based on several factors including technical competences, behaviours, attitude, skills, and experience. A competency framework is a tool that sets out several competencies required by an individual to work in a certain position or within a certain organisation. The Scheme competency frameworks have been developed to ensure that:

- Trainees have a structured approach to their placements throughout their time on the Scheme,
- Trainee performance and achievement can be assessed, evidenced, and recorded,
- Trainees are equipped with the skills and experience to start their leadership journey in the NHS and obtain a job at the appropriate level once they complete the Scheme; and
- Trainees have clarity around what is expected of them with regards to skills, behaviours, and competency they are anticipated to develop and demonstrate.

Approach and Ethos

Each competency frameworks were created based on the [NHS Leadership Framework](#) and are structured around the seven domains below:

1. **Demonstrating Personal Qualities**– trainees should draw upon their values, strengths, and abilities to deliver a high standard of service. This requires them to demonstrate effectiveness in developing self-awareness, managing themselves, continuing personal development and acting with integrity.
2. **Working with Others**– trainees should work with others in teams and networks to deliver and improve services. This requires them to demonstrate effectiveness in developing networks, building, and maintaining relationships, encouraging contribution, and working within teams to have a positive impact on others and creating a culture of collaboration across teams.
3. **Managing Services** – trainees should focus on the success of the organisation(s) in which they work. Trainees should develop competence in planning, managing resources, managing people, and managing performance.

4. **Improving Services** – trainees should strive to make a real difference to people’s health by delivering high quality services as well as display curiosity and other behaviours that encourage continuous service improvement across the organisation. This requires them to demonstrate effectiveness in ensuring patient safety, critically evaluating, encouraging improvement and innovation, and facilitating transformation.
5. **Setting Direction** – trainees should support the aspirations of the organisation and act in a manner consistent with its values. This requires them to demonstrate effectiveness in identifying the contexts for change, applying knowledge and evidence, making decisions, and evaluating impacts.
6. **Creating the Vision** – trainees should begin to develop a leadership style and be able to support a compelling vision for the future and communicate this within and across organisations.
7. **Delivering the Strategy** – trainees should begin to demonstrate leadership qualities to support the delivery of the strategic vision through agreeing strategic plans and translating these into achievable operational action plans.

For each domain, the competencies have been split between those which are **core** and those which are specific to the **specialism**.

Core competencies are shared by all specialisms. Although trainees are divided up to work in specialised areas. For example, competency 4.1.3:

“Demonstrates involvement in developing risk mitigation strategies and measures to improve and/or maintain patient safety,” is a core competency that all trainees are expected to achieve and highlights the expected leadership behaviours associated with the specific core competency.

Specialism competencies are competencies specifically related to the trainee’s specialism. For example, a Finance trainee would need to achieve competency 3.4.10:

“Understands the role of the external auditor and the relationship between the internal audit function and the external auditors.” This competency is unique to finance trainees and is not present in any of the other frameworks.

The shared approach to core competencies is designed to ensure that all trainees leave the Scheme with a shared technical, behavioural and knowledge base firmly rooted in leadership for service improvement and patient outcomes. At the same time, equipping trainees with the technical elements related to their chosen field of work, measured by the specialism competencies.

The Competencies Framework is available in detail by Specialism. Please contact your respect regional NHS GMTS Team for further information.

Template Stage one: Host organisation Statement of Commitment Form

Stage one: Section one - Statement of Commitment – Applicant Information

15. Please state if you are applying as an Integrated Care System (ICS) on behalf of your constituent organisations or in partnership with one or more organisations

| | |
|--|--|
| Name of lead host organisation: | |
| Lead host organisation type | |
| ICS constituent / partner organisation (if applicable) | |
| ICS constituent or partner organisation type (if applicable) | |

16. Please confirm the number of trainees you are pledging to host:

| | |
|---|--|
| General Management | |
| Health Informatics | |
| Human Resources | |
| Finance | |
| Policy & Strategy or Health Analysis six month Operational Placement | |

17. Please confirm the address the trainee(s) will be based.

Please indicate by specialism and placement if more than one location applies including if trainee will be expected to work across multiple sites).

| |
|--|
| |
|--|

18. Point of contact for this application

| | |
|------------------|--|
| Name | |
| Job title | |
| Email address | |
| Telephone number | |

19. Executive Sponsor for this application

The executive sponsor is committing to being accountable for the trainee(s) experience and is the escalation point to which concerns will be raised following Placement Manager. Applications will not be accepted without executive sponsor support.

| | |
|------------------|--|
| Name | |
| Job title | |
| Email address | |
| Telephone number | |

20. Point of contact for all Memorandum of Understanding and invoicing arrangements.

| | |
|------------------|--|
| Name | |
| Job title | |
| Email address | |
| Telephone number | |

Stage one: Section two - Statement of Commitment – Confirmation of Host Commitments and Expectations

21. By submitting this form the applicant(s) are acknowledging and committing to the expectations outlined below.

For ICS or partner applications the Lead host acknowledges and signs up to these commitments on behalf of all constituent or partner organisations.

- Lead host organisation will make a financial contribution of £24,000 per trainee for the duration of their Scheme, and agrees be invoiced in three stages of £7,000, £12,000, and £5,000.⁵
- To work with the regional and national NHS GMTS Teams to provide trainees with a high-quality placement experience that provides stretch and leadership opportunities.
- To provide allocated trainees with an inclusive culture of learning and development within the placement.
- To accommodate and support trainee time out of placement to attend scheme and education events.
- To provide trainees with experience of and exposure to work across health and social care sectors in their Integrated Care System Constituent Organisations.
- To identify a clinical ‘buddy’ who will have time to develop a relationship with the trainee over the duration of the scheme.
- To provide allocated trainees with internal and external networking opportunities.
- To provide trainees with clear work objectives and a personal development plan.
- To provide allocated trainees with exposure and access to senior teams.
- To put in place a comprehensive orientation plan at the beginning of the first placement. This should give the trainee(s) the broadest overview of the health service as is possible, including how patients experience the NHS.
- To identify a sponsoring executive who should have overall responsibility for the quality of trainee experience and be a point of escalation in matters of dispute.
- To assign trainees dedicated, inclusive and supportive Programme and Placement Managers (PPM) who meet the requirements of the PPM role profiles. They should have good knowledge of the Scheme and values congruent with fast-track development of future NHS leaders.
- Programme Managers should not be in the same immediate team as Placement Managers.
- To ensure the identified Programme and Placement Managers attend regional Placement Manager training (as required).
- To support and adapt for reasonable adjustments where required
- To put in place appropriate logistical arrangements to enable trainees to fully participate in and engage with the placement organisation (including but not limited to local team induction, IT equipment, building pass, assistive equipment and software etc).

⁵ No financial contribution applies to host a six-month operational placement for Policy & Strategy and Health Analysis trainees.

Stage one: Section Three - Statement of Commitment – Leadership Development and Talent Management Information

22. Please confirm if the following statements apply to your organisation / ICS / partnership: (Delete as appropriate)

| | |
|--|----------------------------------|
| Currently hosting a NHS GMTS trainee | Yes / No (delete as appropriate) |
| Have hosted an NHS GMTS trainee in the last 18 months | Yes / No (delete as appropriate) |
| Has proven record of an organisational commitment to supporting fast track learners on the Scheme. | Yes / No (delete as appropriate) |

23. Please describe the organisation(s) understanding and commitment of the investment (financial and time resource) required to host a trainee. (Approx. 250 words)

| |
|--|
| |
|--|

24. Please describe the organisation(s) commitment to leadership development and talent management. (Approx. 250 words)

| |
|--|
| |
|--|

25. Please describe the organisation(s) understanding and commitment of support to the trainee(s) for the duration of time on the Scheme. (Approx. 250 words)

| |
|--|
| |
|--|

**26. Please describe the organisation(s) understanding and commitment to provide engaging and high-quality placements
(Approx. 250 words)**

**27. Please describe how the placements will align to the Scheme competencies.
(Approx. 250 words)**

**28. Please describe the organisation's commitment and approach to equality, diversity and inclusion and how that translates or applies to the placement of a GMTS trainee.
(Approx. 250 words)**

Template Stage two: Placement Information Form

Stage two: Section one - Placement Support Information

Stage two sections are applicable if a trainee is allocated.

Information within this section is required for each trainee unless indicated within the question.

| 29. Placement Information | |
|---|--|
| Application Reference Number As provided by the regional NHS GMTS Team | |
| Specialism | |

| 30. Programme Manager Details (Not applicable for <u>Six-month Operational Placement only</u> for Policy & Strategy or Health Analysis Trainees) | |
|--|----------------------------------|
| Name | |
| Job title | |
| Email address | |
| Telephone number | |
| Has this individual supported Gradate trainees in the last three years? | Yes / No (delete as appropriate) |
| Has this individual attended the Scheme Manager training in the last two years? | Yes / No (delete as appropriate) |
| If answered no to the above two statements, please provide supporting evidence of this individuals ability to meet the Programme Manager role profile. | |
| | |

| 31. Placement One Manager Details | |
|--|----------------------------------|
| Name | |
| Job title | |
| Email address | |
| Telephone number | |
| Has this individual supported Gradate trainees in the last three years? | Yes / No (delete as appropriate) |
| Has this individual attended the Scheme Manager training in the last two years? | Yes / No (delete as appropriate) |
| If answered no to the above two statements, please provide supporting evidence of this individuals ability to meet the Placement Manager role profile. | |
| | |

32. Placement Two Manager Details

| | |
|--|----------------------------------|
| Name | |
| Job title | |
| Email address | |
| Telephone number | |
| Has this individual supported Gradate trainees in the last three years? | Yes / No (delete as appropriate) |
| Has this individual attended the Scheme Manager training in the last two years? | Yes / No (delete as appropriate) |
| If answered no to the above two statements, please provide supporting evidence of this individuals ability to meet the Placement Manager role profile. | |
| | |

33. Placement Three Manager Details

(Only applicable for system placements with more than two placements as agreed with local NHS GMTS Team).

| | |
|--|----------------------------------|
| Name | |
| Job title | |
| Email address | |
| Telephone number | |
| Has this individual supported Gradate trainees in the last three years? | Yes / No (delete as appropriate) |
| Has this individual attended the Scheme Manager training in the last two years? | Yes / No (delete as appropriate) |
| If answered no to the above two statements, please provide supporting evidence of this individuals ability to meet the Placement Manager role profile. | |
| | |

Stage two: Section two - Trainee Placement Information

Information within this section is required for each trainee unless indicated with the question.

This information will be uploaded to the trainee GENI record.

| | |
|--------------------------|--|
| Prepared By | |
| Trainee Name | |
| Programme Manager | |

| 34. Placement One (Operational Focus) (Not applicable for <u>Six-month Operational Placement</u> for Policy & Strategy or Health Analysis Trainees) | |
|---|---------------------|
| Placement Manager | |
| Trainee Role Title | |
| Team / Department | |
| Organisation | |
| Base address | |
| Orientation Plan | Attach as necessary |
| Job Description | Attach as necessary |
| High Level Deliverables: | |
| | |

| 35. Placement Two (Strategic Focus) (Not applicable for <u>Six-month Operational Placement</u> for Policy & Strategy or Health Analysis Trainees) | |
|---|---------------------|
| Placement Manager | |
| Trainee Role Title | |
| Organisation | |
| Team / Department | |
| Base address | |
| Job Description | Attach as necessary |
| High Level Deliverables: | |
| | |

36.Placement Three

(Only applicable for:

- system placements with more than two placements as agreed with local NHS GMTS Team and
- Six-month Operational Placement only for Policy & Strategy or Health Analysis Trainees).

| | |
|---------------------------------|---------------------|
| Placement Manager | |
| Trainee Role Title | |
| Organisation | |
| Team / Department | |
| Base address | |
| Job Description | Attach as necessary |
| High Level Deliverables: | |
| | |