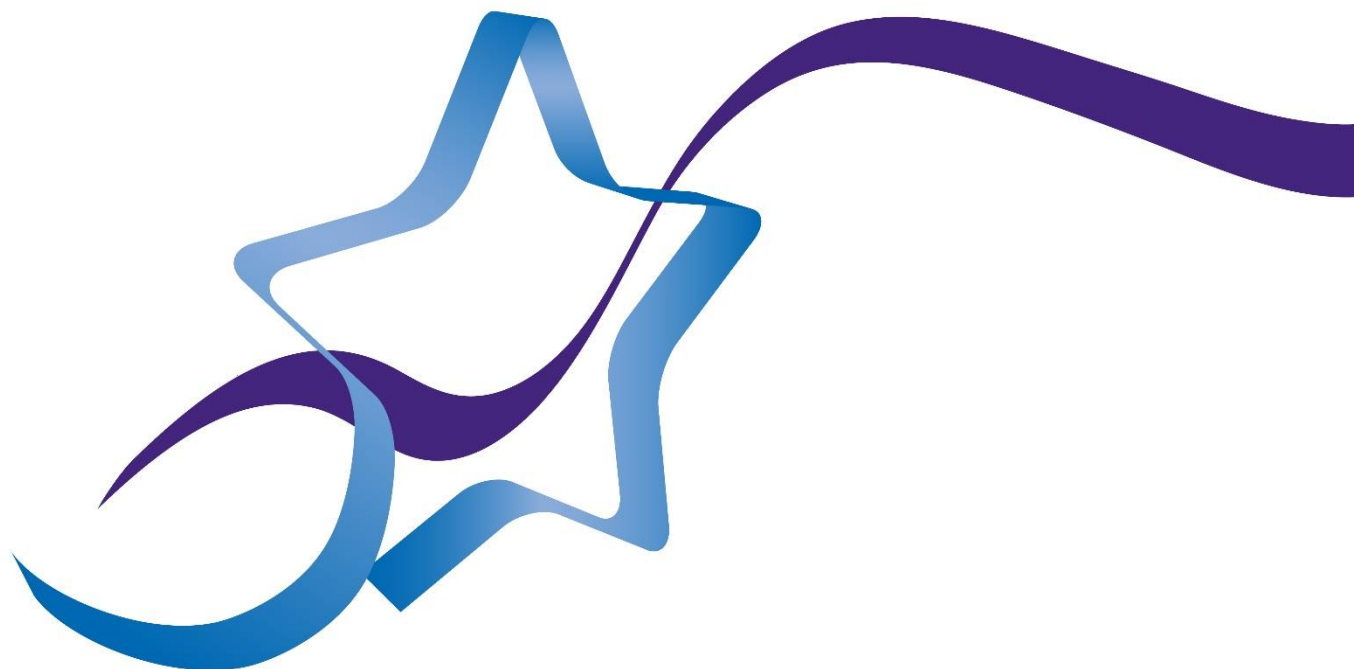


# GMTS

# Assurance Guidance

Information pack to support March 2021 cohort assurance process and allocation of trainees to placements



The information contained in this pack is intended as a guide to help support the national process for assurance and allocation of trainee placements for the March 2021 cohort.

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## 1. Key principles

The NHS Graduate Management Training Scheme (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. Most notably, four of the last five NHS Chief Executives and the Chief Executive of NHS England are Alumni of the Scheme.

The 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. Building upon the Kerr and Kark reviews the expansion of the NHS GMTS from 200 to 500 participants is a key action to delivering this goal (Interim NHS People Plan). The expansion of the scheme has enabled the intake of trainees to increase over the last few years.

<b>Cohort</b>	<b>Trainees</b>	<b>Financial Year</b>	<b>Trainees</b>
September 2018	200	2018/2019	200
September 2019	256	2019/2020	428
March 2020	172		

The Scheme is NHS focussed with its aim to develop future leaders in healthcare. In order 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 taking into account Sustainability and Transformation Partnerships (STPs), Integrated Care Systems (ICSs) and Primary Care Networks (PCNs).

Trainees should experience both operational and strategic areas of work that reflect the NHS landscape. The majority of trainees starting on the Scheme tend to start with little or no NHS/work experience therefore their first placement tends to be more operationally focussed and as such may be better undertaken in an Acute or Foundation Trust organisation (examples of work could be managing rotas, bed shortages and other more reactive tasks). As the trainees move into their second placements their development needs are more strategic, examples of work could involve more project work, collating information, dealing with or making recommendations.

We're looking for collaborative/system placement bids to cover the duration of trainees' time on the scheme (2-3 years dependent upon specialism). This could be a partnership or collaborative bid within an STP/ICS. The lead host organisation should submit the bid for a trainee on behalf of the partnership/collaborative therefore it's important to ensure early engagement with any potential partners prior to submitting a bid.

Organisations who would like to host trainees will be required to pay a contribution of £24k per trainee for all specialisms to cover the duration of their time on the scheme.

This will be invoiced in an agreed schedule of payments in accordance with financial years as follows

Financial Year	Payments
2020/21	£1,000
2021/22	£12,000
2022/23	£11,000

The lead host organisation commits to the cost of the trainee. It is the responsibility of lead host organisations to negotiate and recoup any costs to be apportioned to partnering organisation(s). The existing GMTS Finance specialism will change to a Level 7 Apprenticeship scheme for Trainees joining the GMTS intake from March 2021 and will be named the “GMTS - Finance Apprenticeship”, further information can be found in Appendix 3. The change to a higher-level apprenticeship has enabled the provision of the education element from the Apprenticeship Levy, hosts successfully allocated a finance trainee will also contribute £21,000 from their levy to the Education Provider.

Recently the approach has shifted to focus on assurance as opposed to accreditation. As we are looking for a larger number of placements the focus remains on assuring high quality bids received and identifying areas of support and development required for those that raise concerns over the scope, breadth and depth and quality of the placement indicated.

All placements are assured by the Regional Leadership Life Long Learning Teams (LLL); national guidance will be provided however LLLs may be required to share the local approach taken and the rationale for placement of a trainee. Consideration may be given, upon assessment of demand for placements versus supply, to roll forward assured placements not filled to subsequent cohorts.

Organisations interested in offering a trainee placement will be required to provide evidence they have the capacity and commitment to support a trainee in their placement alongside a robust commitment to pay. The Programme and Placement Managers will also be required to attend mandatory training and local scheme activities.

## **2. Assurance of placements**

The Graduate Scheme recruited 428 trainees in the financial year 2019-2020 spread across the intakes in September 2019 and March 2020. This number will increase to 500 within the financial year 20/21 spread across intakes in September 2021 and March 2022.

In relation to the financial year 2021, due to Covid-19 the intake planned for September 2020 was postponed with candidates due to start the scheme moved to March 2021 and September 2021 if unable to start their chosen specialism in March 2021.

A key element of the scheme is the assurance of placements and ensuring trainees go to the very best placements with the best opportunities to learn and develop. The principles of assurance remain:

- To identify the very best NHS placement opportunities across all sectors.
- To ensure a fair, equitable and robust process is in place for all organisations hoping to offer a trainee placement.
- To ensure a consistent approach nationally.
- To provide all interested organisations with information on the Scheme and the requirements and commitments of all members of staff involved in securing the placement.

The assurance of a placement relies on:

- A commitment from the lead host organisation to pay the contribution required.
- Participation in the 2-stage assurance process.
- The information provided by the host organisation(s).
- The feedback received by trainees on recent placements if the organisation(s) has hosted trainees previously.
- Commitment of host organisations to supporting fast track learners and emerging leaders.
- Identification of Programme and Placement Managers and supporting evidence of suitability.
- Attendance at manager training events and submission of all required information in advance of the placement start date including but not limited to a role outline and orientation plan.

By assuring placements, there is an opportunity to:

- Identify Programme and Placement Managers for placement opportunities and to provide them with the necessary training and development in advance of the placements starting.
- Provide a set of standards with which to hold organisations to account if placements are failing to meet expected standards.
- Engage local supporters of the Scheme including regional Steering Groups to support the allocation of trainees locally and act as champions of the Scheme.

Once a placement is initially assured the placement will be monitored regularly. Monitoring the quality of placements through trainee and manager feedback is an ongoing 2-way process that provides evidence of the quality of the placement and also provides a mechanism for the placement and programme managers to discuss any concerns or queries.

### **3. Process for applying to become a host organisation – March 2021 cohort**

There are 2 stages to the assurance process and full engagement with all stages is expected. This is to ensure consistency within regions and give organisations an indication of the upfront commitment and resource required to host a trainee. Any questions about assurance should be directed to your LLL GMTS Lead contact details of which can be found here <https://graduates.nhs.uk/hosting-a-trainee/>.

### **Stage 1 – Submission of Commitment to pay and statement of bid particulars form.**

Lead host organisations need to complete a Stage 1 online form using the link provided by your regional LLL team, details of the deadline for submission can be found on the form itself and within the timeline outlined on page 7. You may also find it helpful to refer to Appendix 6 Scoring Template when completing this form.

### **Submissions will be used to inform offers of scheme employment to trainees and region/specialism allocations therefore it is imperative bids are robust prior to submission.**

Lead host organisations can only partner with one organisation per specialism. Any reverse bids e.g. partner as lead or lead as partner will be considered additional and not duplicate bids. They will be liable for all commitments bid for if successful. If you wish to discuss this further, please contact your LLL GMTS Lead.

### **Stage 2 - Quality Assurance of bids**

Your bid will be reviewed locally by your Regional LLL team – this process will include engagement with your LLL Lead who is likely to want to clarify points of your bid and work with you to understand any areas of development or support required to successfully host a trainee. The format of this engagement will depend upon your LLL team. The assurance process is an on-going process and includes assuring a placement in principle until all placement information has been received such as trainee role outline.

## **4. Allocation of trainees to placements**

Once a bid has been assured, trainees will be allocated to placements by the Regional Leadership & Life Long Learning team. Some factors that may affect the allocation of trainees are:

- Whether the trainee has extenuating circumstances for example caring commitments, childcare responsibilities or a mortgage.
- Whether the trainee has access to a car or if they are reliant on public transport or will have to relocate.
- Whether the trainee has previous experience in the NHS and if so, what type of experience and in which organisation.
- Where the trainee lives.

## 5. Timeline of activity – March 2021 cohort

To ensure national consistency, there are some key milestones in the assurance process, particularly around confirmation of placement organisations to trainees.

Activity	Date	Owner
Attraction campaigns for March 2021 go live	n/a	National GMTS Team
Applications for March intake open (candidates)	n/a	National GMTS Team
In-service recruitment marketing commences	n/a	National GMTS Team
In-service recruitment roadshows	n/a	National GMTS Team
Stage 1 online form sent to LLL regions/ LLLs with supporting documentation	10 <sup>th</sup> August 2020	National GMTS Team
Assurance process opens	10 <sup>th</sup> August 2020	Regional Leadership & Life Long Learning Team
Stage 1 online form deadline for submission	7 <sup>th</sup> October 2020	Host organisations
Virtual Assessment Centre (remaining circa 450 candidates)	Date TBC – September/ October 2020	National GMTS Team
Local assurance panels	October 2020	Regional Leadership & Life Long Learning Team
Candidate allocations to region (internal process)	w/c 26 <sup>th</sup> October 2020	National GMTS Team
Attraction & Recruitment team (A&R) to provide candidates' details to LLL regions/ LLL teams	w/c 2 <sup>nd</sup> November 2020	National GMTS Team
LLL regions/LLL teams to allocate candidates to placements	2 <sup>nd</sup> – 13 <sup>th</sup> November 2020	Regional Leadership & Life Long Learning Team
LLL regions/ LLL teams return candidates matched to placements (including buddies) to A&R team on template provided	16 <sup>th</sup> November 2020	Regional Leadership & Life Long Learning Team
A&R team QA review of LLL region/LLL teams returns	w/c 16 <sup>th</sup> November 2020	National GMTS Team
Candidate offer process (to region and allocated placement) with regular updates to LLL regions/LLL teams	1 <sup>st</sup> – 11 <sup>th</sup> December 2020	National GMTS Team
A&R team confirm candidates to LLL regions/LLL teams	w/c 14 <sup>th</sup> December 2020	National GMTS Team

Placements confirmed with organisations	w/c 14 <sup>th</sup> December 2020	Regional Leadership & Life Long Learning Team
Candidate onboarding with regular updates to LLL regions/LLL teams	14 <sup>th</sup> Dec 2020 to 1 <sup>st</sup> March 2021	National GMTS Team & BSA
Mandatory Placement and Programme Manager training (organisations)	December 2020/January 2021	Regional Leadership & Life Long Learning Team
Trainees to have carried out a first placement visit (trainees and organisations)	January/February 2021	Placement Manager and trainee
Placements to provide orientation plans and job description to LLL teams and trainees (organisations)	By 3 <sup>rd</sup> February 2021	Overseen and chased by Regional Leadership & Life Long Learning teams
Local Welcome Events (to incorporate informal networking opportunity)	Prior to National Welcome Event	Regional Leadership & Life Long Learning Team
National Welcome Event 1-day event and the start of the Scheme at the Academy in Leeds (trainees) (format and dates tbc)	TBC w/c 1 <sup>st</sup> March 2021 (1 <sup>st</sup> day of employment is 1 March 2021)	National GMTS Team
Specialism Specific networking (trainee-trainee)	Determined locally	Regional Leadership & Life Long Learning Team



Owner	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021
National GMTS team	Stage 1 online form sent to regions with supporting documentation (10 <sup>th</sup> August)	Virtual Assessment Centre (remaining circa 450 candidates)	Allocations to regions (internal process) – (w/c 26 <sup>th</sup> October)	<ul style="list-style-type: none"> <li>A&amp;R team provide candidates details to LLL – (w/c 2<sup>nd</sup> November)</li> <li>LLL regions/ LLAs return candidates matched to placements (including buddies) to A&amp;R team on template provided (w/c 16<sup>th</sup> November)</li> <li>A&amp;R team QA review of LA returns</li> </ul>	<ul style="list-style-type: none"> <li>Candidate offer process (to region and allocated placement) with regular updates to LLL regions/LLAs (1<sup>st</sup> – 11<sup>th</sup> December)</li> <li>A&amp;R team confirm candidates to LLL regions/LLAs (w/c 14<sup>th</sup> December)</li> </ul>	Candidate Onboarding (December 2020 – March 2021)		
Regional LLL teams	Assurance Process Opens (10 <sup>th</sup> August)		Local Assurance Panels	<ul style="list-style-type: none"> <li>LLL regions/LLAs to allocate to placements – (2<sup>nd</sup> – 13<sup>th</sup> November)</li> <li>LLL regions/LLAs candidates matched to placements to A&amp;R team on template provided (w/c 16<sup>th</sup> November)</li> </ul>	Placements confirmed with organisations (w/c 14 <sup>th</sup> December)		Placements to provide orientation plans and job description to LLAs/LLs and trainees (organisations) (3 February Deadline)	Local Welcome Events & Specialism Specific Networking
Host Organisation		Stage 1 online form deadline for submission (7 <sup>th</sup> October)						
Placement Manager/ Trainee						Trainees to have carried out a first placement visit (trainees and organisations) (January 2021 – February 2021)		

## 6. Indicators of a successful placement

Successful placements consist of:

- Supportive and engaged Programme and Placement Managers who demonstrate the values of supporting and developing fast track learners and role model good leadership behaviours whilst meeting all scheme expectations required of them
- A proven record of an organisational commitment to supporting fast track learners on the NHS Graduate Management Training Scheme.
- A developmental work placement with clear work objectives and a personal development plan.

Action	Indicator of success
<b>1. Supportive and engaged Programme and Placement Managers</b>	
Stage 1 Commitment to pay and statement of bid particulars online form which includes ask for identified placement and programme managers and details of relevant experience	<ul style="list-style-type: none"> <li>• Named individuals with contingency plans for any change of circumstance. Individuals have the relevant knowledge and skills to carry out the role.</li> <li>• Named Programme and Placement Managers have completed the required manager training and met with their trainee over the summer.</li> <li>• Managers have an understanding of and take an interest in the Scheme structure and the education programmes and associated time out for trainees.</li> <li>• Managers meet with the trainee prior to them starting on the scheme to set up the placement.</li> <li>• Managers commit to and attend the manager training in advance of the placement start dates and adhere to all scheme requirements of them as managers</li> </ul>
Regular review meetings with the trainee	<ul style="list-style-type: none"> <li>• Regular review meetings with trainees to review progress against competencies and overall scheme performance.</li> <li>• Managers regularly sign off and update trainee competencies and reviews on Geni (the online GMTS platform for information).</li> </ul>
Partnership Working	<ul style="list-style-type: none"> <li>• Between the national office, Regional Leadership &amp; Life Long Learning teams and host managers.</li> </ul>

<b>2. A developmental placement with clear role profile and work objectives, a personal development plan which offers wider exposure for the trainee.</b>	
A suitable workspace is identified for the trainee	<ul style="list-style-type: none"> <li>• The trainee has a pass to access the building, a desk, access to a PC or a laptop and access to a phone.</li> </ul>
Clear job role profile with outcomes	<ul style="list-style-type: none"> <li>• The trainee has an orientation plan and a job role profile with work objectives which complement their competency framework.</li> </ul>
Regular review meetings	<ul style="list-style-type: none"> <li>• Regular reviews of work objectives and overall scheme performance and a personal development plan.</li> </ul>
Relationship with the Local GMTS lead	<ul style="list-style-type: none"> <li>• Managers that flag any concerns about performance and placement issues.</li> </ul>

Trainee feedback	<ul style="list-style-type: none"> <li>• Positive or constructive from trainees. If the feedback is negative, then an understanding of why this is.</li> </ul>
Development opportunities within the placement	<ul style="list-style-type: none"> <li>• The trainee has access to senior meetings, has opportunities to network within and outside of the organisation.</li> </ul>
Development opportunities across the health and social care landscape	<ul style="list-style-type: none"> <li>• Enabling trainees to understand and have experience working in the wider context of health and care.</li> </ul>

## 7. Appendices

- Appendix 1 Letter confirming trainee pre-employment checks and liability insurance.
- Appendix 2 GMTS Overview Guide – including manager role profiles
- Appendix 3 Moving NHS Leadership Academy GMTS Finance Trainees to Level 7 Apprenticeships and associated documents
- Appendix 4 Orientation Guidance and FAQs
- Appendix 5 Stage 1 Commitment to pay and statement of bid particulars (link to online form)
- Appendix 6 Scoring template