

# Placement and Programme Manager Training

Hosts today:

NHS England and NHS Improvement



# Today's journey

- What is GMTS and how is it structured?
- What are you responsible for?
- Focus on the Placement Manager's activities.
- Focus on the Programme Manager's activities.
- Who are the key stakeholders from the view of the trainee?
- Questions or anything you would like more information on?

What do you want  
to get out of this  
session?



# What is GMTS and how is it structured?

# What is GMTS?

*‘Developing our future NHS leaders. Giving them skills, experience and professional education. Exposing them to challenges and equipping them with knowledge so they can become capable leaders that drive our NHS and improve patient care.’*



## **Fast-track leadership development:**

- Established in 1956, GMTS has 65 years of graduate training expertise.
- Fast-track, funded leadership development programme over 2 - 2.5 years:
- Non-clinical training across six specialisms.
- We develop future NHS leaders.
- Up to 250 trainees per intake.



## **A multi-award winning scheme:**

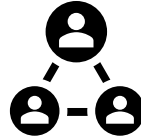
- 3<sup>rd</sup> in Times Top 100 Graduate Employers 2021.
- Times Graduate Recruitment Awards 2021 Graduate Employer of Choice in the General Management category.

# GMTS Specialisms

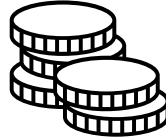
## What are the specialisms?



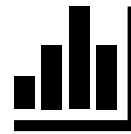
General  
Management



Human  
Resources



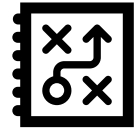
Finance



Health  
Informatics



Health  
Analysis



Policy &  
Strategy

## What sort of roles could trainees do?

- Service Manager
- Project Manager
- Contracts Manager
- Support Manager
- Assistant General Manager

- HR Advisor
- Employee Relations Manager
- Organisational Development Manager

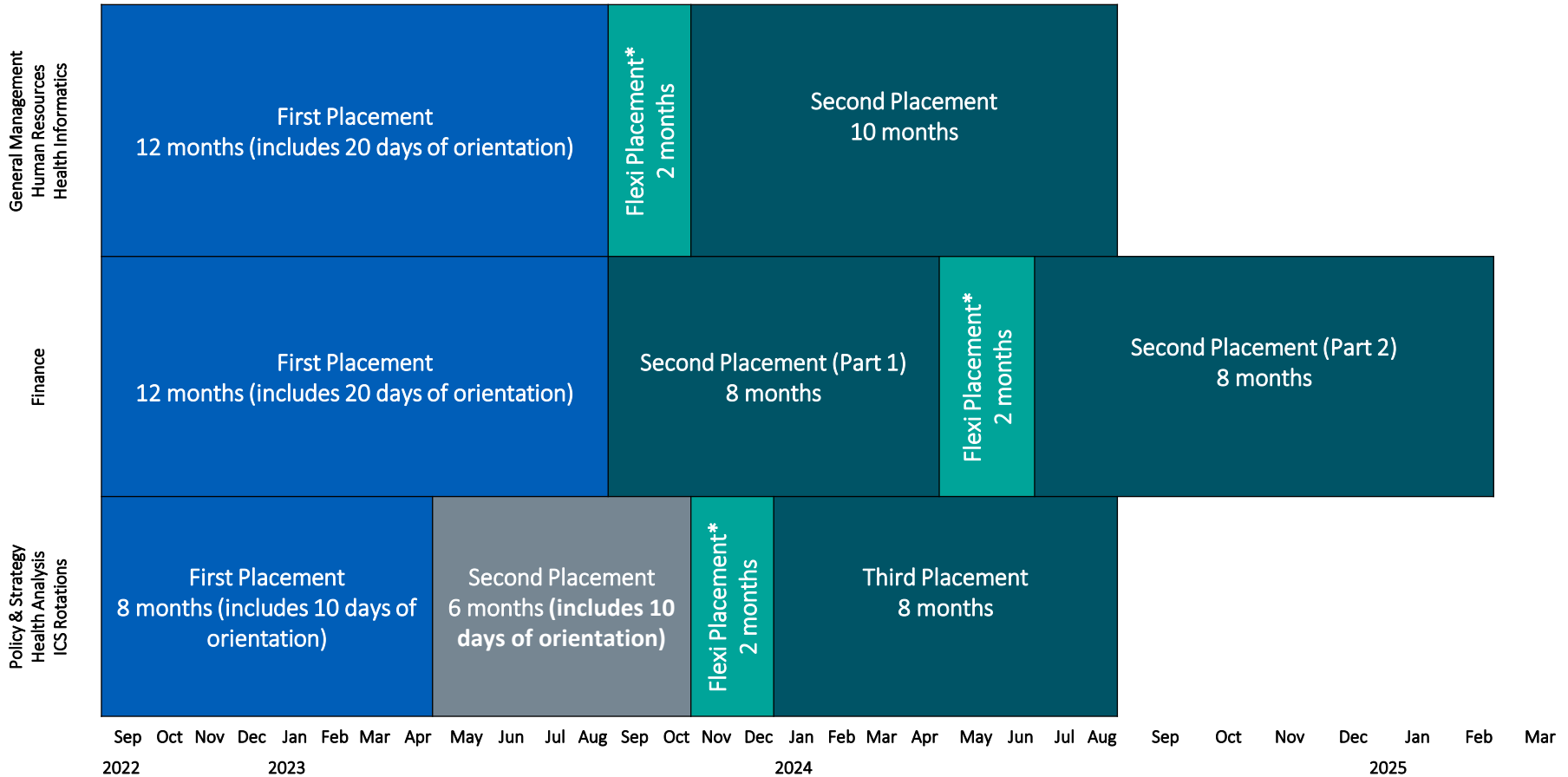
- Management Accountant
- Finance Accountant
- Senior Finance Manager

- Information Analyst
- Pricing Analysis
- Health Analyst
- Performance Analyst

- Business Analyst
- Senior Information Officer
- Information Analyst
- Performance Manager

- Strategy Advisor
- Policy Manager
- Strategy Analyst
- Implementation Manager

# GMTS Placement Structure



\*Flexi Placements are two months organised by the trainee during their first year and can be in any organisation in England.

# GMTS Education

**PGCert Healthcare Leadership**  
University of Birmingham

All trainees complete the Elizabeth Garrett Anderson Programme to PG Certificate Level in Year 1

General Management trainees continue the Elizabeth Garrett Anderson Programme to PG Diploma level in Year 1

**PGDip in Chosen Specialism**

All trainees except General Management will also be studying for a PG Diploma in Year 1 on top of the EGA Programme, which they will continue into Year 2

**HR:** **Human Resource Management** De Montfort University

**Finance:** **Chartered Institute of Public Finance and Accountancy**

**Health Informatics:** **Health Informatics Management** University College London

**Health Analysis:** **Health Analysis Management** [University College London](#)

**Policy & Strategy:** **Health Policy** [Imperial College London](#)

**Action Learning Sets**

All trainees complete 8-9 Action Learning Sets across the duration of the scheme

**Experiential Learning**

All trainees complete 5 modules of Experiential Learning across the duration of the scheme



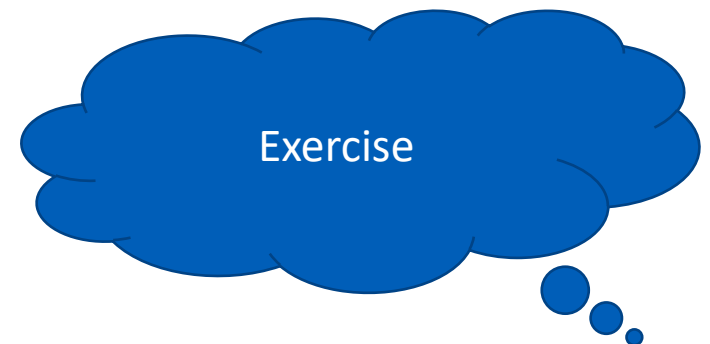
# What is the GENI system & what is its role?



The screenshot shows the NHS GENI Information Zone dashboard. The top navigation bar includes the NHS logo, the text 'GENI', a 'Notifications (0)' indicator, the user name 'Dean', a profile icon, and a power button. Below the navigation bar is a sidebar with various menu items: Dashboard, My Profile, Users, Reports, Forum, Messages, Scheme News, Surveys, Polls, Reviews, Competencies, Academic Records, Information Zone (highlighted), Leave Entitlement, and Non Working Days. The main content area is titled 'Information Zone' and features a 'New Document' button. The 'Documents' section lists several document categories, each with a date and an 'Action' link:

- Travel and expenses**  
Date: 28/09/2021 | Action: Edit
- Study Leave Guidance and FAQs**  
Date: 06/07/2021 | Action: Edit
- Graduation and Leaving the Scheme**  
Date: 06/07/2021 | Action: Edit
- Competencies and Probation/Performance Reviews**  
Date: 06/07/2021 | Action: Edit  
Sub-items: PPR Timelines Competencies
- Flexi Placements**  
Date: 06/07/2021 | Action: Edit  
Sub-items: Information FAQs Schedule (March and September example schedule) Statement of Commitment Centrally Organised Placements Dates March 2020 Intake March 2021 Intake September 2021 Intake
- Health and Wellbeing**  
Date: 06/07/2021 | Action: Edit

What do you think  
needs to be included  
within a great  
placement to develop  
competent managers?



What are you  
responsible for?

# The goal of your role



*‘The ultimate goals of the placement and programme manager is to develop a trainee into a competent Leader/Manager who is capable of managing our NHS services’*

# What are you specifically responsible for?



## Placement Manager(s)

- **The most important and influential person of the entire scheme.** Structures the trainees day to day activity and supports the trainee journey.
- Assesses the trainees starting competence and creates a plan to take them from there to full 90% competence on GENI.
- Creates opportunities that enable the trainee to develop real managerial competency.
- Holds bi-monthly 'Probation/Performance Reviews' to plan ahead and assess current performance in addition to regular 121s
- Authorises annual leave request and applies BSA sickness process in collaboration with TSM.
- Uses the information zone on GENI to understand trainee policy and process

## Programme Manager

- Supports the trainee for the lifetime of their time on the scheme, holding monthly meetings with the trainee.
- Responsible for the designs and delivery of an orientation for the trainee.
- Facilitates and enables the trainee to understand the wider context of the NHS, above and beyond that of the placement, including support for system networking and securing post scheme role.
- Holds the placement manager accountable if trainee experience is inadequate.
- Works with GMTS regional team to find alternative placements/ placement managers in exceptional circumstances.
- Supports trainee to identify flexi-placement and sign off final proposal.
- Overarching responsibility for the support, development and experience of trainee as well as the trainee placement arrangements.

Take a quick break!  
(or ask any questions you  
may have)

# Focus on the Placement Manager's activities.

# What are the trainee competencies?



0%	<a href="#">Section 1. Personal Qualities</a>	<a href="#">Jump to sub-section...</a>
0%	<a href="#">Section 2. Working with others</a>	<a href="#">Jump to sub-section...</a>
4%	<a href="#">Section 3. Managing Services</a>	<a href="#">Jump to sub-section...</a>
★	3.4.3 Supports the development and monitoring of key performance indicators at an organisational and/or project level	
★	3.2.2 Knowledge of organisation's financial duties and targets	
0%	<a href="#">Section 4. Improving Services</a>	<a href="#">Jump to sub-section...</a>
★	4.2.3 Clearly understands and supports the duties and implications to consult and engage with different audiences on service changes and the need to take acc...	
0%	<a href="#">Section 5. Setting Direction</a>	<a href="#">Jump to sub-section...</a>
★	5.3.7 Observes and/or has involvement in Board and Board Sub-Committee(s) preferably at consecutive meetings to develop awareness as to the decision ma...	
0%	<a href="#">Section 6. Creating the Vision</a>	<a href="#">Jump to sub-section...</a>
★	6.2.1 Attends and participates in joint meetings between the NHS and Local Authorities, or other health and social care organisations, or voluntary sector organi...	
0%	<a href="#">Section 7. Delivering the Strategy</a>	<a href="#">Jump to sub-section...</a>

## How do I sign them off?

Level	Description
1 <b>Awareness/knowledge</b>	Demonstrates insight but has no practical experience
2 <b>Support</b>	Demonstrates competence through assisting others in undertaking a process/task
3 <b>Practical application</b>	Demonstrates competence through having a defined responsibility for undertaking a process/task
4 <b>Experienced practitioner</b>	Demonstrates competence through having a defined responsibility for regularly undertaking a process/task
5 <b>Leadership</b>	Demonstrates competence through leadership of a process/task



# Example of logging competency.

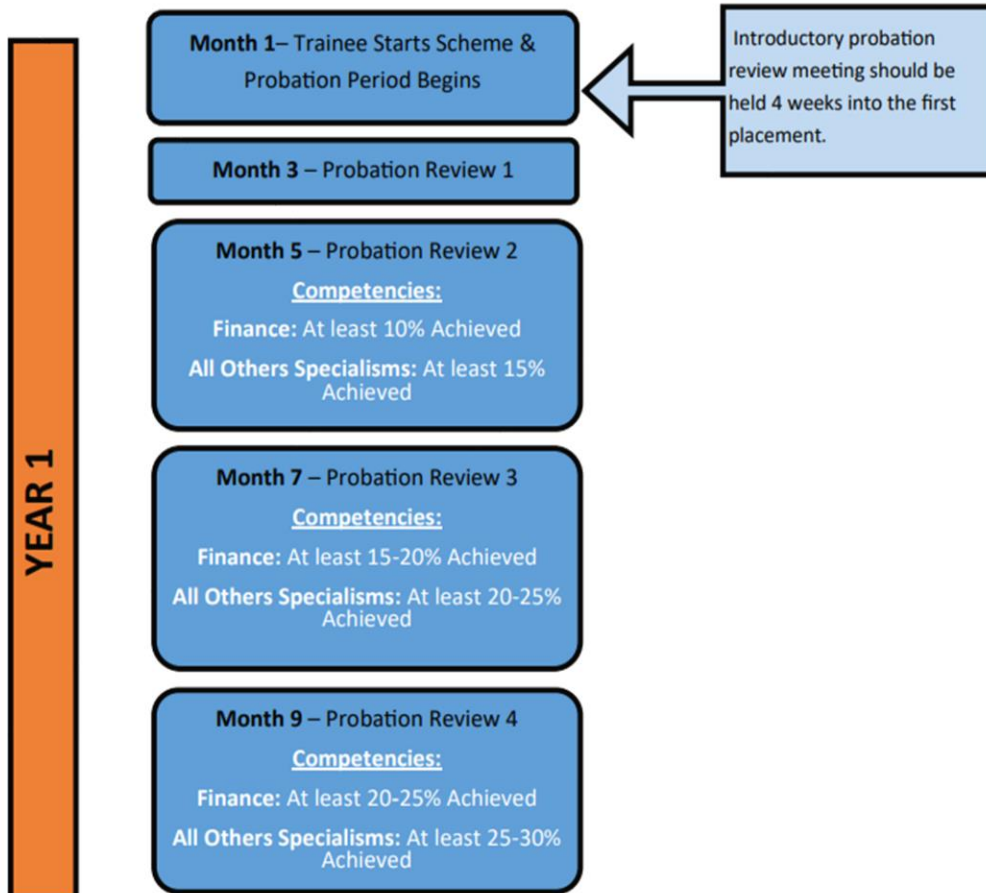


<b><u>The competency:</u></b>	<b>2.2.2 - Communicates effectively with patients, their families and carers, including complaints handling</b>
<b><u>Trainee comments:</u></b>	I investigated a complaint raised within the xxx business unit. This has involved reviewing the complaint, taking statements from staff involved, producing a report outlining the key issues and lessons learnt and creating an action plan. In this case the claimant had requested to have no further communication with the hospital staff but to ensure the issues were investigated and lessons learnt were shared with the wider team.
<b><u>Manager Comments</u></b>	- In a very short space of time xx built relationships enabling xx to communicate effectively at varying levels both internal and external to the xxx. xx has confidently dealt with investing complaints and used xx relationships and communication to resolve concerns or queries. xxx has providing communication/information inputting into complaints led by the xxx.

# How to structure the placement experience?



## GMTS Probation & Performance Review Timeline



## Example



# The performance cycle for trainees



**If there are any performance, behaviour, education or attendance issues – you must raise this directly with the regional TSM.**

**Such issues may result in failure of probation and needs to be managed in line with policy,**

# What's included in the probation/performance review?

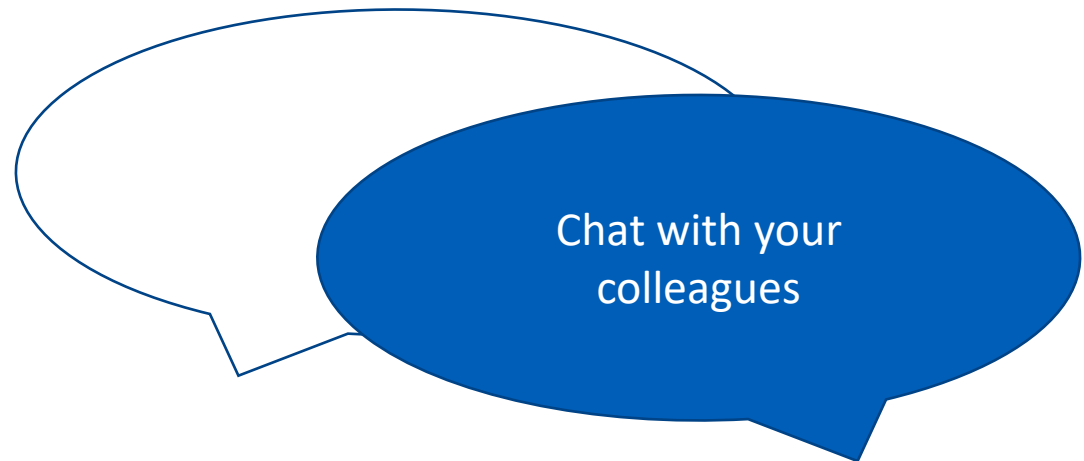


*\*The Personal development Plan (PDP) identifies and proposes how the trainee's own learning and development needs can be taken forward to support the achievement of the specialism competencies and work objectives. Trainee should start to develop a PDP*

20 *when they start on the Scheme and it should be reviewed regularly.*

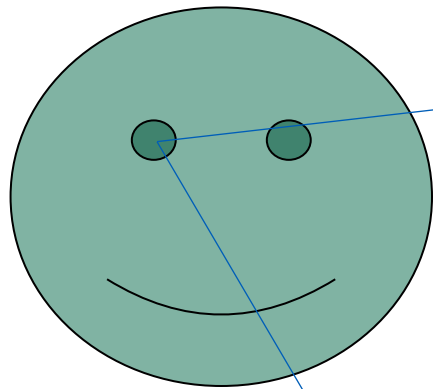
# Breakout room discussion

*Share best practise and discuss how you would implement what you have heard so far.*

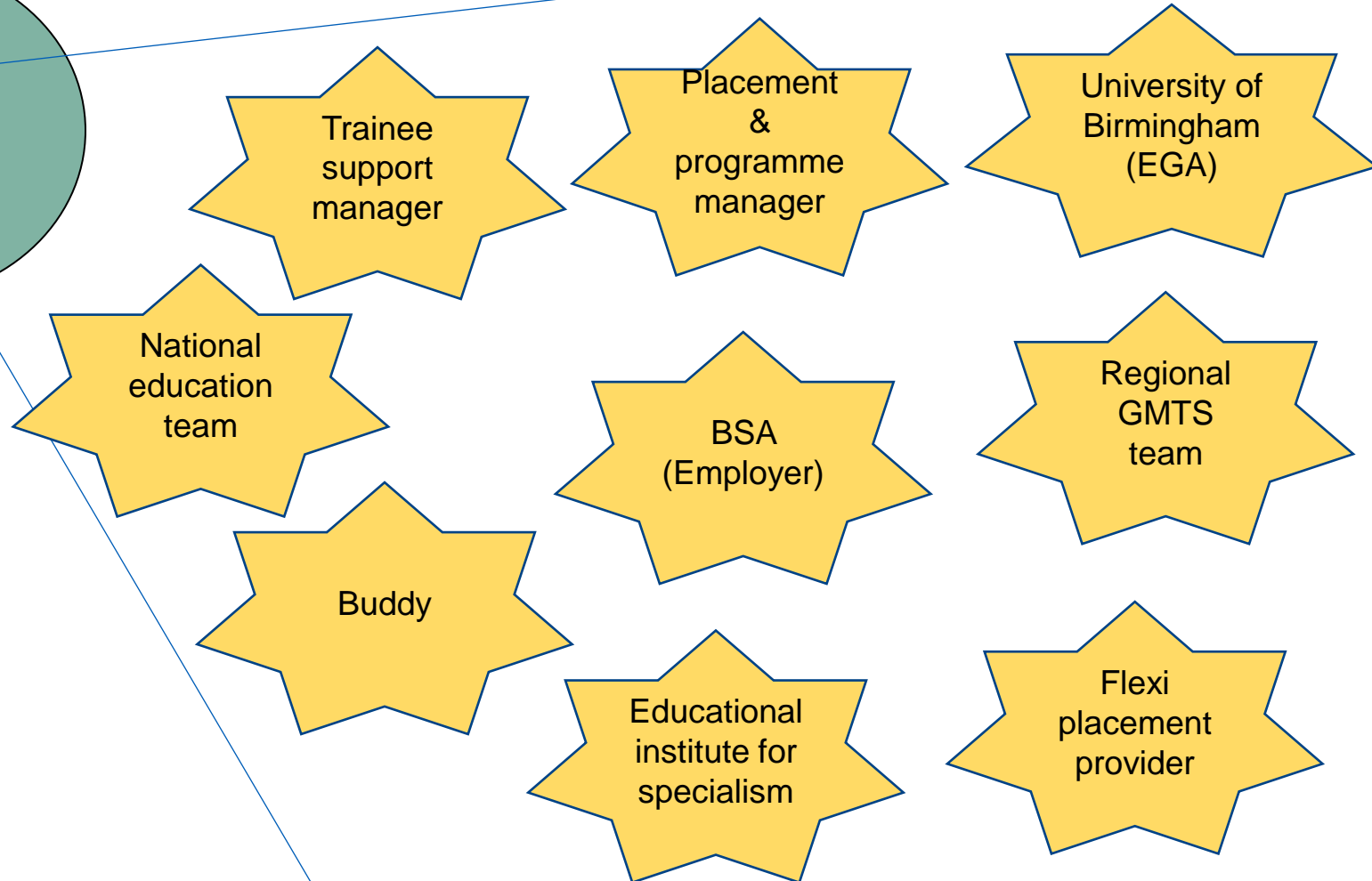


Who are the key stakeholders from the view of the trainee?

# Who are the key stakeholders from the view of the trainee?



**Trainee**



# Contacts and key teams GMTS



Team name	Purpose	Contact email
<b>National GMTS education tea. Team manager – Katherine Battey</b>	Manage the education relationship the academy has with our various educational institutes. Also manages administration of policy within GMTS team.	<a href="mailto:graduateenquiries@leadershipacademy.nhs.uk">graduateenquiries@leadershipacademy.nhs.uk</a>
<b>Regional GMTS team. Team manager - *Richard Noble*</b>	Go and secure placements for new trainees to be slotted into. Responsible for the quality of the placements. Responsible for flexi placement management too.	<a href="mailto:eoel@leadershipacademy.nhs.uk">eoel@leadershipacademy.nhs.uk</a>
<b>BSA HR</b>	This is trainee's actual employer. So matters relating to employment are managed by them, They usually work with the National education team and the TSM, to do this. But trainees can go directly to them with things like references, rental references, questions about contract etc.	<a href="mailto:hr.advisory@nhsbsa.nhs.uk">hr.advisory@nhsbsa.nhs.uk</a>
<b>BSA payroll</b>	They manage trainees pay – trainees can go to them directly if there's something wrong with payments or if you have tax questions etc.	<a href="mailto:nhsbsa.payroll@nhs.net">nhsbsa.payroll@nhs.net</a>
<b>Trainee Support Manager. *Dean Byron*</b>	There to provide pastoral support for the trainee. Manages matters relating to HR, such as; absence, performance and conduct. Will meet throughout duration of placement to ensure trainee on track.	Dean.Byron@england.nhs.uk



# Focus on the Programme manager activities.

# The programme manager has the 'zoomed out' lens



## Placement Manager

Zoomed in on day to  
day detail

## Programme manager

Zoomed out looking at the bigger picture

- Longer term career planning
- NHS wider context beyond placement (including orientation and beyond)
- Flexi placement options (int/ext)
- Overall experience quality
- Placement transition

Questions or  
anything you would  
like more  
information on?

# What to look out for in the future:

- P/PM Networks
- Trainee regional forums/networks
- Flexi network information session
- Ways to support trainees with reasonable adjustments