

Graduate Management Training Scheme (GMTS)

Programme and Placement Manager Information Session

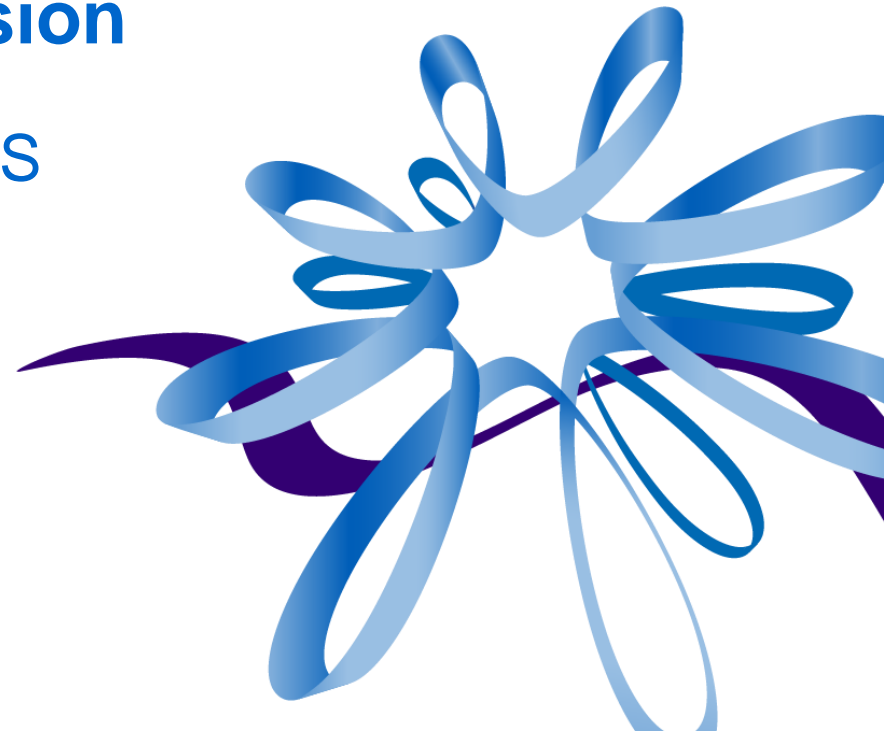
SUPPORTING GMTS TRAINEES

July 2021

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Interaction: MS Teams

There will plenty of opportunities to ask questions.

- Please keep your **microphone on mute**  while others are speaking. If you are about to speak please don't forget to unmute yourself.



- Please **raise your hand** if you have any questions, or use **the chat box** to make any comments. We will be monitoring the chat box throughout the session:

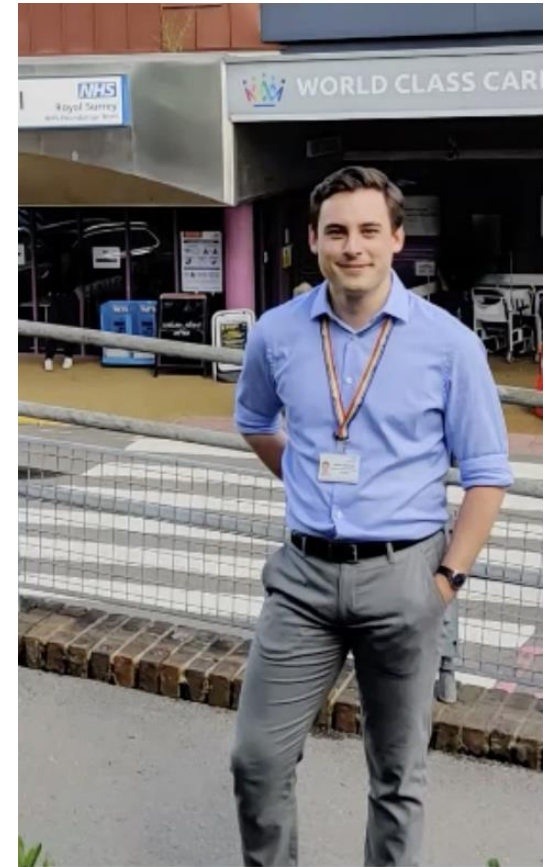


- Please keep your **camera on during the session**
- Slides and resources will be shared after the session.
- We will be recording this session.



Introductions – Please post in the Chat Box

- Name
- Where are you based?
- Are you programme or placement manager?
- Why are you and your organisation supporting the GMTS scheme this year?

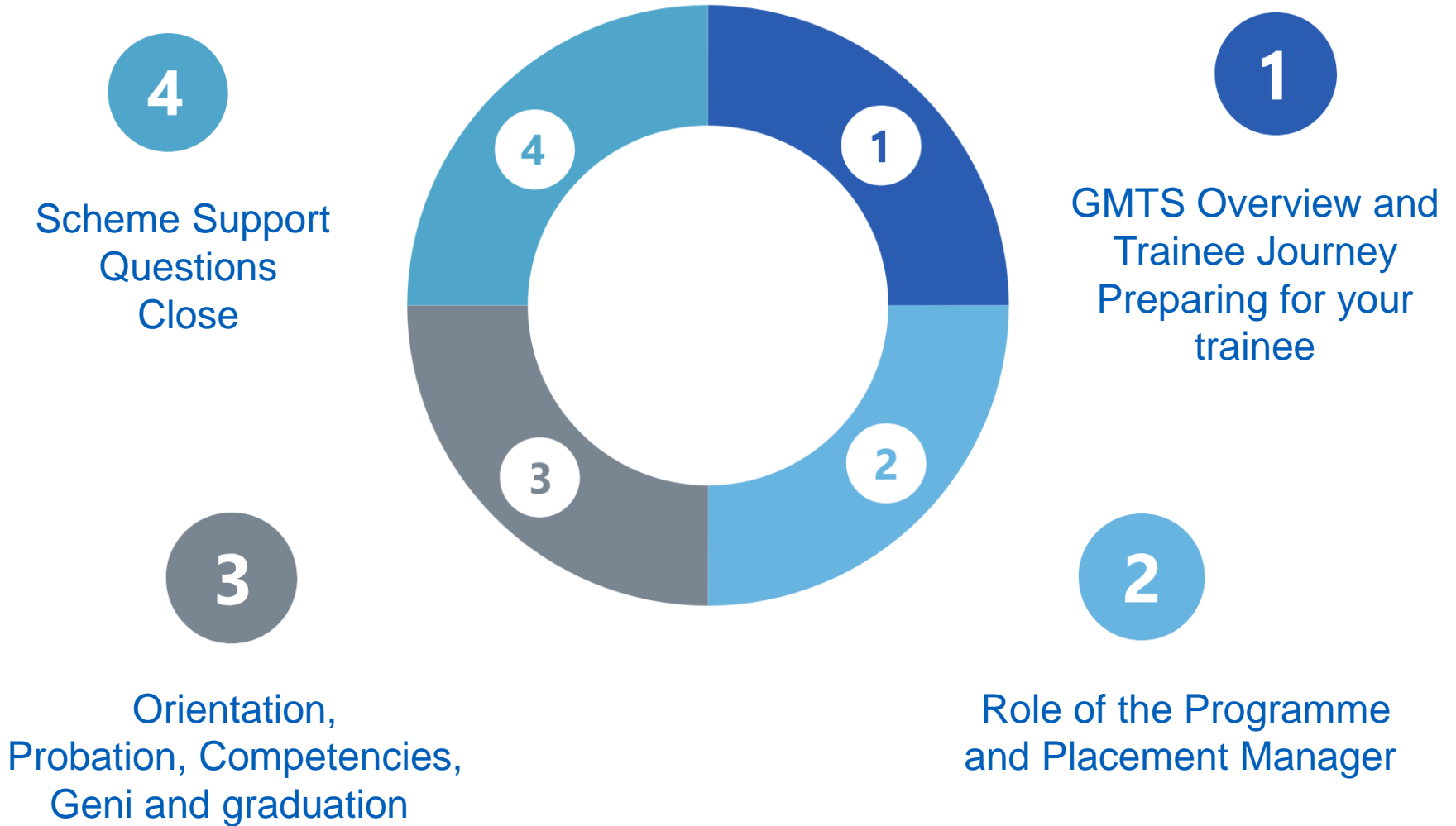


Thank you

Purpose of today

- Set the scene for GMTS in 2021
- Provide an overview of the Scheme components
- Help Managers understand Trainee journeys and challenges
- Support understanding of what it means to be a GMTS Programme or Placement Manager, the roles, responsibilities and expectations
- Provide you with key GMTS contacts
- Answer any questions you may have

Topics for this session



The NHS Graduate Management Scheme (GMTS) today



61 years old

**Part of NHS
Leadership
Academy
since 2012**

**Purpose is
to recruit
and develop
NHS leaders**

**Multi
award
winning
graduate
training
scheme**

**High
quality
non-
clinical
training**

**Recruiting
up to 500
trainees
per year**

**Applications
for
September
2022 will
open in
third QTR of
this
financial
year.**

What is the GMTS?

An award winning leadership development programme

Experience | Development | Training

- On-the-job training and experience
- Academic post-graduate level qualifications
- Professional study and qualifications
- Early leadership responsibility
- Three placements (four for some specialisms)

Duration

- 2 years long
- 2½ years for Finance trainees

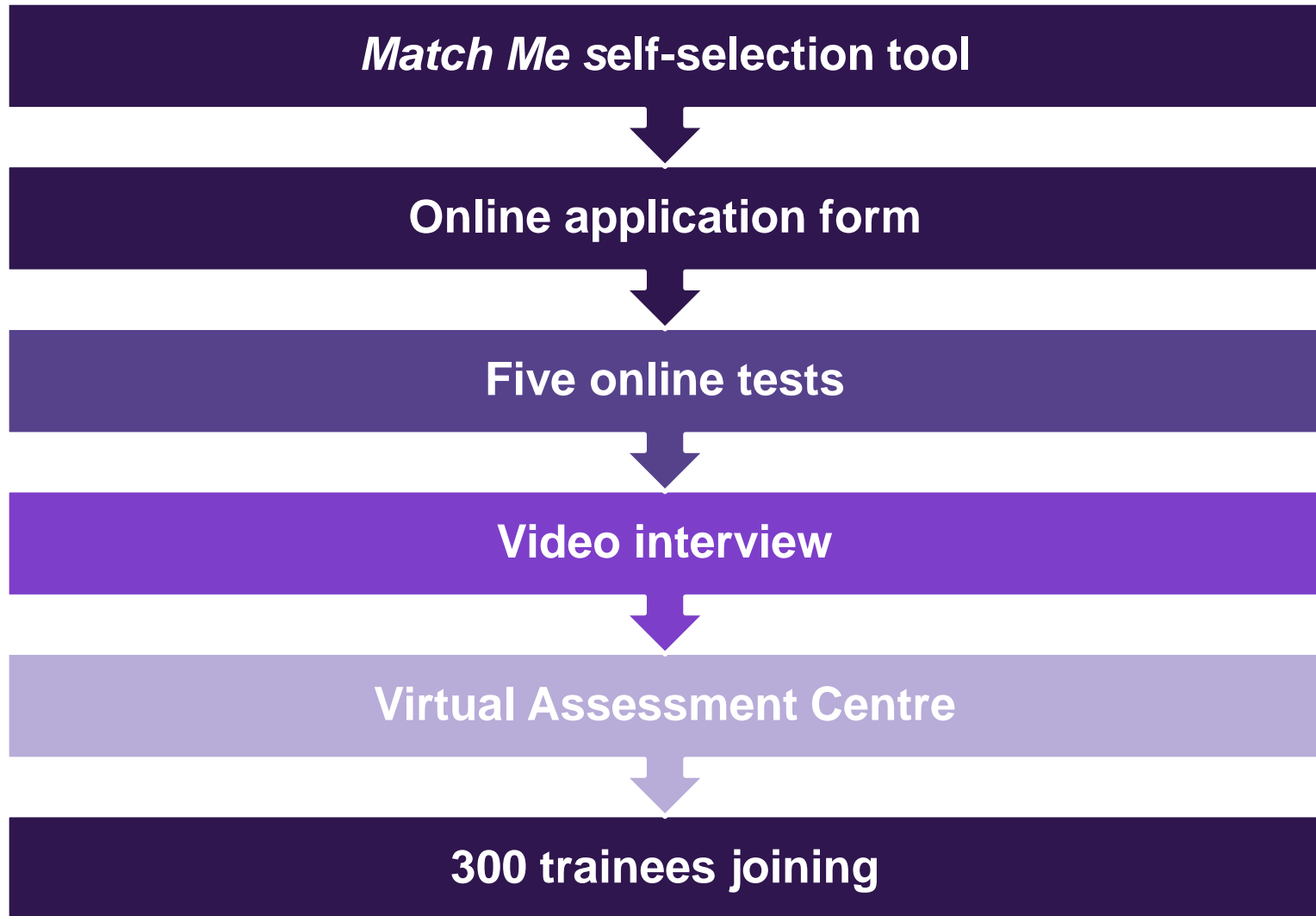
Benefits

- Approximately £24k salary (plus allowances)
- 27 days annual leave + bank holidays
- NHS Pension
- Funded study package with leave
- Protected pay (Conditions apply)

Six specialisms

1. General Management
2. Finance
3. Human Resources
4. Health Informatics
5. Health Analysis
6. Policy and Strategy

Recruitment and Selection Process



National Office Trainee onboarding 3 months prior to GMTS start

- NHS Business Services Authority (NHS BSA) work with the National Resourcing Team to issue offer letters, complete pre-employment check process and contracts
- Scheme employment commences on 6 September 2021 with National Welcome events on 6th and 7th September 2021 (Timings TBC)
- NHS BSA employ the Trainees and provide corporate HR support
- National office
 - Explore and implement reasonable adjustments
 - Issue regular updates to Trainees (GradMails)
 - Conduct live online Q&A sessions (Pathmotion)



Pre-employment | What you need to know

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

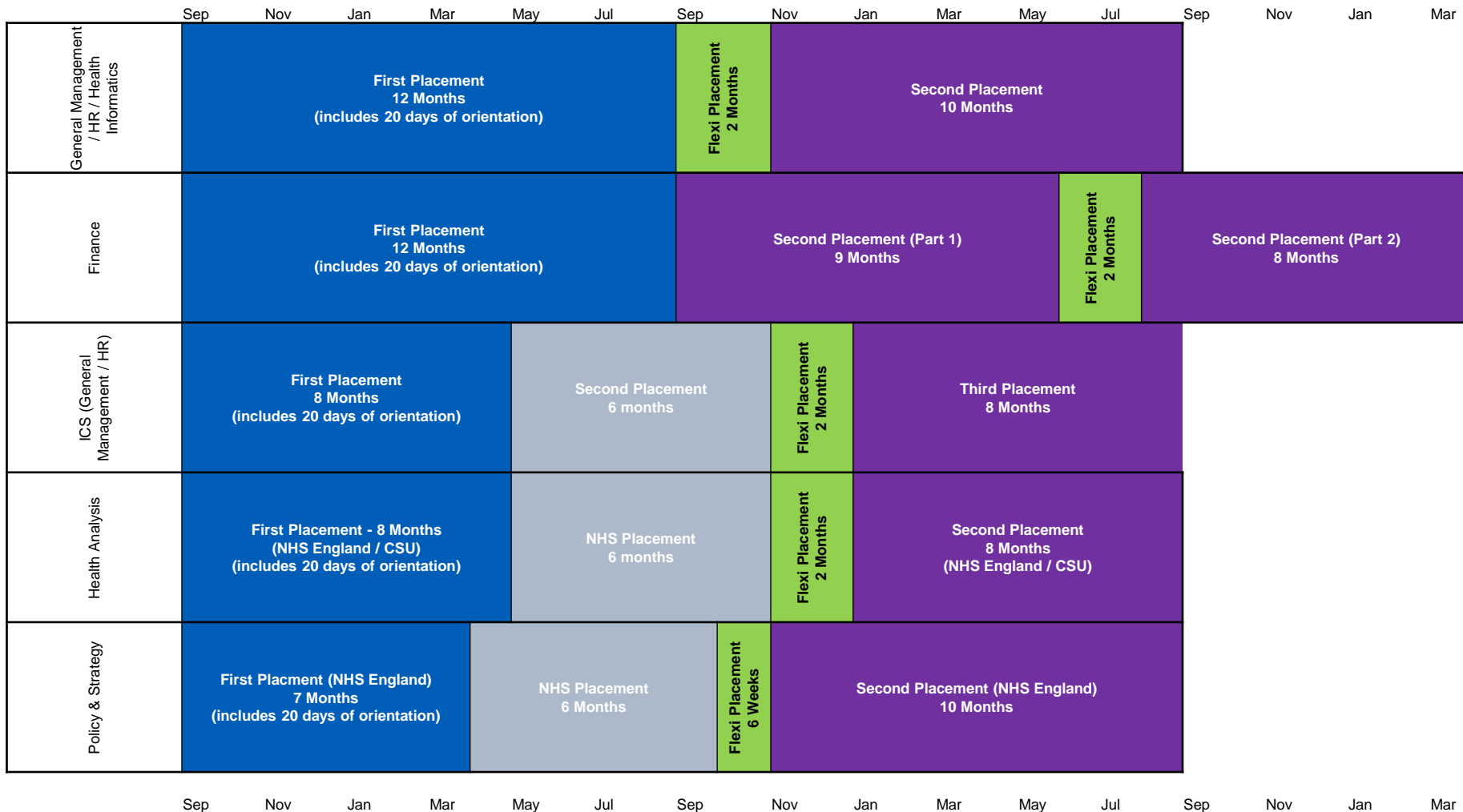
- Two satisfactory references
- **A traceable 3 year history**
- Medical Clearance (Occupational health check)
- **Proof of Identification**
- The Right to Work in the UK
- **Proof of degree qualification**
- A “Standard” DBS Check

**NB – The trainee is employed by NHS Business Services Authority
A letter confirming the above can be provided to host organisations.**

If your organisation requires an honorary contract in place we'd ask you to work with your trainee and your HR team directly on this. Limited support available from NHSBSA nhsbsa.corporatehr@nhs.net

GMTS Placement Structure*

* Illustrates September cohort,



GM, HR, HI, HA and P&S streams end 31st August

Finance stream ends on 31st March

GMTS components

Orientation

All trainees complete a 20-day (4 working weeks) orientation period organised by the Programme Manager

Experiential Learning

All trainees take part in 5 Experiential Learning Modules, provided by the NHS Leadership Academy

Competencies

All trainees complete competencies relevant to their specialism; however there are a core set of competencies which need to be completed. To be able to graduate, 90% of all competencies need to be completed

Action Learning

All trainees take part in multi-disciplinary Action Learning Sets (ALS) throughout their time on the scheme. In addition to the 8 ALS also take part in sets as part of the EGA Programme. To distinguish between the two, sets undertaken as part of the EGA programme are called Inquiry and Application Groups (IAG)

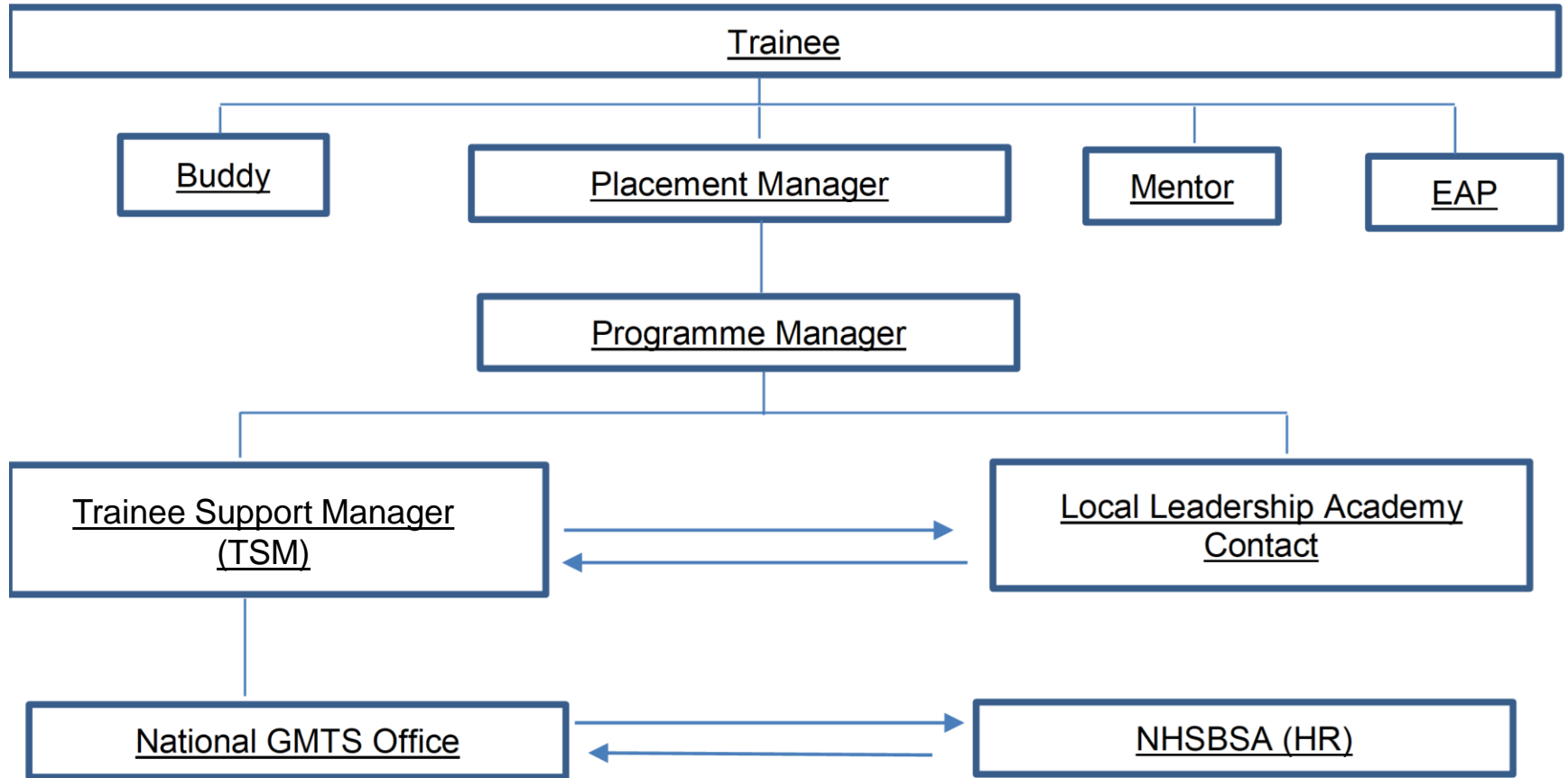
Elizabeth Garrett Anderson (EGA) Programme

All trainees complete a postgraduate certificate in Healthcare leadership through the Elizabeth Garrett Anderson (EGA) Programme

All education providers will work with the NHS Leadership Academy to ensure a joined up and cohesive approach to communication with trainees about arrangements for education.

General Management	GMTS Finance	Human Resources	Policy & Strategy / Health Analysis
Postgraduate Diploma in Healthcare Leadership	CIPFA Chartered Institute of Public Finance and Accountancy	Postgraduate Diploma in Human Resource Management	PG Diploma in Health Policy PG Dip Health Analysis Management
University of Birmingham Alliance Manchester Business School	CIPFA - Chartered Institute of Public Finance and Accountancy	De Montfort University	Imperial College London UCL

GMTS Support Infrastructure for Trainees



EAP – Employee Assistance Programme



Your preparation for a GMTS Trainee

- Orientation
- Job role/description
- Expect your Trainee to contact you prior to starting the Scheme- your contact details will be provided to Trainees
- Communicating your availability over this time with your Trainee is helpful
- It is important to get to know your Trainee to support effective orientation and placement experiences. Consider the following:
 - What is your Trainee's career history?
 - Do they have prior NHS experience?
 - Do they have prior specialism knowledge or experience?
 - What are the expectations of both parties acknowledging trainees fulfil developmental roles

Your preparation for a GMTS Trainee

- Think how you will both explore assumptions
- Talk about role clarity
- Find out training and support requirements, explore technical skills required and ascertain trainees' current level of ability as they could spend time preparing prior to joining you.
- **Preparing Trainees for remote working (if appropriate)**

Consider and plan your Trainee's fit and integration into your team. Consider where the trainee will sit in the organisation so they're not isolated - ideally your trainee should have a desk with your team. Ensure your trainee has relevant ID and access cards.

Spend time exploring information on Geni - more information later in this presentation.

GMTS Trainee Context and Challenges

- Discussion 15 mins

In breakout rooms please consider the following question:

What will be useful to consider when welcoming your trainee into your organisation?

E.g. – What prior work experience may a trainee have? Is this their first job?

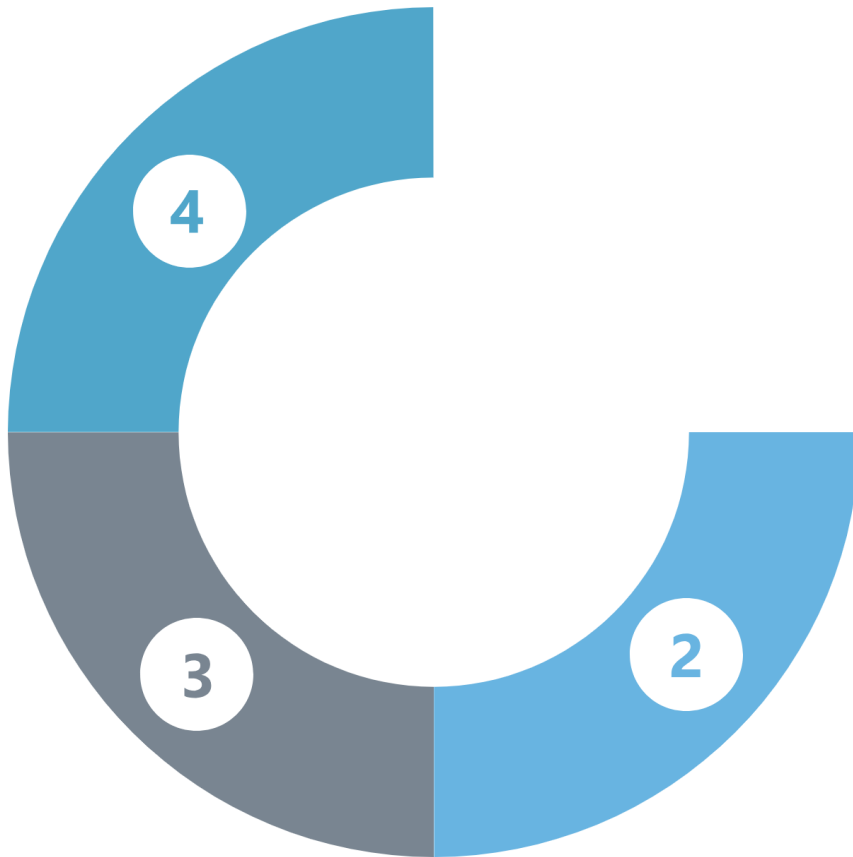
GMTS Trainee Context and Challenges

- First job?
- New to Developing working relationships?
- Is the trainee relocating?
- May take time to get accustomed to working environment, practices and cultures
- Acclimatisation to GMTS requirement and commitments – eg education etc.
- Juggling work priorities and exams / research for assignments
- Does trainee have special circumstances?
- Support for mental health conditions?
- Trainees are ambitious and therefore may require support to channel this appropriately



2

Role of the Programme and Placement Manager



- Programme Manager
- Placement Manager
- The importance of 1-2-1's
- Things to consider
- What makes a successful placement?
- Exercise

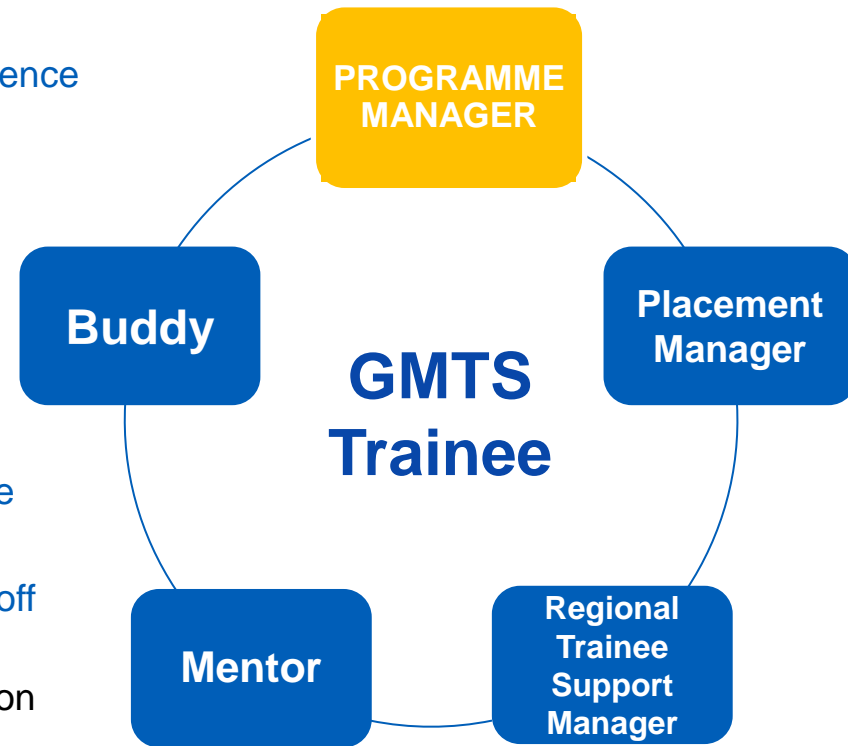
Programme Manager

The role

- Allocated to Trainee for lifetime of Scheme
- Overarching responsibility and accountability for the support, training, learning and development of Trainee
- Enabling a world-class leadership development experience
- Working at Band 8a or above

To support and enable Trainees by facilitating their overall development

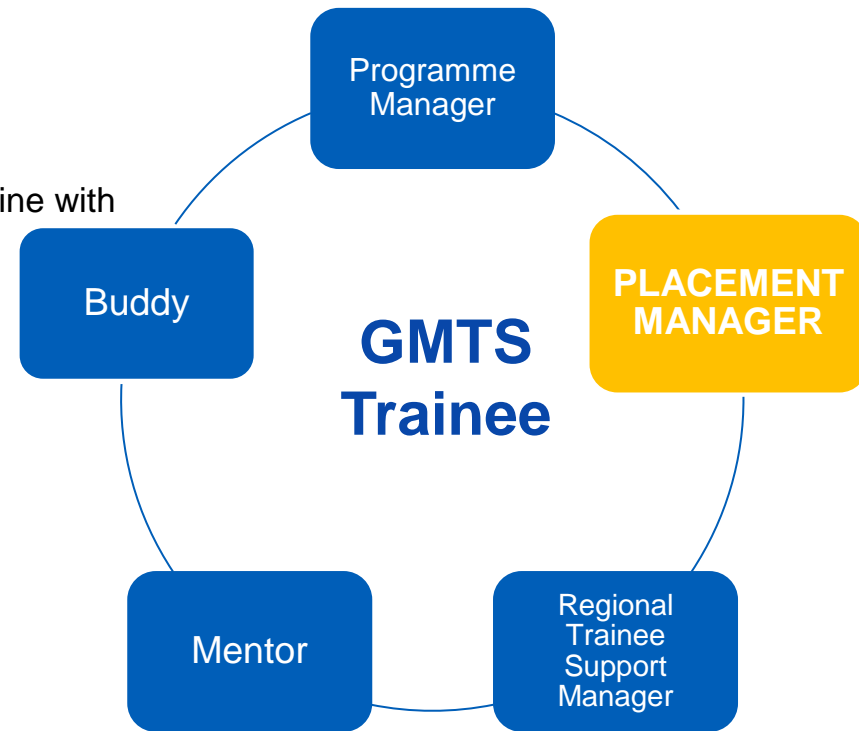
- Is readily available to Trainees
- Support trainee in system network engagement
- Ensuring regular monthly engagement with the trainee
- Prepares quality orientation programme
- Supports Trainee to identify flexi-placement and sign off final proposal
- Monitors Placement Managers within each organisation
- Informal mentoring



Placement Manager

The role

- Day to day management responsibility for the Trainee in line with Scheme policies (attendance, A/L, travel & expenses)
- Critical to the success of the placement
- Design, develop and coordinate the Trainees work experience and performance
- Manage the Trainees against the Scheme's high standards and challenging work objectives
- Records progress on GENI
- Working at Band 7 or above



To support and enable Trainee development by providing stretching and challenging work

- **Supports trainee development from band 5-7 roles by end of programme**
- Ensuring the trainee has enough work – regular check ins
- Integrates Trainee into organisation and team
- Sets aside time to meet regularly
- Provides regular and honest feedback
- Complies with administrative and managerial responsibilities including signing off leave, expenses, competencies, probation and performance reviews and following and acting upon Scheme policies and guidance
- Identifies robust and relevant training and development opportunities in the workplace
- Champions GMTS and raise Trainees' profiles in the organisation
 - e.g. introduce Trainee to senior staff to support development, wider opportunities and involvement in projects

The importance of 1-2-1 time

Why is this protected time with the Trainee important ?

- To maintain a healthy relationship and facilitate open and honest dialogue
- To be on the same page on Trainee's progress
- Checking in on workload and ensuring that it is appropriate
- Opportunity to discuss changes in Trainee circumstances

Think about the supportive line managers you've had

- How important were your 1:1 meetings?
- How were those meetings structured?
- Use these reflections to guide your conversations

“Coach your trainee into becoming an autonomous practitioner – don’t become their ‘fixer’, get them to research and present you with solutions.”

Head of HR Business Partnering, BOB

Things to consider to be the best programme and placement Managers

- We know that the right placement manager is key for the trainee to succeed on the scheme
- It is imperative to consider the roles and responsibilities of the placement manager and their appetite for successes of the placement and for the trainee on the scheme.

“When managed well you have a very engaged and motivated trainee that runs with projects, becomes a part of your team and is a key contributor who shares their learning and experiences at every level.”
Head of HR Business Partnering, BOB

“...Communication is one of the most important aspects of this relationship...”
GMTS Trainee,
Dorset

“...It is important for the manager to be visible to the trainee...”
GMTS Trainee,
Dorset

“As a placement manager you need to make sure you set challenges that push your trainee out of their safety zone in a way that you can manage their confidence.”
Head of HR Business Partnering, BOB

Things to consider to be the best programme and placement Managers

- If the Programme and / or Placement manager is not present or doesn't fulfil their responsibilities this has a detrimental effect not only on the placement but the trainee and their development.
- When the placement manager is absent trainees can become isolated within teams or disconnected from the organisations in which they work.

"...If a manager is not good, it causes stress, unwillingness to participate and possible even quit the scheme..."
GMTS Trainee, Dorset

"...If they are absent, trainees often find the scheme can become disjointed and fragmented with less focus on reflection and personal development..."
GMTS Trainee, Frimley

Breakouts

- In your groups, please consider the following questions:

What makes a successful placement?

How do you create a placement to get the most out of your graduate?

How do you support your graduate so you both get the best out of the scheme?

Successful placements....

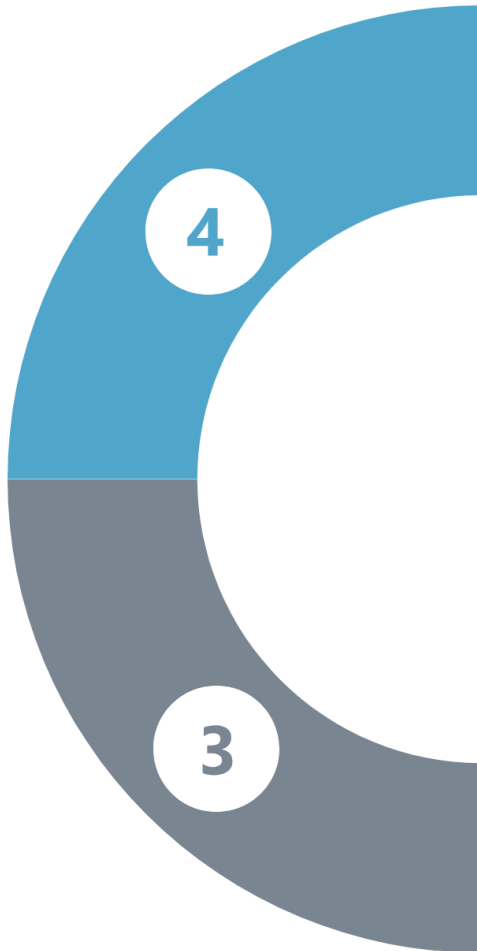
- Consider what a successful first 100 days of the placement would look like – how will this look, especially in a remote environment
- Have a job description and clearly defined work objectives – Ensure the work is meaningful and will support the trainees competencies
- Conduct regular 1:1 meetings with Trainees giving constructive feedback
- Have knowledge of Trainee, the Scheme, competencies and requirements
- Offer appropriate support by Placement, Programme Managers and team
- Manage performance appropriately
- Assists the Trainee to balance work level and workload
- Are stretching, challenging and meaningful with exposure inwards and outwards
- Supply effective role models and can signpost to mentors
- Provide networking opportunities



Trainee Story

3

Core procedures



- Orientation
- Competencies
- Probation and Performance Reviews
- Geni
- Eligibility to Graduate

GMTS NHS Orientation

Orientation is NOT ...

- About the Trainee learning about their specialism or being inducted into their placement or your organisation

Orientation is an overview for Trainees ...

- To support thinking about how patients experience the NHS
- To learn about health and social care through the eyes of the patients, care givers and partner organisations
- About the nature and pattern of health service delivery and issues arising
- About how the NHS operates as an entity and how its components contribute to the delivery of health and social care

Guidance and support is available from your LLA GMTS Lead who you're likely to have liaised with as part of the assurance process.

[GMTS Orientation Webinar – South West Leadership Academy](#)

GMTS NHS Orientation – Due by end July 30th

- Takes place at the start of the GMTS journey for 20 days – this year orientation can be spread across the first few months of placement
- Usually designed by Programme Managers and added to by Trainees
- Planned around education dates
- Trainees should directly participate, observe, shadow
- Should allow time for Trainees to reflect on and evidence their experiences
- Ensure Trainees experience patient delivery in a range of health organisations
- BE CREATIVE - link with other host organisations in your area to maximise opportunities.

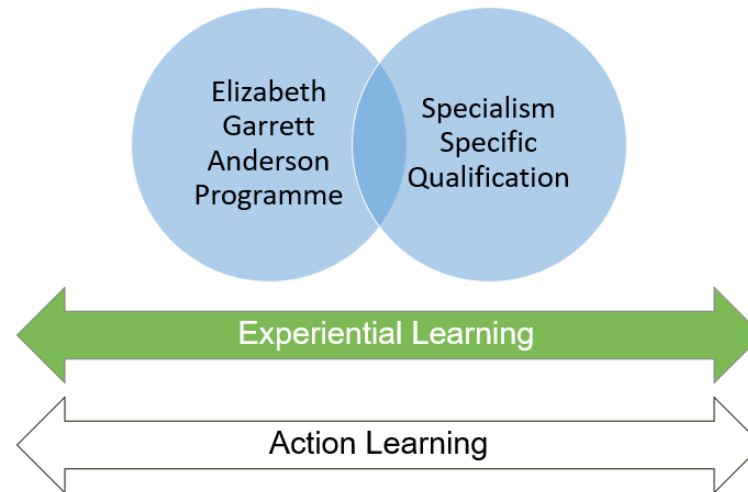
What you can do as a Manager for Orientation...

- Agree with the Trainee a method of orientation feedback
- Ensure personal and patient safety
- Encourage ideas for service improvement during orientation
- Support trainee to build networks with other trainees in South East region.

Breakouts

- 20 mins
- Opportunity to share ideas as to how to plan Orientation for your trainee
- Explore how you can work together and share opportunities

GMTS Education - Overview



All Trainees complete a Postgraduate Certificate in Healthcare Leadership through the Elizabeth Garrett Anderson Programme					
General Management	Finance Management	HR Management	Informatics Management	Policy and Strategy Management	Health Analysis Management
PG Dip Healthcare Leadership	CIPFA Professional qualification	PG Dip Human Resource Management	PG Dip Health Informatics	PG Dip Health Policy	PG Dip Health Analysis
University of Birmingham Alliance Manchester Business School	CIPFA Chartered Institute of Public Finance and Accountancy	University of Leicester	University College London University of Manchester Business School	Imperial College London	University College London

Education

EDUCATION DATES

- Trainees must be released for Scheme education, dates of which will be provided to the trainee and available on Geni
- Familiarise yourself with education dates and periods when your Trainee will be away from the workplace, it would be helpful to support your wider team to understand these too
- Work with your Trainee and wider team to understand and manage these dates.
- **No annual leave** can be approved across GMTS Scheme commitments. This includes education, Experiential Learning, exams and resit exam period.

ATTENDANCE

- Trainees must attend 100% of scheme related education including experiential learning and action learning sets.
- Extenuating circumstances will be considered i.e. events of such seriousness that they would bring you back from an overseas holiday.
- **A busy workload, important meeting, or job change would not qualify.**

NON-ATTENDANCE

- This should be communicated and agreed in advance where possible or on the day in case of an emergency to the Trainee's Placement Manager, the National Office and the Education Provider.
- Managers must record the non-attendance on GENI in the Absence section.

Education

EXAM AND ASSIGNMENT RESULTS

- All Trainee' are responsible for sharing exam/ assignment results, including fails, with their managers and with the National office.
- We strongly encourage Trainees and managers to ensure regular conversations take place about academic progress as well as work placement progress.

STUDY LEAVE

- Trainees are entitled to study leave which can be recorded on GENI
- Study leave is only provided for exams and not for coursework or assignments
- Additional study leave is negotiable at your discretion

CURRENT DELIVERY

- Online at present, likely to move to a blended approach

EGA

- All trainees complete modules 1-3, GMs complete modules 4-6 in year 2
- Per module: trainees complete work based assignments and a critical / reflective essay e.g. patient observation
- Support available through tutors for 121 advice & feedback on drafts

FURTHER INFORMATION IS PROVIDED ON GENI

Competency Framework

Core competencies

These are common across all specialisms and are in line with the Healthcare Leadership Model:

- **Project management**
- Leads and works within teams
- **Chairs and leads small group/team discussions**
- Communication, report writing and presentation skills
- **Involvement in change management and system reform**
- Understanding of NHS values, constitution and strategic direction
- **Understanding of the vision, strategy and business plan of the host organisation**

Specialist competencies

These are approved by relevant professional bodies for Finance, HR and General Management.

Full details are available on Geni

Competencies

- All competences have a target level for achievement

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

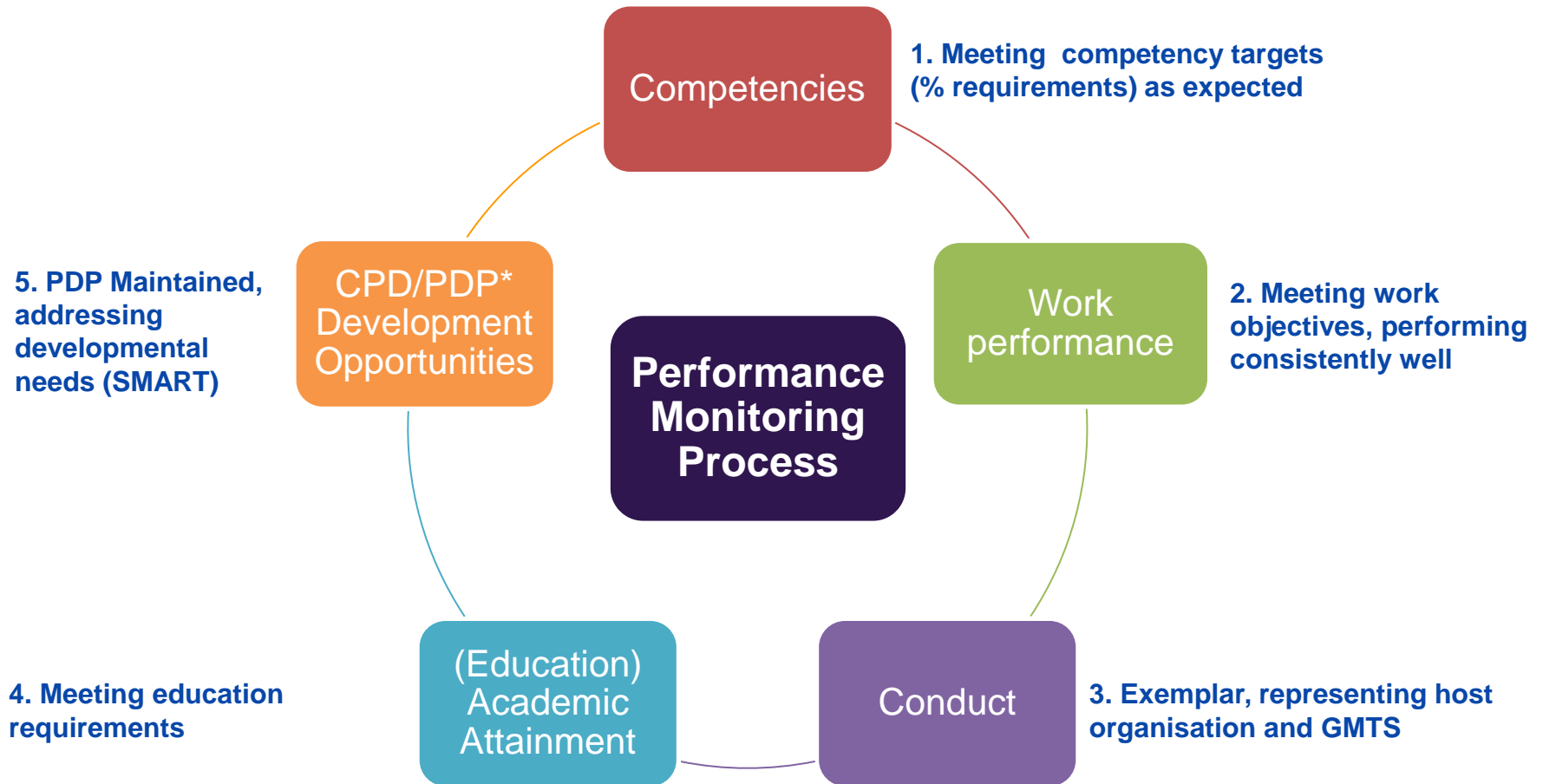
- Evidence of achievement approved by Placement or Programme Manager – Trainees need to provide sufficient evidence to demonstrate this – including how their experience demonstrate the competency.
- Listed and recorded on Performance Management Tool - GENI
- Competency progress should be reviewed and updated regularly as part of Probation Reviews and Performance Monitoring
- Benchmarks for completion e.g. 15% after 4 months

Tip: Trainees use excel to agree competencies to work towards, timescales & potential activities

Probation & Performance Reviews

- Probation period is for the entire first year of the scheme
- Discipline, Attendance, Managing Work Performance and Academic Scheme Failure policies do not apply during the probation period
- At end of Year 1 Trainees are eligible for pay-uplift subject to successfully passing probation
- Process:
 - Initial review to set objectives/standards and identify support within first 4 weeks of placement
 - Review meetings every 2 months (more regular meetings if needed). Discussions should be part of regular 1-1s not an additional ask
 - Probation review form built into Geni within Reviews section
- Regular performance reviews are a key component of the GMTS and are recorded by the Placement Manager on GENI from year 2 following probation reviews in year 1

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

Eligibility to graduate

To graduate the Trainee must ...

- Successfully fulfil a range of NHS placements
- Complete and pass all education exams and assignments
- Achieve successful reviews, meeting the learning/development objectives
- Undertake a programme of personal and professional development
- Attend all Action Learning Sets
- Have a career plan and Personal Development Plan
- Been signed off on Performance Management Tool (GENI) by their manager
- Achieved 90% of all competencies



Top Tips

- Regular support and opportunities from both the programme and placement managers make the programme a success
- Design a varied orientation with other host organisations
- In the first few weeks have work / a project that trainees can get started on
- Trainees need regular feedback on progress, particularly in the first few months
- Considers how they can engage with other teams, graduates, alumni to avoid isolation particularly working from home
- Providing support with planning competencies sets trainees on the right path

GENI | What it is and what it does

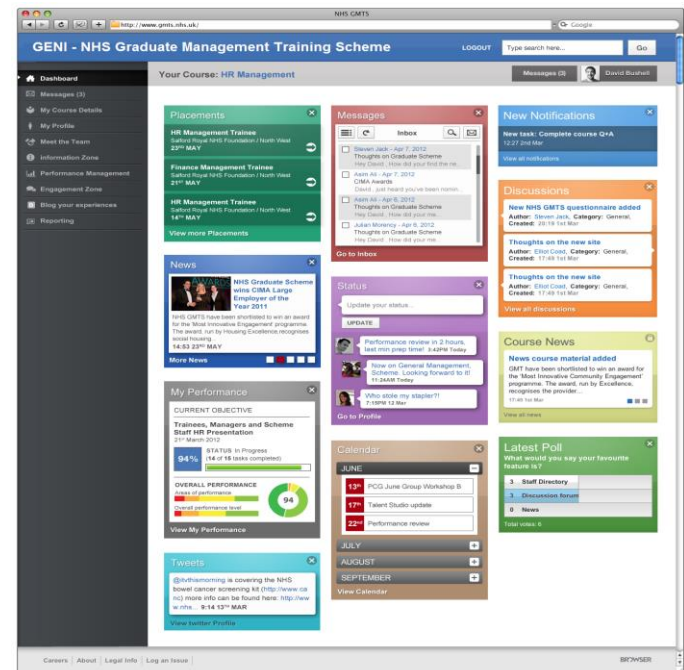
GENI is a performance management tool and a one-stop-shop for all important information to enable you to support your Trainee.

GENI includes:

- Annual leave authorisation
- Absence recording
- Academic record
- Probation reviews info and recording
- Performance monitoring info and recording
- Employment policies and procedures
- Competency information and recording
- Manager and Trainee online forums
- Guidance on flexi-placements

You can expect to use GENI frequently, at least every 3-4 weeks.

More information will be provided covering what you can find on GENI and how to use and navigate it easily. **Your GENI login will be emailed from the National Office graduateenquiries@leadershipacademy.nhs.uk**



Geni - Overview

[Video Demonstration](#)



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Scheme Support

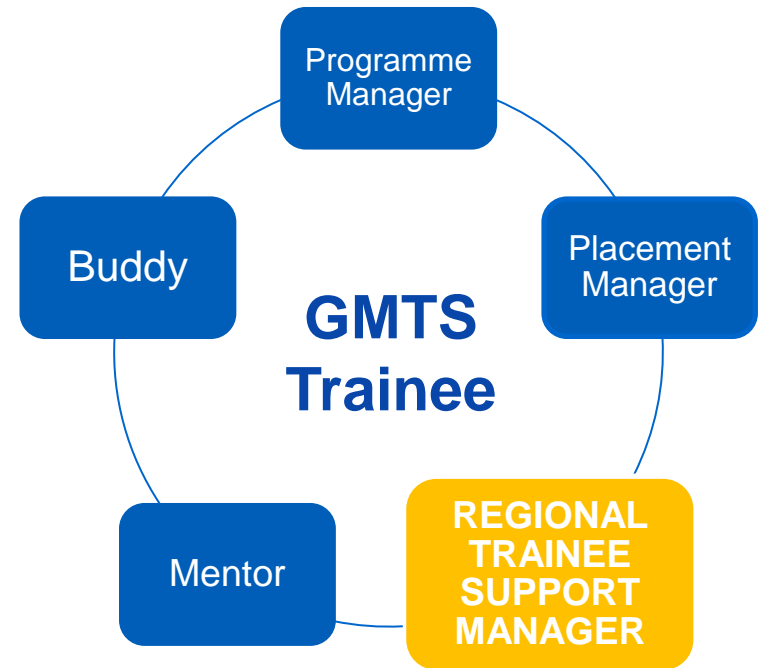


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- Trainee Support
Infrastructure & Roles
- Health and Wellbeing for
Trainees
- Support for you
- Return on Investment
- Q&A
- Close

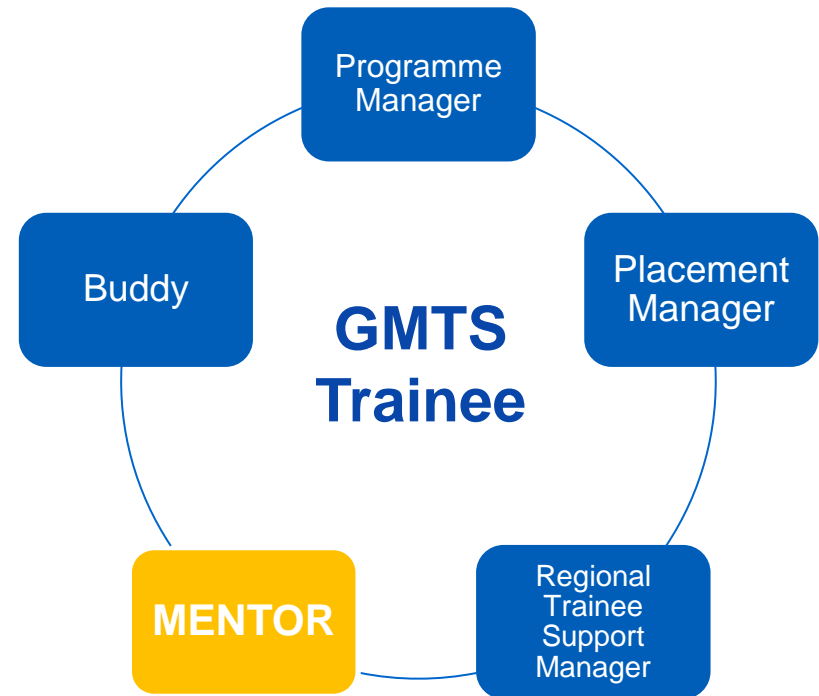
Trainees Support Manager (TSM)

- New TSM roles introduced in 2018
- TSMs covering 7 regions:
 - Yorkshire and The Humber and North East, North West, South East, South West, Midlands, East of England, London and supporting 10 Local Leadership Academies
- Supports Trainees locally as part of GMTS delivery across a regional health economy
- Main point of contact after Placement and Programme Managers for GMTS Trainees in a region working with:
 - Trainees, Programme, Placement Managers and local academies to ensure all involved with GMTS have the highest quality experience to support the development and growth of future NHS leaders.



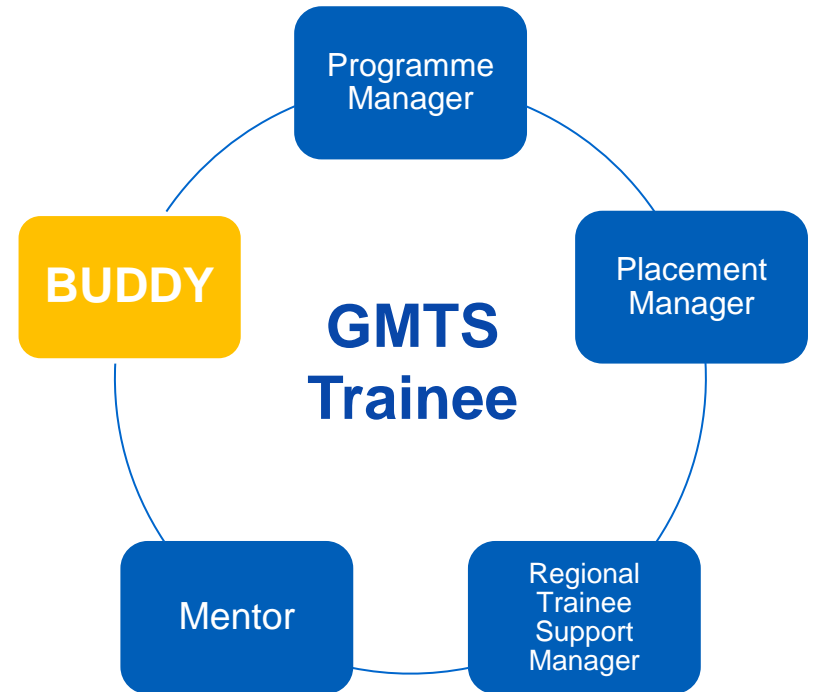
Mentor

- Identified by Trainee within 5 months
- Supports Trainee with career / personal development throughout Scheme and beyond
- Ideally not within their organisation
- Works at assistant director level and above
- Previous experience of mentoring or coaching
- Key skills include building a relationship, contracting, active listening, active questioning, generating feedback



Buddy

- Allocated locally from the same specialism as Trainee when possible
- Available to answer questions from the Trainee prior to and during the Trainee's time on the Scheme
- Introduce Trainees to other Scheme Trainees and alumni in the area to support networking
- Identify key staff who will assist the Trainee's development
- Assist in developing orientation programmes in conjunction with the Programme Managers
- Check on Trainee's progress at regular intervals
- Some Trainees also have Clinical Buddies



Health and wellbeing support for Trainees

In addition to health and wellbeing support in your organisation you may wish to consider support for your trainees via:

- **Employee Assistance Programme (EAP)** details on Geni. Service is 24/7, completely free and confidential. Specially trained legal and information team can help resolve issues around: debt, legal concerns, consumer and care etc. Counsellors are also on hand to manage emotional concerns.
- **Referral to NHSBSA Occupational Health provider** to keep Trainees healthy and safe in work and manage any risks in the workplace that are likely to give rise to work-related ill-health – contact your Trainee Support Manager to progress a referral.
- **Consider supporting with a Wellness Action Plan (WAP)** guidance available here <https://www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-yourself/guide-to-waps-employees/>

Support for you

- **South East Leadership Academy (LLA)**
- **Trainee Support Manager** (National Leadership Academy)
- **National Office** (National Leadership Academy)
 - Manage the recruitment and resourcing aspect of the Graduate Scheme
 - Ensure a quality participant experience for Trainees
 - Work closely with LLAs to provide guidelines and manage Scheme timelines/processes
 - Graduate Enquiries mailbox graduateenquiries@leadershipacademy.nhs.uk
- **NHS Business Service Authority** (HR) support obtained via the Trainee Support Manager.
- **Regional / Local Steering Groups**
- **GENI** – spend time exploring the Information Zone and Manager Resources

WHAT
DO
YOU NEED



Returns on investment | Driving retention

- We want to see a return on investment and we're exploring options of how to achieve this
- We are considering ways to ensure Trainee commitment to the NHS post-scheme
- We want to ensure there are enough opportunities for Trainees to stay in the NHS; we will work with Talent Management and placement organisations to establish how we do this
- Consider future pipeline – in 2 years from now you will have X band 7/8s ready to go! Consider what roles may need filling in advance.

RETURN ON
INVESTMENT



What's next?

- Evaluation of Manager Session
- Programme/Placement Manager Network 22nd July
- Programme/Placement Manager drop-in sessions Aug/Sept with Trainee Support Manager
 - Doodle poll to confirm preferred dates
- Regular check ins with Regional Academy to support
- Further development opportunities
 - Leadership Espressos
 - Sustaining a Good Team Culture – 22nd July – 1-3pm
 - Supporting Your People When Noticing Burnout – 23rd July 9.30-11am
 - Bringing a Team Back Together to Reset, Renew & Refocus – 27th July 11-12.30pm
- Leadership Dispatch
- se.leadershipacademy.nhs.uk

Successful Placements

- Make experience real – projects, specific bits of work / JD – SMART
- Get to know them – create relationship
 - Trust/open = Expectations
- Values/Culture – spend time
- Clinical Buddy/Transformation team
- Create “social” networks
- Matching personal circumstances with needs
- ‘Learning Styles Questionnaire’
- Proper role: Real, value adding for organisation
- Varied experience across the board
- Integrating into team
- Communication
- What do they want

Successful Placements cont...

- Aligned tasks – useful for both
- Check up / continued support
- Transparent why time off / being aware of commitment / achievement levels
- Setting realistic and clear objectives
- Orientation – linked to pathways
- Local library – Clinical
- Link with other graduates – apprenticeships
- Information about local area (use the information we had for the overseas' nurses) treat as you would a new member of staff
- Requirements – linked to special requirement e.g software
- Robust orientation plan - 2 way process with trainee make sure we are flexible

Successful Placements cont...

- Wide range of services
- Experience of systems – acute, primary, CCG, community hospices, PCNs
- Expectations
- Aims and timelines
- Commitment to key meetings, 1:1's, probation period
- Reflective learning – Head space, designated time
- JD matching competencies
- Team members – feel valued/included
- Ownership and empowering
- Learning both ways
- Offer stability
- Planning: structured plan of business

Successful Placements cont...

- Understanding and matching interests
- Achievable: showing a source of outcome (tangible)
- Clear roles and responsibilities
- Managing expectations (both ways)
- Understanding “their” pain points/triggers
- Identify their needs and adequately sign post (SME)
- Understand their aspirations/philosophy
- Preparation – exposure
- Communication
- Give time, protected time
- Structured time to achieve objectives
- Digital tools, files and facilities

Challenges

- Remind people
 - Expectations
 - Be ready
 - What / how others perceive trainee
- Missing 1:1's/losing contact with Programme Manager
- Appropriate level work/project
- Keeping it interesting (not boring)
- Keeping motivated
- Balanced investment with rest of team
- Miscommunications of expectations
- Work out their job title: project manager/assistant
- Work life integration

Challenges

- Time (Providing Protected Time)
- Making them feel part of a “Team” (isolated role)
- Their study programme, combined with work
- Managing and balancing their “positivity” and “energy”



Leadership Academy

Comments / Questions

Graduate Management Training Scheme (GMTS)

