

Graduate Management programme

Host application guidance

This guidance document will help you to complete your application to host a graduate on our Graduate Management programme.

Find out more at www.skillsforcare.org.uk/hostgraduate.

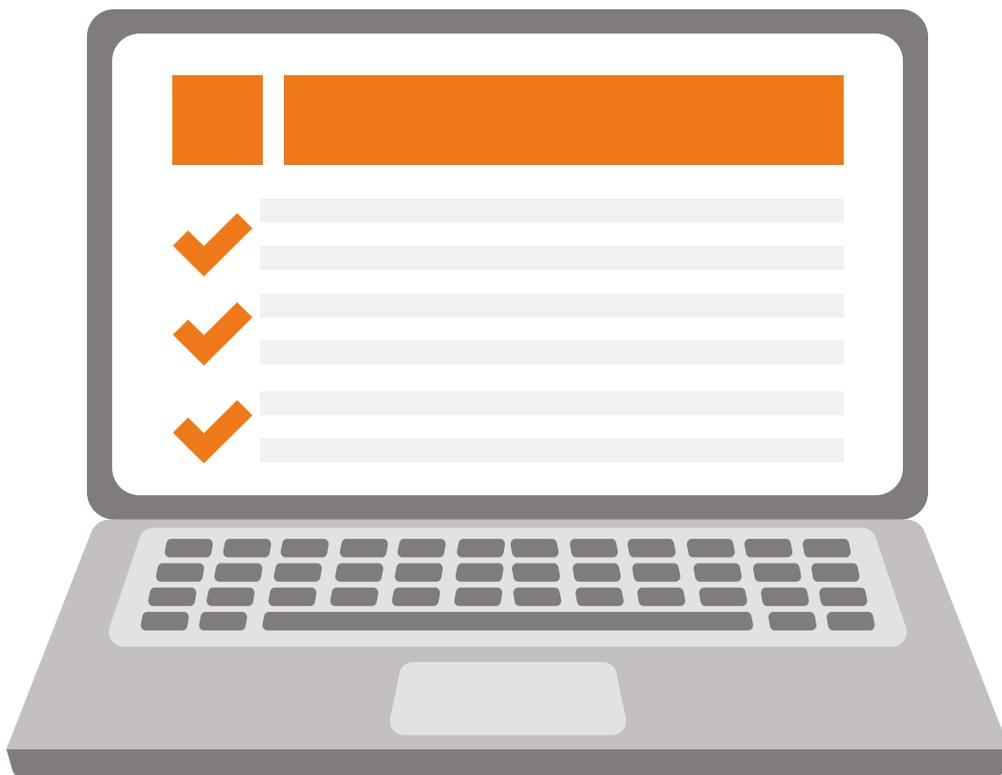
Before you start

- **Schedule a call with Tina Colley**, the programme manager, to discuss the programme and your application. This can be done by contacting the graduate team on graduates@skillsforcare.org.uk.
- **Consider contacting your Skills for Care locality manager.** They may know of other host organisations in your area that have previously hosted a graduate who would be willing to talk you through their experience.
- **Think carefully about what opportunities you'd be able to offer a graduate and what they could bring to your organisation.** What would they do? Who would they report to? These are questions that will be asked during the application process.
- **Decide how many graduates you would like to host.** Each graduate will need a placement supervisor and you will be asked to name them in your application.
- **Get approval from senior management** as you will be asked to provide an authorised signatory name, job role and contact information as part of the application process.



Completing your application

- **Make use of the word limit.** The best entries use the full word limit, answering the questions with lots of detail and examples.
- **Draft your answers in a separate document first.** This may make it easier to assess your answers and gives you a backup. Then when you're happy with them, you can copy and paste into the online form.
- **Keep checking back to the question asked.** Make sure you have answered it fully and information given is clear, concise and relevant.
- **Don't make assumptions.** The assessors may not be familiar with your organisation so make sure you mention the obvious. Don't take for granted they know who you are or what you do.
- **Get another perspective on the application before you submit it.** Get a colleague or senior manager to look over it and give feedback. The best entries are often contributed to by many people.
- **Align your answers to the strategic priorities of your organisation and the wider social care sector.** We are setting graduates on a career path to leadership and management within social care. As such, they should be aware of the strategic improvement priorities for your organisation or key areas of interest in the social care sector and be working in a way that supports and furthers those priorities.
- **Be clear on the graduate's place within your organisation.** Where do they fit into the structure? Who will be their key stakeholders? Identify areas of support for them throughout the organisation.



How to apply



Applications open on Monday 27 January 2020

Applications close on Monday 6 April 2020

Apply at www.events.skillsforcare.org.uk/host_application_2020

1

You will be directed to the **login page** where you will be asked for your email address. If you have recently attended a Skills for Care event you will also be asked for your password. If you have forgotten or don't know it, click **'Request login details'**.

2

Click on the **'Proceed'** button to go to the **Submitter details page**. You will be asked to give your contact details and information about the organisation you are applying on behalf of.

3

Read through the information and then click **'Proceed'** to go to the **Application summary page** where the Graduate Management programme host application can be found. This page will also give you details of the application that you submitted or are yet to submit and will let you amend your application right up until applications close on Monday 6 April 2020.

4

Click where it says **'Enter this category'** on the right-hand side, underneath the categories heading. This will take you to the **Application page** where you will be asked to complete a series of questions and confirm the details of the authorised signatory for the contracts should your application be successful. Click **'Save and remain on this page'** at the bottom of the page throughout completing the application, which will save your progress.

5

When you have completed the application form click on the **'Save and go to awards summary'** button. You will then be taken back to the **Application summary page**. Click in the checkbox next to your application and click **'Submit'**. Your application will then be listed under **Submitted entries**.

Once you have submitted your entry, you can log out of the page. You will then receive an email confirming that it has been received within three hours.

Amending your details or your entry

You can submit and amend entries right up until the application deadline. To do this, go to the [Application home page](#) and click '**Amend an existing application**' in the menu on the left-hand side. You will need to login and then you'll be taken to the **Application summary page**, where you will find your application under either **Entries not submitted** (if still a work in progress) or **Submitted entries**.

Follow step 5 above to resubmit an amended entry.

If you need to amend your personal details, click on the plus sign next to **Personal details** and then click '**Edit personal information**'. Once you have amended your details click '**Proceed**' to be taken back to the **Application summary page**.

Good luck with your application!



Examples of best practice answers

We've included some best practice examples from the first three questions on the application form. These are taken from previous successful host applications and will give you a good idea of the level of detail and information we need. Answers have been edited to remove any identifying information.

QUESTION 1:

The core areas of work or projects proposed for the year-long placement for your graduate:

ANSWER 1:

██████████ provides specialist support for adults with Learning Disabilities and Autism in two residential settings, situated in semi-rural settings approximately 2 miles apart. The service provides support for Forensic service users in a highly structured environment, using a Total Attachment framework methodology. It is expected that the graduate will be in a position to develop into a Deputy-Manager role at ██████████ within one year of completing the Graduate Management programme. The proposed work for the graduate will be at two levels:

Front-Line Operational – to give the graduate direct experience of working as a Support Worker and Team Leader at ██████████. The graduate will work with an experienced support worker in order to gain understanding of the role, particularly how the carefully structured care plans are used to inform the support we provide to service users. The graduate will understand the core values of the ██████████ Model of Care, and how those values are implemented throughout the service. The graduate will also work with a team leader to understand the role in relation to the support workers and the decision-making that is required to support the service users. The graduate will also work with the team leader on managing the shift, record-keeping, medication etc.

Strategic – to give the graduate direct experience of strategic management of the existing business, and service development as service provision is developed in 2 new locations. The graduate will work with ██████████ Directors to understand the issues and challenges facing ██████████, and play a role in meeting those challenges. The graduate will have opportunities to work on recruitment and retention of staff, training, business and finance, community engagement, working with external partners in both private and statutory sectors.

Project - research project exploring the experiences of upscaling high-quality small service businesses in terms of maintaining the high-quality and consistency of services across multiple sites. This project will include benchmarking with other organisations with multiple sites such as NHS Trusts, School Academies and similar.

ANSWER 2:

Following the success of our approach in 2013, 2014, 2016 with graduate candidates [REDACTED] would like to offer a placement to a new candidate into the role of Care Manager. The role of Care Manager is to support the Regional Manager to deliver excellent care service to our clients. This involves direct supervision and line management of the professional care team, including conducting appraisals, spot checks, supervisions and performance reviews and the delivery of some training to new teams. It also involves assessing potential client needs and developing plans of care, setting up new client placements and thereafter managing these ensuring care reviews are conducted, clients and carers are well communicated with and all relationships are well managed. The role comes with KPI's which include the successful delivery of client wellbeing outcomes, client and carer satisfaction and churn and other commercial indicators. The candidate would receive a full induction and ongoing supervision support and mentoring to enable their delivery against this role specification. For this reason, the initial role this person will learn be of a Regional Support Assistant, during the induction process and potentially over the time the candidate would take their secondment into the NHS. This role enables them to safely get to know the business and learn all the components of the Care Manager role in a safe and supportive way. The placement would involve a phased induction ensuring that responsibilities are divulged in a staged and realistic way, following induction training and supervision which would also include insight into marketing, commerce, recruitment and quality assurance.

QUESTION 2:

How do the proposed areas of work/projects align with the strategic improvement priorities of your organisation and/or partnership?

ANSWER 1:

█ expressed in our Memorandum and Articles to: “assist in achieving and maintaining the highest possible standards of care for elderly people; to alleviate distress and suffering of older people and alleviate the conditions amongst people (including relatives) who are caring or have cared for elderly people”.

The charity exists to promote the quality of life of older people needing care. The projects we undertake are informed and inspired by the individual experience of relatives and friends, who provide the intelligence we gain from our Helpline.

The project described earlier, focusing on improving the experience of older people in care with hearing loss and supporting the practice of care workers and others looking after older people with these problems and difficulties is, therefore, intrinsic to the charity’s aims and objectives and will be a practical manifestation of our commitment to improving care for older people in an often forgotten and neglected area of practice. Apart from our aim to provide compassionate help, support and information in an accurate and timely manner, we aim to build positive relationships with care providers and others concerned with the wellbeing of older people in care. We also advocate and mediate on behalf of older people needing, or in receipt of care.

ANSWER 2:

We have a number of strategic priorities:

Working with the NHS

We have recently joined the Digital █ Health Accelerator. We would like the graduate(s) to work with our senior lead in this area.

Recruitment

How can we continue to recruit high quality carers?

How can we support people who are new to care, a path to joining our platform as a carer?

How can we improve our induction process, so that carers are informed, supported and enthusiastic about our service?

Customer Care

How can we improve our internal processes to strengthen the efficiency of the business?

How can we send tailored communication to clients, that reflects their particular circumstances and health conditions?

ANSWER 3:

██████████ recognises the need for workforce transformation to continually adapt to the changes in care and embed structures which achieve a robust service which can continually grow and develop.

The graduate will be offered autonomy in their role, with the security of working with a mentor who has a comprehensive understanding of the service and how it operates at its optimal. By working with a small caseload of staff and service users the graduate will be supported to initially achieve change on a small scale. They will be expected to continually reflect on the progress that they have made and how their work has had a positive effect on the people that they are working with. The graduate will be expected to grow this model and look at how success is achieved on a greater scale to create a positive culture within the organisation.

██████████ is currently looking on how it can develop its business online using a range of different methods such as social media. ██████████ is exploring how it can keep ahead of its competitors in the continually changing recruitment market, and how social media can be used positively to further grow the business and the sense of culture within the organisation. ██████████ sees the graduate as an integral part of this process, gathering the views of the service users and staff to gain a comprehensive understanding of what they want and how it can be achieved in line with organisational policy and individuals privacy preferences.

██████████ will view the graduate as an integral part of the business and an extension of the well-established management team. ██████████ is a person-centred organisation that receives significant feedback about the way in which it responds innovatively and creatively to the continually changing care industry. The graduate will be inspired and motivated by a mentor who is aware of the current agenda and needs of the business.

QUESTION 3:

What are your plans for inducting and training within your organisation and the wider health and social care sector partnerships in your community?

ANSWER 1:

██████████ have developed an in house training system for the care certificate and accesses a range of different training courses from various training providers which support individuals with varying learning needs and preferences. The organisation is looking at how to further develop service user involvement in the induction and training programme in order to continually grow the service.

██████████ works in partnership with other agencies to network and subsequently implement and enforce local and national strategies in an effective manner

██████████ has regular service user based meetings with other healthcare professionals ranging from; community nurses, occupational therapist, physiotherapist, psychologist, GP, practice nurse, LD liaison nurse, continence team, neurology etc. The graduate would be supported to be involved in these meetings and to use them as an opportunity to continually gain knowledge and learning outcomes from other professionals

██████████ would work with graduate to complete an in-house work book (Ongoing Achievement Record) which complies with organisational values and the new CQC key lines of enquiry and rating characteristics.

ANSWER 2:

We have a thorough on-boarding process for new hires, which include core modules:

1. A background to adult social care
2. What is ██████████ and why are we different?
3. Our Policies and Procedures
4. Using our website, platform and internal systems

We also have advanced enrichment modules:

1. An introduction to user centred design
2. An introduction to code and website development
3. An introduction to data analysis

Every new hire is on-boarded through our ██████████ system. We also use internal tools to gauge satisfaction and take feedback.

Every member of the team has a performance appraisal every six-months, with ongoing feedback. This would be the case for the graduate(s).

Our Care Advisory Board is also involved in running regular enrichment sessions.