













CONTEXT







CAREER DEVELOPMENT

LOCAL OPPORTUNITIES

THE LINCOLNSHIRE **BLUEPRINT**





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INFORMATION









Delivered in partnership with:



Health Education England

Presentation for the Lincolnshire Public Sector Compact 21st March 2019

Claire Flavell - Talent Academy Strategic Lead



Talent Academy Creating Foundations for Career Development

Welcome

Claire Flavell - Strategic Lead, Lincolnshire Talent Academy

Delivered in partnership with:





























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TALENT ACADEMY

Inspiring Futures: Informing Careers

Regional & National Priorities

ULHT Primary Model

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TALENT ACADEMY Inspiring Futures: Informing Careers

Lincolnshire Challenge

In early 2015, United Lincolnshire Hospitals NHS Trust commissioned a 12 month piece of work focusing upon the engagement with schools, colleges and young people in preparation for the forthcoming apprenticeship reforms, whilst also supporting its recruitment strategy.



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- Second largest county in England
- Population size: 731,500
- Rural county
- Aging population
- High density of elderly on East Coast



Lincolnshire Health & Care Community



Lincolnshire West
Clinical Commissioning Group

NHS

South West Lincolnshire
Clinical Commissioning Group







United Lincolnshire Hospitals NHS Trust



Lincolnshire Community Health Services

NHS Trust

NHS

Lincolnshire Partnership

NHS Foundation Trust









Lincolnshire Student Pipeline Challenge

- Rural area low levels of student social mobility
- · High level of ESOL on Lincolnshire East Coast
- Lack of entry opportunities without prior experience
- Lack of equality of opportunity Engagement based upon known contacts
- · Poor sector reputation

In 2015 the Trust was experiencing poor levels of youth engagement via traditional Talent for Care activities.

Our initial research found the "size" of the NHS to be a barrier to engagement of young people, schools and colleges. Students and the education sector stated they had difficulty in determining who to speak to, how to engage, which often resulted in them giving up!

Lincolnshire Schools Stats



86 Secondary Schools and colleges of which 65 delivering Post-16 education



47,697 Secondary Students Ages 11 -16



Of whom 7,268 Year 11 -KS4 Minimum Leaving Age



42.7% attainment of GCSE English & Maths Grade 5 and above



Destination meassures: 95% Staying in Education or moving to Employment



Inspiring Futures: Informing Careers

Strategic Priorities

Trust Regional **National** • Local workforce recruitment • System-wide recruitment Government Apprenticeship and retention Regional Attraction Strategy mandate · Local engagement • Integrated health & care Talent for Care Strategic Staff skills development provision – greater portability Framework Apprenticeship levy of staff (STP) • Widening Participation HEE utilisation mandate Public sector apprenticeship Shape of Caring STPs target

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Talent Academy Service Model

Delivered in partnership with:

Health Education England

NHS





Lincolnshire Talent Academy Model



Established in April 2016, the Lincolnshire Talent Academy became an umbrella body made up of health and care stakeholders within the County, funded and governed by the Lincolnshire NHS Trusts and Health Education England.

Our Vision Statement:

The Lincolnshire Talent Academy's vision is to create a talent pipeline of aspiring individuals who are supported to fulfill their potential within the Lincolnshire Health and Care community.

Our Mission Statement:

To raise the awareness and aspirations of our current and future workforce through collaborative engagement, recruitment and talent management across the Health and Care community.



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Lincolnshire Talent Academy Model



The Academy seeks to increase the engagement of both internal staff and external prospective candidates by removing the barriers created through systematic organisational fragmentation. This would be achieved through the implementation of a central conduit for ongoing delivery of services.

A framework of delivery was agreed, outlining a programme of activity to be delivered on behalf of the health and care system.

Elements were aligned to the Talent for Care Strategy and Widening Participation Agenda, focusing on the "Get In, Get On and Go further" elements.

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Lincolnshire Talent Academy Model



To support the development of our current and future workforce:

Careers Inspiration and Pre-Employment Early Talent
New Recruits
Apprenticeships

Talent
Development
Existing Staff
Apprenticeships

Graduate Development Programme

Centralised Service Delivery:

- · School / College Engagement
- · Careers Event Delivery
- Work Experience Management
- Internships
- Apprentices Programme Delivery
- Apprenticeship Standards Development

Additional Services / Added Value Delivered:

- Integrated Apprenticeship Management
- · Career Pathway Development
- · Centralised service resources
- Centralised data administration and management (HEE reporting)
- Centralised systems for Levy and SFA funding

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What does the Talent Academy do?

The Academy delivers proactive services to aid recruitment and development of our current and future workforce, whilst also ensuring the portability and integration of skills across the health and care system.

Our work is aligned to a clear Apprenticeship Development and Implementation Strategy, which is also linked to the Widening Participation Agenda and regional STP.

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Who does the Talent Academy work with?

The Academy works with each of its stakeholders and seeks to become an integral and embedded resource within workforce planning, education and training systems.

As employers, we work with students, schools, colleges and universities in addition to other agencies such as the DWP to provide services for individuals from the age of 14 and above, all of which are delivered in partnership through our stakeholders.

For more information, please go to: www.Lincstalengacademy.org.uk

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Lincolnshire Talent Academy







Integrated Talent Management Framework 2018/19

regiring Futures : Informing Careers Delivery Update @ January 2019 "Get In" "Get On" "Go Further" Early Talent Intermediate Advanced Higher/Degree Lincolnshire NHS **Talent Pipelines** Apprenticeships Work Experience Hub > Links in place with 238 Programme **UK Educational orgs** > Talent Academy > Placements managed Lincolnshire Apprenticeship Offer for ULHT, LCHS, LPFT, (schools, colleges, website live Range from L2 to Masters Degree delivered and General Practice universities & training Centralised through Apprenticeship programme > Robust centralised providers) advertising of > Lincolnshire workforce needs directing management system. Lines - 142 vacancies direct development of new apprenticeships 2,354 WX placement Rest of East Mids - 30 into schools & Joint lead for Physiotherapist & Rest of UK - 66 colleges, & via requests processed Occupational Therapist Degree National since 01/04/16. . Of the total 238 Academy website Trailblazer Apprenticeship - now approved accessing services, 52 > Student on-line Centralised for delivery application and are universities (40% of provider Nursing workforce development pathway total UK universities/ management system commissioning developed and being implemented developed aiding integrated > Other areas in review: Reg. Pharmacist Lincs Talent /implemented Internship Opportunities training across 3 > Range of accredited qualifications offered -Summer vacancles NHS Trusts linked to organisational workforce need linked to local university Centralised Ambassador

6th Form Courses

Programme > Central register of Staff Ambassadors clinical/non-clinical

Centralised Careers Events

- > Second Lincolnshire Health & Care Event hosted - 10th Dec 18
- > 43 regional events delivered during year

Summer Research **Placements**

Aspiring Medics

programme

> Under consideration

> Midwifery programme

Voluntary Services

> Now included in events

Integrated Health &

Care Apprentices New rotational posts across health and care developed, piloted

 Range of career pathways now available incorporating entry level posts

supporting career progression

> Development of new career pathways. incorporating entry level access and jump on/off progression

For Existing Staff

- Funded development offer available
- > Centrally commissioned delivery aiding reduced costs and supporting integration, whilst also raising quality of delivery

> Proposal created providing fast track career development programme for graduates

Ongoing Strategy Development

Academy collaborative HEE. Model replication across UK supported;

deliver national Work Experience service, offering standardisation for ystem efficiency.

The ULHT Talent Academy was established in June 2015 as a proactive approach to the development and recruitment of our future workforce. Due to its success and positive engagement from its target audience, the Academy evolved to become the "Lincolnshire Talent Academy" from April 2016.

Today the Academy acts on behalf of the 3 NHS Trusts within the County, whilst also supporting the wider Health and Care system, via funding from Health Education England.

Modeled around the Talent for Care Framework and Widening Participation agenda, the service provides centralised access and delivery of a wide range of education and training programmes in addition to careers advice & guidance services.

| "Get In" | "Get On" | "Go Further" |
|---|----------|--------------|
| Careers Inspiration Pre-Employment Early Talent | | Graduate |

Lincolnshire NHS Work Experience Hub

(Awareness)

 Placements managed for ULHT, LCHS, LPFT, and General Practice

- Robust centralised management system. 2,354 WX placement requests processed since 01/04/16.
- Student on-line application and management system developed /implemented

Centralised Ambassador Programme

 Central register of Staff Ambassadors – clinical/non-clinical

Centralised Careers Events

- Second Lincolnshire Health & Care Event hosted – 10th Dec 18
- 43 regional events delivered during year

Programmes

Early Talent Apprenticeships

Staff Development Apprenticeship

Graduate Programme

Talent Pipelines

Links in place with 238 UK Educational orgs (schools, colleges, universities & training providers)

- Lincs 142
- . Rest of East Mids 30
- Rest of UK 66
- Of the total 238 accessing services, 52 are universities (40% of total UK universities)

Internship Opportunities

 Summer vacancles linked to local university

6th Form Courses

- Aspiring Medics programme
- Midwifery programme

Summer Research Placements

Under consideration

Voluntary Services

Now included in events

Apprenticeships

"Get In"

- Talent Academy website live
- Centralised advertising of vacancies direct into schools & colleges, & via Academy website
- Centralised provider commissioning aiding integrated training across 3 NHS Trusts
- Range of career pathways now available incorporating entry level posts

Integrated Health & Care Apprentices

 New rotational posts across health and care developed, piloted

Intermediate

Advanced

Higher/Degree

Lincolnshire Apprenticeship Offer

- Range from L2 to Masters Degree delivered through Apprenticeship programme
- Lincolnshire workforce needs directing development of new apprenticeships
- Joint lead for Physiotherapist & Occupational Therapist Degree National Trailblazer Apprenticeship – now approved for delivery
- Nursing workforce development pathway developed and being implemented
- > Other areas in review: Reg. Pharmacist
- Range of accredited qualifications offered linked to organisational workforce need

For New Staff

 Development of new career pathways, incorporating entry level access and jump on/off progression

For Existing Staff

- Funded development offer available supporting career progression
- Centrally commissioned delivery aiding reduced costs and supporting integration, whilst also raising quality of delivery

Graduate Programme

Proposal created providing fast track career development programme for graduates

Ongoing Strategy Development

Lincs Talent
Academy
collaborative
model promoted as
good practice by
HEE. Model
replication across
UK supported.;

Opportunity to deliver national Work Experience service, offering standardisation for service users and system efficiency. recruitme and positi Academy Academy

Today the within the Health an Education

Modeled and Wide provides wide ran in additio

Lincolnshire Talent Academy 2018-19 Activity





Get Ready



Circa 18,665 individuals supported via Careers Events and activities during 2018/19



238 Educational Organisations engaged with Academy Services



Including 52 UK Universities (40% of total universities in UK)



953 placement applications processed for 3 NHS Trusts

Get In



Apprenticeship
Vacancies advertised
directly to Talent
Academy service users:
Increase in applicants



Entry level positions created within Trust: 22 Nursing Cadet Apprentices recruited from local area



Targeted recruitment into Sixth
Forms for Degree Apprenticeships:
1 x Healthcare Scientist Degree
Apprentice recruited into hard to fill
post (Radiotherapy Physics)

Get On



Wide range of career pathways developed providing development from entry to registered professional roles



176 staff recruited onto apprenticeship training programmes to date during 2018/19



Of those, 63 recruited onto Degree level programmes

Go Further



Physiotherapist & Occupational Therapist Degree Apprenticeship Standards developed and approved by Government



Evidence of "Growing our Own"
Talent and development within
workforce: Eg Transition from
Nursing Cadet through to
Nursing Associate



Lincolnshire Talent Academy model now being rolled out across country - supported by HEE

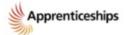
Apprenticeship Career Pathway Development



Talent Academy HOMEGROWN TALENT



REDEFINING OUR DEVELOPMENT OFFER
DEVELOPING OUR WORKFORCE: INSPIRING THE NEXT GENERATION



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Apprenticeship Career Pathway Development



Development Pathways

THE OFFER

Providing opportunity for talent development and onward progression





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Apprenticeship Career Pathway Development



A key role of the Talent Academy is the development of educational programmes that support the development of skills and onward career progression.

All career development pathways designed by the Talent Academy are based upon the Apprenticeship model — embedded to ensure longevity of the offer and allocation of funding, linked to the Trust levy planned profile.

Where possible, all pathways are designed to offer end to end progression, incorporating entry level posts to generate a talent pipeline. Each pathway allows for individuals to "hop on" and "hop off" when appropriate, to support individual goals, aspirations and personal circumstances.

The pathway aids departments to support their workforce, allowing elements to be planned such as addressing current and future skills shortages and succession planning. Examples of service and departmental pathways (live & draft) shown below:













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Nursing Cadet

- · For entrants with no prior experience.
- Fixed term contract of 13mth duration. Training to include L2 Healthcare Support Worker Apprenticeship Standard, plus formally accredited Care Certificate.

Healthcare Support Worker

- Training to include L3 Senior Healthcare Support Worker Apprenticeship Standard, plus Care Certificate if not previously completed.
- · 18mth training duration. Provides standardisation of skills & competencies.

Assistant Practitioner

- · Training to include Assistant Practitioner Apprenticeship Standard.
- · Typical duration 24mths.

Nursing Associate

- Training to include Nursing Associate Apprenticeship Standard., incorporating L5 Nursing Associate Degree. 24mth training duration for HCSW entrants.
- "Lincolnshire Fast Track" option for qualified Assistant Practitioners resulting in reduction of training programme to minimum of 12mths. Timeline dependent upon individual prior learning and attainment

NMC Registered Nurse

- Training to include Nursing Degree Apprenticeship Standard., incorporating L6 Registered Nurse Degree. Standard entry available as minimum 36mth programme.
- "Lincolnshire Fast Track" option for qualified Nursing Associates
 resulting in reduction of Nursing Degree Apprenticeship to

Advanced Clinical Practitioner

- Training to include Advanced Clinical Practitioner Standard, incorporating L7 Master's degree in Advanced Clinical Practice.
- · Typical 36mth training duration.

TALENT ACADEMY
Inspiring Futures: Informing Careers

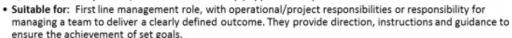
Lincolnshire Nursing Workforce Development Pathway
Lincolnshire Talent Academy c/o United Lincolnshire Hospitals NHS Trust
www.Lincstalentacademy.org.uk Version 02 - May 2018

Lower Management 16mths

ULHT Leadership &

Management Workforce

- First Line Management Roles: Eg Supervisors; Team Leader; B3-4 roles
- Qualification: Supervisor/Team Leader Level 3 (S) Apprenticeship



Role key responsibilities: likely to include supporting, managing and developing team members, managing
projects, planning and monitoring workloads and resources, delivering operational plans, resolving problems,
and building relationships internally and externally.

Middle Management 30mths

- Support / Operations / Department Management Roles; B5-7
- Qualification: Operations/Department Manager Level 5 (S) Apprenticeship + Chartered Management Institute Membership; Managers with 3yr experience can apply for Chartered Manager status through the CMI.
- Suitable for: Individual who manages teams and/or projects, and achieving operational or departmental goals and objectives, as part of the delivery of the organisations strategy.
- Role key responsibilities: may include creating and delivering operational plans, managing projects, leading and managing teams, managing change, financial and resource management, talent management, coaching and mentoring.

Higher Management 48mths

- Senior Manager Roles: Business Manager, General Managers.; B8 +
- Qualification: Chartered Manager Degree Manager Level 6 (S)
 Apprenticeship [includes either BA (Hons); BSc (Hons) or BBA (Hons)]
 and full chartered membership of the CMI
- Suitable for: Professional managers capable of managing complexity and
 delivering impact at a strategic and/or operational level with
 management and leadership responsibility for setting and delivering
 organisational objectives through a wide range of functions. Also
 Professional managers who want to develop fully all aspects of their
 management and leadership skills, knowledge, self-awareness and
 behaviours. These include strategic decision making, setting direction
 and achieving results, building and leading teams, clear communication,
 developing skills and motivating others, fostering inclusive and ethical
 cultures, leading change, project management, financial management,
 innovation, risk management. & developing stakeholder relationships

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Senior Management

By Agreement – Senior Leaders / Board Members

TALENT ACADEMY

 Qualification: Senior Leader Masters Degree L7 Apprenticeship





Cadet

- · For entrants with no prior experience.
- Fixed term contract of 13mth duration. Training to include Healthcare Support Worker Apprenticeship Standard, incorporating Care Certificate delivered over 13mth term.

Healthcare Support Worker

- Training to include Allied Health Profession (AHP) Therapy Support Worker pathway, delivered as part of Senior Healthcare Support Worker L3 Apprenticeship Standard. To incorporate Care Certificate if not previously completed.
- · 18mth training duration. Provides standardisation of skills & competencies.

Assistant Practitioner

- · Training to include Assistant Practitioner L5 Apprenticeship Standard.
- · 24mth training duration.

Nurse Therapist / Therapy Associates (Potential)

- · Potential new bridging role
- · Previously discussed by Health Education England (2017)

Physiotherapist

or

Occupational Therapist Degree Apprenticeship

- Training to include Physiotherapist or Occupational Therapist L6 Degree Apprenticeship Standard.
- · 36mth programme.

HCPC Registration



Inspiring Futures: Informing Careers

Direct Entry Route

Lincolnshire Workforce Development Pathway:

Physiotherapist / Occupational Therapist

DRAFT





Nursing Cadet

- · Apprentice For entrants with no prior experience.
- Fixed term contract of 13mth duration. Training to include L2 Healthcare Support Worker Apprenticeship Standard, plus formally accredited Care Certificate. Potential for rotation across

Theatre Support Worker

- B3 Training to include L3 Senior Healthcare Support Worker Apprenticeship Standard Perioperative Pathway, plus Care Certificate if not previously completed. Training includes Scrub elements.
- · 18mth training duration. Provides standardisation of skills & competencies.

Assistant Practitioner

- . B4 Training to include Assistant Practitioner Apprenticeship Standard.
- · Typical duration 24mths.

Nursing Associate

- B4 Training to include Nursing Associate Apprenticeship Standard., incorporating L5 Nursing Associate Degree. 24mth training duration for HCSW entrants.
- "Lincolnshire Fast Track" option for qualified Assistant Practitioners resulting in reduction of training programme to minimum of 12mths. Timeline dependent upon individual prior learning and attainment

Registered Nurse

Fast Track Option

Operating Department Practitioner

- B5 Training to include Operating Department Practitioner Degree Apprenticeship Standard., incorporating L6 HCPC approved BSc (Hons) in Operating Department Practice.
- · Standard entry available as minimum 48mth programme.

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Inspiring Futures: Informing Careers

ULHT Theatres Workforce Development Pathway

Lincolnshire Talent Academy c/o United Lincolnshire Hospitals NHS Trust www.Lincstalentacademy.org.uk Version 01 – August 2018



| E | -to-local Adams | Fixed term of plus in-house | with no prior experience. ontract of 13mth duration. Training to include Business Administration Apprentic e development. Entry criteria: English & Maths GCSE A*-C accessful completion, opportunity to move onto Substantive B2 role within departn | | |
|------------------|---|--|--|--------------------------|--|
| B2 Administrator | | Role within substantive establishment Subject to successful completion of programme by Apprentice, individual to move onto B2 substantive post. | | | |
| | | | 12mth Consolidation Period – Internal B3 Secondmen | nt | |
| | B4 Project Support Officer | Role within substantive establishment Development training to include Associate Project Manager Apprenticeship (Level 4 qualification) 24mth qualification (levy cost £9,000) Includes International Project Management Association (IPMA) Level D qualification | | | |
| | 12mth Consolidation Period — Internal B5 Secondment | | | | |
| | Manager | Role within substantive establishment Development training to include Project Manager Apprenticeship (Level 6 qualification) - in development 48mths qualification (levy cost not yet assigned, but would think £27,000) Includes BSc or BA Honours degree in Project Management, plus IPMA Level D qualification | | | |
| | | | 12mth Consolidation Period — Internal B7 Secondmen | nt | |
| Pr | Role within substantive establishment Development training to include Chartered Manager Degree Apprenticeship (Level 6 qualification) 48mth qualification (levy cost £27,000) Includes BA (Hons), BSc (Hons) or BBA (Hons) in Management & Business, plus option to be assessed for Chartered Manager Status with Chartered Management Institute. | | | | |
| P | Role within substantive establishment Development training to include Senior Leader Masters Degree Apprenticeship (Level 7 qualification) – in development 24mth qualification (levy cost £27,000) Whilst staff are required to fully meet the Job Description, each role provides a progressive and optional development pathway to support onward progression | | | | |
| TA | LENT ACADE | AV | 2021 Team | pport onward progression | |
| | ring Futures : Informing Ca | | Operational Development Pathway | Apprenticeships | |



Career Development Pathways: Growing our own talent

Examples of Development Pathways currently available include:

- Nursing Workforce From entry level cadet to Advanced Clinical Practitioner
- ➤ 2021 Team: Driving Strategic Innovation & Change
- ➤ Leadership & Management Offering generic qualifications to support all levels, from L3 (A' Level) to L7 (Masters Degree)

Examples of Development Pathways in development are as follows:

> A&E

> Human Resources

Theatres

> Estates & Facilities

- Maternity
- Maternity
- Cardiology
- ➤ Allied Health: Physio / OT
- Diagnostics: Neurophysiology, Radiology, Endoscopy

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Stakeholder Apprenticeship Levy Management



Since its initial conception in 2015, the Talent Academy has become the central department for delivery of all Talent for Care, Widening Participation and Apprenticeship activity across United Lincolnshire Hospitals NHS Trust (ULHT).

As one of the largest acute Trusts within England, ULHT employs approximately 7,600 staff delivering services from across 4 hospital sites located in Lincoln, Grantham, Boston and Louth within Lincolnshire.

As the founding stakeholder of the Academy, ULHT commissions the Talent Academy to manage its apprenticeship activity. This includes:

- Creation and implementation of the Trust Apprenticeship Strategy
- Creation of the Trust Apprenticeship delivery plan and ongoing evolution alongside workforce requirements
- · Provider commissioning and management

- Learner progress management
- · Digital Account Service (DAS) management
- · Maintenance of Trust Levy reporting and financial forecasting
- · Trust reporting and assurance

The Talent Academy has developed a series of tools to support this activity, including a comprehensive financial profiling tool to identify potential claw-back, and also any risk of a potential fall into co-investment model.

Under its regional umbrella, the Talent Academy has the ability to offer a similar service across the 3 NHS Trust stakeholders, however, to date, this has not been taken up.

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Removing the Barriers to Development Growing our own talent



In 2013, Government introduced new legislation requiring teenagers in England who fail to achieve at least a grade C in English and Maths GCSEs to continue studying the subjects until the age of 18. This initiative was introduced to raise the level of skills within the Country.

'For those who fail to get a C at GCSE, it's a huge impairment to their future life, their ability to participate not just in work but also as a citizen'

Skills minister Matthew Hancock – September 2013
Source: https://www.bbc.co.uk/news/education-23925033

English and Match Support
Inglish and Match Support
Inglish and Match Support
Inglish and Match Subscending a minimum entry
critaria for the majority of qualifications.
To sepport staff, the following
possymmeth hab been made a wailable:

I flexible on-line training package

Learn at own gace in own time

I reducts formed as an and
qualification upon completion

Learn 26/7 at time to suit.

No costs to the individual

Match Subscending pack
Match Subscending package

Match Su

As a result, the achievement of English and Maths at GCSE grade C (or functional skills Level 2) has become an entry requirement for many educational courses and job roles.

To assist staff who have not previously acquired qualifications to the levels required, the Talent Academy provides a stand-alone Functional Skills training programme, available to all staff across Lincolnshire.

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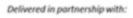
English and Maths Support

English and Maths Level 2 (GCSE Grade A*-C) is becoming a minimum entry criteria for the majority of qualifications.

To support staff, the following programme has been made available:

- · Flexible on-line training package
- Learn at own pace in own time
- · Includes formal exam and qualification upon completion
- · Learn 24/7 at time to suit
- No cost to the individual



















System-wide Workforce Development Pilots



As an umbrella body working across the Lincolnshire health & care system, the Talent Academy plays a key role in the planning, preparation and delivery of the Lincolnshire STP, creating an integrated workforce of the future.

The structure of the Academy has been fundamental in providing it the flexibility and freedom to innovate, to challenge the norm, and its ability to pilot new ways of working across it stakeholders. Examples of local developments are as follows:

Integrated Health & Care Apprenticeship

- 13mth fixed term rotational apprenticeship, across NHS and Care organisations
- Similar to ATA model, but via stakeholder agreement Pilot funded by Talent Academy with HEE contribution
- · Ability to "test" system and readiness for integration
- · Allows learner to work across health and care
- · 100% retention rate all learners retained by sector
- · Highly successful pilot outcomes distributed via HEE Star Tool

For more information, please email: claire.flavell2@ulh.nhs.uk



Sharing Best Practice: Full evaluation and supporting documentation available.

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Talent Academy Creating Foundations for Career Development

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