

# **Recruitment Planning Objective 1a**

## **Progress Report April 2023 - January 2024**

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## What is the aim of Planning Objective 1a:

Aims and Outcomes: Develop an attraction and recruitment plan by 31/5/23 (which enables service sustainability) which is designed to streamline and modernise processes, recruitment from different talent pools, attract and support candidates

### Advertising

**Intended Impact:** Implement new methods of advertising and appointing to roles including non-electronic methods and move from traditional interviews where appropriate to do so. To commence

### Appoint to Vacancies

**Intended Impact:** Appoint vacancies via different employment pools, for example:

- in 2023/24 appoint 42 clinical apprentices
- in 2023/24 appoint 8 non clinical apprentices
- appoint 140 overseas nurses
- scope and begin to appoint overseas doctors & AHPs
- develop 100 opportunities for students to join the nursing and hotel facilities banks
- develop 36 opportunities for Health Care Support Workers (HCSWs) to join Level 3 development pathway and 30 HCSWs to Level 4 development pathway to become registrants
- scope medical apprentices

### Attraction Plan

**Intended Impact:** Develop attraction plan linked with R&D, service development, improvements, innovation, benefits and educational offer to new recruits

## What have been the key achievements so far?

Key actions. by when. target quantifiable outcome. trajectory over next 12 months. progress update for **Attraction:**

Key Actions	By When	Target /Quantifiable Outcome	Trajectory over next 12 months	Progress Update
Draft accessible application form for entry level positions ensuring brief, values based, captures equality data – which will support centralised pathways.	30/06/23	To ensure accessibility to all	Various attraction and recruitment campaigns both on and off line with various options to include: <ul style="list-style-type: none"> <li>• no application;</li> <li>• offline application;</li> <li>• short application</li> </ul> Band 2 entry level vacancies should not require applicants to complete a 26 page NHS Wales application form	Complete. Aim is to make the form accessible to a wide local audience initially by work with partner organisations once centralisation pathways further developed.
Plan, develop and plot an inclusive and accessible centralised pathways for entry level positions to complement the new A4C JD/PS roll out	31/05/23	Centralised: <ul style="list-style-type: none"> <li>• USC and SC Band 5 RN</li> <li>• Band 2 eg: HCSW, E&amp;A, Admin</li> </ul>	Further roll out of centralisation: <ul style="list-style-type: none"> <li>• Clinical Fellow</li> <li>• Estates &amp; Ancillary</li> </ul>	Complete. Centralised pathways planned and developed. Roll out of JD/PS still underway as well as dates for plotting centralisation for eg: E&A and A&C – due to financial position and review of structures. Feedback from ‘no application’ processes from candidates, services and partner organisations very positive. Further review of vacancies which received over 50 applications for centralisation
Create candidate talent pools to support centralised pathways	31/07/23	To have a pool of appointable but not appointed candidates available for gaps as/when	To continue with education re: centralised pathways	Complete. Talent pools created. As majority of appointable candidates are appointed, talent pool remains small
Work with key stakeholders (Eg: comms, campaigns, services, WLang, future workforce, engagement) to relaunch Glassdoor as a corporate ‘trip advisor’ – to promote HDUHB as an employer of choice ensuring our brand of having a positive and inclusive culture, staff experience, leadership, CPD is showcased by our staff current and future .	30/09/23	To increase brand/profile of employer of choice both internally and externally – increased social media followers, applications, staff in post	To work with key stakeholders to roll out	Ongoing. Challenges to gain approval to proceed via comms due to risks relating to content in the public domain.
Create an <u>Swyddi</u> Hywel Dda Instagram social media account to ensure easier access for those wishing to converse with the recruitment team virtually	30/06/23	To ensure accessibility for those wishing to engage following recruitment campaigns		Complete – although <u>Swyddi</u> Hywel Dda Jobs work under the guise of the corporate Instagram profile rather than duplicate / host a separate page.
Plan, develop and plot an inclusive and accessible centralised pathway for SAS/Junior Doctor vacancies	30/06/23	Ensure efficiencies across the system (1 JD/PS, 1 advert, 1 shortlisting panel, 1 interview panel) rather than multiple – often sifting the same	<ul style="list-style-type: none"> <li>• Centralise foundation pathway;</li> <li>• further centralise clinical fellow pathway with</li> </ul>	Clinical Fellow centralised <u>wef</u> January 2024 with further education required to gain ‘buy in from Appointing Managers’. Some reluctance for this change even though appointment decisions will remain with service

## What have been the key achievements so far?

Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update for **Attraction (contd)**:

Key Actions	By When	Target /Quantifiable Outcome	Trajectory over next 12 months	Progress Update
		candidates – repatriating admin into the recruitment function – freeing up clinical hours	education programme to break down barriers/inform	
Create an Attraction Strategy/Plan to ensure key stakeholders are aware of the developed attraction strategy/plan including and all activities underway and planned to promote Hywel Dda as inclusive employer of choice.	30/06/23	Ensure key stakeholders informed of all innovation relating to recruitment campaigns – to encourage participation	£500 monthly budget for national social media advertising.	Complete: Continue to research innovative attraction strategies
Tender application for local advertising company to support accessible local advertising strategies to support social value <u>workstreams</u>	30/4/23	To support with recruitment campaigns advertising strategies		Complete: Tender awarded to local business (Severn Media) however generic national and local planned campaigns paused.

## What have been the key achievements so far?

Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update for **Appoint to Vacancies**:

Key Actions	By When	Target /Quantifiable Outcome	Trajectory over next 12 months	Progress Update
a. Scope timelines for pathways for both clinical apprenticeships via collaboration (recruitment, <u>comms</u> , Welsh language, campaigns etc)	31/05/23 (CS/AT)	34 apprentices to be recruited for clinical pathway by September 2023.	Complete.	Reduced to 34, 34 have been offered a place, 34 apprentices recruited, all started.
a. Scope timelines for pathways for non-clinical apprenticeships via collaboration with areas such as digital.	31/05/23 (CS)	Recruitment of non-clinical apprentices – advertised for 3.	Complete.	Non-clinical apprenticeships scoped, Digital came forward with financing available, 3 digital apprentices recruited in 2023
Develop info booklet for clinical apprenticeship (including clinical stakeholder engagement – incl. HON, <u>Comms</u> , Recruitment), ensure non-clinical booklets are in same format as clinical	31/05/23 (CS)	Booklet to be completed.	Complete.	All clinical and non-clinical booklets complete with stakeholder sign off (HON and Digital team)
b. Liaise with services to develop 8 non-clinical apprentice pathways for 2023/24	19/05/23 (CS)	Meetings with multiple services for non-clinical roles. Recruitment of non-clinical apprentices.	Complete.	Reduced to 3, 3 have been offered a place and started Sept 23 – there was a financial impact on non-clinical offer.
Bi weekly meetings with key Intl RN Recruitment Stakeholders to ensure 140 IENs are recruited before end of 23/24 FY	Ongoing (SO)	140 IENs to be recruited before end of FY 23/24	Phase 2: N/A Phase 3: Paper submitted to consider Phase 3 IEN project	HDUHB ceased Phase 2 IEN project in Autumn 2023 due to the financial position. The HB were on target with 96 of the 140 IENs landed – all now Band 5 RNs.
d. Scope and begin to appoint overseas M&D and AHPs via	30/06/23 (SO)	Visit India to Scope as part of the AW Delegation	Scoping continues	Scoping visit to New <u>Dehli</u> and India. 3 x JCFs recruited into WGH (due to start Spring 24).



## What have been the key achievements so far?

Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update for **Appoint to Vacancies Contd:**

Key Actions	By When	Target /Quantifiable Outcome	Trajectory over next 12 months	Progress Update
various initiatives eg: RPO, BAU, Kerala				Scoping visit planned January 2024 – ANCIPS psychiatry conference. Potential opportunity to recruit Complete.
e. Student Nurse Bank Appointing Manager to meet recruitment discuss and agree timeline, attraction strategy, recruitment pathway, candidate talent pools etc	31/05/23 (AT)	The optimum number of suitable individuals undertaking bank shifts attracted in an inclusive way.	This will continue to be reviewed quarterly.	Review of timelines: Offer – Bank shift to ensure efficiencies maximised.
e. Facilities Bank Appointing Manager to meet recruitment discuss and agree timeline, attraction strategy, recruitment pathway, candidate talent pools etc	31/05/23 (AT)	Vacancies filled	Vacancies filled with talent pool candidates	Action Plan in place with Head of Recruitment, Head of Operations and Head of Workforce with Action plan in place.
e. Candidate Talent Management team to be established and links established for pre-employability opportunities	31/05/23 (AT)	Appointable but not appointed candidates in candidate talent pool in high volume recruitment areas (eg: entry level HCSW, Estates & Facilities, RN) where recruitment is centralised to ensure efficiencies.	To continue to roll out inclusive centralised recruitment and build a candidate talent pool to ensure gaps are filled efficiently without the need to advertise for every gap	The Talent Management team still in infancy stages with low numbers of non-registrant appointable but not appointed candidates within the candidate talent pool. Strategic discussions regarding potential of this candidate talent management.
Identify opportunities for HCSWs to join Level 3 and Level 4 Development pathway	30/06/23 (CS)			Ongoing – CS only took over management of HCSW Level 4 and beyond from January 2024.
Scope Medical apprentices	31/03/24 (AK)		Will commence scoping exercise in Jan 24.	Not commenced as yet. AK to agree targets and quantifiable outcomes with AG.

## What have been the key achievements so far?

Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update for **Attraction Plan:**

Key Actions	By When	Target /Quantifiable Outcome	Trajectory over next 12 months	Progress Update
e-communications team to enrich <u>Swyddi</u> social media accounts with content provided by eg Board papers (eg awards won, service development, clinical innovation, research & development) which will ensure the Health Board is an attractive and inclusive employer of choice	Ongoing	Increase in social media engagement and followers and quality applications/appointments	Increase in social media followers and engagement	Director of <u>Comms</u> adding content to LinkedIn – as appropriate  Social media followers increased on all social media platforms with 24,000 followers across <u>Swyddi</u> Hywel Dda Jobs platforms.
Viva (Yammer) platform to be available to ensure <u>Swyddi</u> Hywel Dda Jobs content is available to current staff as well as potential staff	30/06/23	Accessible information/messages to staff regarding recruitment		Roll out ongoing via <u>Comms</u> team
Arrange and lead bi-weekly catch ups with key workforce and education stakeholders to discuss attraction strategy and to develop ongoing plan to receive relevant accessible and inclusive content to enrich the <u>Swyddi</u> Hywel Dda social media pages (Key stakeholders: staff experience, L&D, Leadership (OD) team, OD/ODRMs, staff benefits, R&D, Strategic Partnerships, medical education).	Ongoing	Enrich online content and increase social media profile/followers to ensure HDUHB an employer of choice	Ongoing	Ongoing
Draft attraction plan detailing current attraction strategies as well as future/planned attraction strategies	30/06/23			Complete. Attraction strategy submitted September 2023
Tender application for local advertising company to support accessible advertising strategies & social value	30/04/23			Complete. Tender awarded to local company (Severn Media) based in Carmarthenshire.

# What have been the key achievements so far?

Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update for **Attraction Plan Contd:**

Key Actions	By When	Target /Quantifiable Outcome	Trajectory over next 12 months	Progress Update
Tender application for local film/brand/marketing company to support attraction content	31/07/23			Paused due to financial position.



# What needs to be done next?

## Business as Usual

- Recruitment to continue – leading the way with regards to best practice and timelines;
- Supporting pragmatic solutions to ensure not one size fits all;

## Recruitment Efficiency:

- In house agency style approach to Registered Professionals who approach the Health Board directly;
- Review of Attraction Strategy;
- Inclusivity – ensure where possible entry level vacancies should require no application/no shortlisting to ensure alignment with Future Generations Act;
- Targeted campaigns and activities to support the WHC.

Prioritise the rollout of centralised pathways for:

- Foundation Programme;
- Clinical Fellows;

## What are the take home messages for the Committee?

- Assurances that much work has taken place to deliver the Planning Objectives 1a;
- The challenging financial position has impacted on some recruitment activities such as international recruitment and other attraction strategies;
- Recruitment efficiency activity will be prioritised over the coming months – this will include working with key internal and external key stakeholders.