





## What did Value Based Recruitment set out to achieve?

- To recruit people with the right values and attitudes;
- To streamline and create an efficient and effective Trustwide recruitment process;
- To fully implement Francis report recommendations relating to staff recruitment and retention;
- To ensure that values consistently run through every element of recruitment.



## What did Value Based Recruitment set out to achieve?

- To reduce variation in recruitment approaches, thereby facilitating equity and fairness;
- To develop consistent recruitment standards;
- To take a holistic view of vacancies across the organisation, risk assessing these to inform allocation;
- To robustly market Trustwide opportunities and remain attractive and competitive with other employers.





## What were the associated risks?

- Perceived loss of control by local staff;
- Nurses might not want to go through the Value Based exercises;
- Applicants might be deterred;
- Integrity and consistency across the method as a whole/interpretation of observers can be different;
- Myths around being sent anywhere within the Trust;
- Labour intensive with increased impact on time and commitment;
- Competitive rather than collaborative;
- Capacity and size of task.





## What worked well?

- Raised the Trust profile through marketing initiatives;
- Consistency of approach;
- Collaborative working across groups;
- Partnership working between Operational staff and Workforce staff;
- Responsiveness to staffing shortfall.





## What worked well?

- Improved efficiency/streamlined processes;
- Dedicated space to support campaigns;
- Team Prevent clinics;
- Reduction in time between appointment and commencing in post;
- Improved fairness and equity.





## What worked well?

- Less vacancies across the Trust;
- Recruitment even to those areas historically difficult to recruit to;
- Strengthening of links with the universities and ongoing relationships with student nurses;
- Contact and support days in relation to the 6 months prior to commencing in post for students;
- Development opportunities for unsuccessful staff to help them re-engage with the future process.

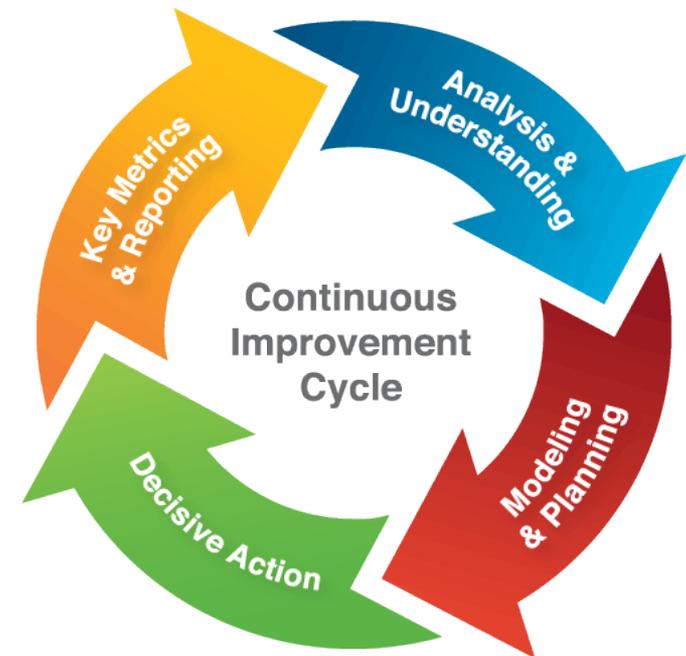


The Open University



## What were the critical success factors?

- A focused core team;
- Opportunity for reflection, review and continuous improvement;
- Responsiveness;
- Dedicated venue;
- Job fairs and other marketing strategies.





## What were the critical success factors?



- Investment and buy in at a strategic level;
- Shared responsibility;
- Improved partnership between Services and Workforce;
- High degree of commitment to making it work;
- Flexibility and creativity in approach.



## Steps for further improvement

- Smaller, more regular campaigns to sustain workforce flow;
- Higher degree of service user involvement;
- Continuous review and evaluation;
- Further training for those involved in shortlisting;
- Formalisation of standards agreed to underpin Trustwide recruitment processes;





## Steps for further improvement

- Streamlining of pre-employment checks;
- Closer collaboration with the Communications Team;
- Continue to achieve cultural shift;
- Continue to dispel myths and communicate facts;
- Strengthen the use of social media in marketing.





## Recruitment and Retention – Where Are We Now?



- Campaigns 1 – 17 not enough people;
- Campaign 18 – more people than posts;
- Demonstrates success of the Value Based approach which needs to be continued going forward;
- In a strong position in terms of Workforce with waiting list and replenished flexible resources.



## Trustwide Value Based Recruitment and Retention Group

- This is the conduit for leading continuing work in this important area;
- Ensuring that the organisation has an appropriately skilled workforce with the right values to facilitate:-

***“the right people, doing the right things, in the right order, at the right time, in the right place, with the right outcome”***



# **Trustwide Value Based Recruitment and Retention Group**

## Key Outputs:-

- Lead and provide oversight for staff at risk, alternative employment and internal transfers;
- Promote NTW as an employer of choice;
- Support the effective implementation of the Trust Workforce Strategy;
- Ensure Value Based Recruitment and Retention processes are underpinned by robust governance;
- Monitor and evaluate the effectiveness of value based approaches.



## In Summary

Value Based Recruitment and Retention has:-

- Helped the Trust achieve a stronger position in terms of Nursing, AHP, Administrative and Temporary staff;
- Streamlined, made more efficient and achieved consistency in recruitment approaches;
- Ensured people are recruited to the organisation who have the right values and attitudes;
- Enabled a holistic view of Workforce risks through central management of recruitment, alternative employment, staff at risk and internal transfers.



## In Summary

Let us not change what is clearly working but build on this success to move forward using Creativity, Collaboration and Consistency; share what we have learnt with others and promote best practice.

