

  
**Deep Dive Project**  
Meeting with Recruitment Mangers

Wednesday 3 February 2016

**Attended**Sarah SURNAME  
Steve Russell  
OTHER ATTENDEE  
Daniel Elkins  
Olly Collis  
  
  
**Key   
  
In bold means section**New line means new point / idea / theme raised  
  
- means relates to the above point / idea / them raised  
  
= means relates to all of the above **Your view on the recruitment service?**

* It takes about three months too long to get anyone into a post and sometimes longer than that
* As a consequence of taking too long people drop out on a regular basis
* You can have an advert out and 6-8 will turn up to interview or just 1 out of 8 will turn up to advert
* We can interview and appoint and the person will get multiple job offers and sometimes they will take the first job offer that comes
* But are sometimes honest about that in the first instance
* You can offer but it takes about two weeks to get a letter out unless you chase it
* The unconditional offer often takes three months
* ‘We are slow’ – nursing don’t lose that many candidates because they are chasing
* They aren’t having candidates dropping out because they are chasing
* Recruitment don’t prioritise it and it takes a very slow time and we lose people
* They are quite quick at getting the ads out, it’s about building a relationship with a team, it depends who you get on the end of the phone
* It’s inconsistency, ‘there is no recruitment service’
* You know who you’d like to speak to but getting hold of them can be difficult
* No communication to tell me about the changes
* The Trac email – you respond to the Trac and you CC two people in just on the off chance someone will see it and respond ‘but sometimes you have to fill people’s inboxes up’
* Had one person from my team chasing on a daily basis as we weren’t getting anywhere
* It would be good to understand the expected times for each step of the process so you can understand how long it will take and chase when necessary
* Educating the recruitment manager for what they need to do because that’s not particularly clear
* Can’t find the latest form or the one I need and then I have to end up and ring round to my colleagues and find the forms which takes time

**How can they be educated?**  
In several different ways  
  
1) Very clear messaging on our intranet  
  
2) Communicating out to our recruitment managers about what they need to do

* Used to get a comprehensive list of all contact numbers etc and what division and who to contact – ‘never know who to contact’
* Easily accessible page with up to date contact details
* ‘Out dated forms means who you don’t believe anything else’
* ‘The Intranet is the best place to put it’
* Do they need to attain a recruitment license? What skills do you need to be a recruiter

**New recruitment manager needs**

* To submit an add you need this this and this – is there a checklist? Used to be an old one
* Take old forms off the source, regardless of what it is in this Trust
* Advice around how you to shortlist, good and bad practices, and how to physically do it in the recruitment system
* The interview process is quite good, clear about what you are given but its what happens next and before which is questionable   
    
  Basic administration slips through which needs to be improved
* It would be good to get a time frame of how long things take so we can communicate that with candidates
* A little bit of planning doesn’t take an enormous amount of work

**Recruitment Process**

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| --- | --- | --- |
| **Stage** | **Score** | **Comments** |
| Authorization | Nurses - 8 Other - 2 | **Reflection**  Nurses lower than a 6 you get the form back within a week. Confident if I send it off I know I’ll have it back as they meet once a week.  It’s now a two-stage process, for clinical roles its fairly straight forward, it’s all admin roles and band 7 and above that have to go to execs to sign off.   Has to go through star chamber, some posts don’t even get discussed, so it can take up to two months.  8B post has taken three months to get through.   **Improvements** Backlog is building due to Star Chamber, but a deliberate act due to financial control |
| ERAF Form | N - 7 O - 7 | It’s a scrap of paper that gets emailed around which people put their signatures on, it seems like a silly process as its sometimes signed, printed, scanned etc.  It should go through the workflow Move to electronic form  Differentiation between internal and new starter |
| Ad request form | N – 7 O - 6 | 5 elements you have to submit Marketing needs to be improved to make roles exciting ‘it does make a difference’  ‘Worth putting the effort in’ Some of the information in the job description that has information that is really old, this needs to be improved. Job description; ‘rubbish and too many of them’ Not recruitment faults it’s the Trust’s problem and HR’s problem Guidance for writing a job description And in house style and template |
| Advertise | N – 7 O - 6 | Sometimes have to chase them Only senior roles go outside of NHS Can we pursue social media? What other methods other than NHS jobs Can we headhunt on LinkedIn? Build relationship with Digital Media Officer ‘I’d like the recruitment team to be more than just administrative clerks but to make suggestions, what’s the best way to recruit for this role?’ Feedback and improving the recruitment teams expertise ‘too much time turning the handle.’ |
| Shortlisting | N - 7 O - 7 | System not very friendly Training / super users and perhaps user guides |
| Interview process | N – 6 O - 5 | Could it be better populated Admin glitches – better system and backups |
| Offer | N - 5 O - 3 | Waiver forms, seems like a lengthy process with a lot of admin time Electronic version is not very good 1-3 weeks it varies, and sometimes takes longer – up to a month |
| Checks | N - 0.5 O - 0.5 | ‘Everything takes forever’  Some staff haven’t received a contact and have been in the post for 2 months  ‘Relentless emails into your inbox’ Was checking where candidates where twice week – ‘shouldn’t have to be doing it’ (on Trac) to see where things are at |
| Unconditional/start/  Salary | N – 6  0 – Not rated | 60-70% of the time I say can you put the letter out today and they do it but its because I have done the job for them Agreeing start date process needs to be reviewed – who does it?  Recruitment should complete everything and say ‘now you can agree a start date’ |

**How do we improve?**

* Recruitment managers don’t put the emphasis on recruitment ‘so even if you make changes there it won’t improve’
* HRBP will ask nurses about their vacancies but the difficulty with that question is the answer becomes well ‘its recruitment, they are rubbish’
* Understanding of what the recruitment manager needs to do – expectations  
    
  Need to impose an SLA, consult and discuss and agree it meets the needs
* We are not aware of who is doing what and we need to know for things to improve – this is result of too many changes
* Need to understand that people aren’t at their desks the whole time
* HRBP would like the recruitment team to come out to ward and see what it looks like when there are not enough nurses on a ward so it motivates them
* Planning ahead with a structure in place with time periods would make the process easier
* More clarity around what’s the expectations of the recruitment manager and the recruitment team
* It’s important to go out and see what people are doing