

Recruitment Plan for Expansion

Following confirmation of the final numbers, there are a number of different options open to us in relation to recruitment. The options are listed below and further explored later in the document.

1. Normal use of SHOW and Job Centre Plus
2. Contact the people on the current recruitment database
3. Use CV's for a few specific hard to fill posts
4. Telephone pre-screening for posts where we require higher numbers of applicants for multiple posts.
5. Open Day / Evening
6. Targeted recruitment campaign
7. Social Media Campaigns
8. Discussions with Colleges and Universities
9. Recruitment events e.g. RCN etc.
10. Encourage staff to share recruitment information with Friends / Family
11. Recruitment Videos on YouTube / Brand Ambassador Videos
12. Apprenticeships
13. Princes Trust Scotland
14. Ex Armed Forces Personnel

Further Exploration of the options listed above

1. Use of SHOW and Job Centre Plus has no cost associated with it. It is well established within NHS Scotland and is therefore something we would want to continue alongside any of the other options we decided to try.
2. Make contact with the individuals already registered on the Recruitment database to highlight current / forthcoming vacancies
3. According to People Management, three quarters of job seekers abandon on line applications after 15 minutes. One in ten abandon after 5 minutes. We recognise that our application process does not help us to attract candidates. NHS Scotland is working on a new Recruitment System but in the absence of that system, we need to do everything we can to improve our ability to attract candidates.

In an effort to achieve this, we plan to pilot a different way of applying for couple of difficult to fill posts. Once we have identified appropriate posts, we will encourage applicants to submit a cv at the initial stages. The team will then remove any identifying data e.g. name, address, etc. This will allow managers to be able to shortlist without any bias.

Applicants would be asked to complete the application form after interview to ensure we capture data required for reporting purposes e.g. equalities data etc.

It will not be possible to make this available for all posts, particularly for high volume posts, however if the use is restricted, the Recruitment Team will be able to cope

with the numbers and at the same time, still be in a position to anonymise applications.

4. For any high volume posts we could consider telephone pre-screening which involves an initial discussion with the applicant where we would ask them some specific questions to decide whether they should be moved through to the next stage in the process. The questions would relate specifically to the experience / shortlisting criteria for the post.

If the applicant is successful in being shortlisted they would be required to complete an application form in advance of the interview.

5. Once we have established the timescales, skill mix and numbers of staff for the expansion project we should consider Open Day / Evening events. These would require to be publicised to encourage visitors.

The events would require to be supported by relevant staff to support:

- Talks about the roles in their area
- Informal discussions about different jobs/careers
- Encourage applications
- Take details from individuals for future roles extending the existing database
- Complete application forms
- Conduct initial interviews allowing the creation of shortlists for each of the departments.
- Provide opportunities for walk rounds in different areas to help to sell the facilities here at the Golden Jubilee

6. For very specialised posts develop targeted recruitment campaigns in relevant journals e.g. BMJ, BOTA etc.
7. Investigate wider use of social media. At present we use it in a limited way networking with a small number of people who are already on our social media feeds. We need to consider paying for social media adverts to enable us to reach the passive applicants we know are out there.
8. Work is already taking place with Universities and colleges to highlight our future expansion. We have also attended a number of specific recruitment events in both Universities and Colleges to highlight the Golden Jubilee Foundation and our future expansion. This work will continue throughout the expansion period to extend our database of possible candidates.

We are also exploring an opportunity to advertise via Napier University website and are at the early stages of discussing similar opportunities with the Universities and colleges in other areas.

9. Attend appropriate recruitment events. We have already explored a number of different events which has enabled us to exclude some that we know will not yield the type of candidates we require. A number of events are available next year and once timings have been described we can put together a plan of events to target e.g. RCN recruitment event etc. These are costly so need to be targeted to attract

the right skillsets.

10. We need to develop a campaign that staff can share with their friends and family. As part of the NHS we are unable to reward referrals but as part of our organisational values we should be encouraging our teams to sell our organisation.
11. Working with the Communications Team, develop some YouTube videos promoting the organisation, band ambassador videos – staff members talking about the different roles and the experience of working at the Golden Jubilee Foundation for use in adverts, recruitment packs and embedded into the recruitment section of the website. This will be a cost effective way of reaching a larger audience, selling the culture of the organisation.
12. As part of the ongoing Youth Employment Agenda, consider the appropriateness of all vacancies for translation into a modern apprenticeship and work with the relevant Board teams and College's to incorporate this.
13. Consider opportunities to work with Prince's Trust Scotland Employability Partnership to pursue the "Get Into Healthcare" initiative which is a 3 year partnership intended to support young people to secure a career within health and social care.
14. Consider any opportunities to share opportunities with the Armed Forces as part of our positive support of ex service personnel.

Additional Ongoing Plans

Work has begun to rewrite the recruitment information sent out to applicants making it more relevant and informative.

The Recruitment Section of the web site will be improved and will incorporate some of the elements described earlier e.g. videos produced for YouTube etc. We will also incorporate information about the recruitment journey, what to expect at each stage, how long the process may take, pre employment screening etc.

New information relating to careers, the qualifications required for different roles etc. will be added to the recruitment section of the web site also giving links to NHS Scotland careers information.

A question and answer section is also under development supporting answers to frequently asked questions. Additionally, information about flexible working, staff benefits, development opportunities and training will also be incorporated.

Once Hired – What Next

According to the CIPD approximately one third of new staff leave an organisation within the first 12 months. We need to do everything we can to retain staff once we have managed to hire them. To do this we need to ensure they receive an effective induction programme.

We will need to consider the following areas once we have hired individuals as we are likely to need a more planned approach if we have higher than normal numbers.

- Phasing of Start Dates (so the existing staff are not overwhelmed with the training / support requirements)
- Induction – Corporate, Mandatory Training, Departmental – may need to add additional corporate induction dates
- Systems Infrastructure – for non clinical plan with e-health to ensure systems are in place before individuals start