Recruitment and Selection

An interactive Evidence Search

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Content included in this document is based on an evidence search of Google, Google Scholar, HBE, HMIC, Harvard Business Review, CINAHL, The Health Foundation, NHS Employers and NHS Improvement.

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What is Recruitment and Selection?

Recruitment involves attracting and selecting individuals into the right role. Effective recruitment is crucial to the successful day-to-day functioning of any organisation. It depends upon finding people with the right skills, expertise and qualifications to deliver organisational objectives and to contribute positively to the values and aims of the business. Recruitment should also take into account the future needs of the organisation, identifying individuals with potential for development.

(Chartered Institute of Personnel and Development, 2018)
Top Tips for Recruitment and Selection

PLANNING THE STEPS IN YOUR RECRUITMENT:

Determine your recruitment goals – what it is you are looking for

Review your job descriptions

Sourcing – strategies for finding skilled people

Look at alternative labour pools

Think about the perception of your organisation from the outside

Keep a short list

Look at and update your interviewing skills

Testing

Check thoroughly through references before making a job offer

(go2hr, 2018)
**Videos and Websites:**

How to develop a recruitment plan: - Workable – by Nikoletta Bika
[https://resources.workable.com/tutorial/develop-recruitment-plan](https://resources.workable.com/tutorial/develop-recruitment-plan)

Planning the steps in your recruitment- go2hr
[https://www.go2hr.ca/recruitment/planning-the-steps-in-your-recruitment](https://www.go2hr.ca/recruitment/planning-the-steps-in-your-recruitment)

Southampton University- Your recruitment plan checklist
[https://www.southampton.ac.uk/hr/services/step-1/index.page](https://www.southampton.ac.uk/hr/services/step-1/index.page)

10+ Recruitment Strategic Plan Examples – PDF

Institute of recruitment professionals
[https://www.rec-irp.uk.com/](https://www.rec-irp.uk.com/)

Institute of recruitment professionals – I love recruitment blog
The Importance of a Good Job Description

Writing job descriptions is an important step in planning your staffing. Job descriptions should give a brief overview of the role, how it relates to your company vision, a list of key responsibilities, requirements and qualifications.

Spending time writing and developing your job descriptions and making sure your staff duties fit in with the objectives of your company help you make informed decisions when appointing the appropriate person to a particular position, clearly outlining to applicants the expectations of the role and the responsibilities of that role.

Job descriptions are also a useful tool when conducting interviews as they form the foundation for developing the interview questions.

The layout of job description typically has sections covering:

- A summary of the key duties
- Identification of the values that should be demonstrated by all staff
- A detailed list of the responsibilities
- A description of the experience, knowledge, skills and abilities required
- A list of any special working conditions or minimum physical requirements

Each of the task or responsibility which is listed should start with an action verb such as evaluate, maintains, coordinates, trains etc.

If you have an up to date job description for all your positions you have the foundations to develop and drive the success of your business.

(go2hr, 2018 & Workable, 2018)
Barking, Havering and Redbridge Hospital NHS Trust look at ways to strengthen their nursing supply by supporting different ways into nursing:

Norfolk and Norwich University Hospitals NHS Foundation chose to focus on administration posts, working with a local training provider, they targeted individuals’ unemployed for six months or more who showed an interest in working for the NHS in a business environment:

Newcastle Upon Tyne Hospital NHS Foundation Trust used social media to recruit, promote and maintain the trust’s profile as a NHS employer of choice:

Northern Devon Healthcare Trust looked at using reward as part of a clear strategy for recruitment:

South Tees Hospital NHS foundation Trust were looking to recruit more young people, tailored the job advert for traineeships which increased the number of young people applying for the role:

For more case studies go to: nhsemployers.org

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**STRATEGIES**

**NHS - Facing the Facts, Shaping the Future – a draft health and care workforce strategy for England to 2027:** This draft strategy sets out the current workforce landscape, what has been achieved since 2012, the work underway and describes an approach to shaping the face of the NHS and social care workforce for the next two decades.

**North Lincolnshire and Goole NHS Foundation Trust Recruitment Strategy:** This strategy aims to provide a blueprint for the next year and outlines the initiatives and actions planned to take the Trust through the current period of service review and onto the next stage of development.

**NHS Highland – Developing and implementing the workforce strategy for NHS Highland:** This will enable the Board’s vision for how it intends to support, develop and manage its staff, now and in the future. in line with the implementation of the NHS Highland Clinical Framework and ‘Better Health, Better Care: Action Plan’.

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Some Interesting Reading…..

Leadership in today’s NHS: delivering the impossible – Kings Fund (2018)
Leaders in today’s NHS operate in a climate of extreme pressure. Staffing vacancies are rife, there are widespread challenges in meeting financial and performance targets and demands on services continue to increase. This report, written with NHS Providers, asks what can be done to support current leaders and encourage future ones.

Our international health service – Global Future (2018)
The NHS relies on staff from all over the world. Over a quarter of NHS doctors - including almost half in some vital specialities - and almost one in six nurses, are from overseas. But following the Brexit referendum the NHS is finding it increasingly difficult to attract the clinical staff it needs from the EU. The number of EU nurses is already falling, and the proportion of European doctors gaining a licence in the UK has fallen from 25 per cent of the total in 2014 to just 16 per cent in 2017. This is making the NHS increasingly dependent on staff from outside the EU, who are being refused entry into the UK in their hundreds. Without relaxations in those restrictions and a commitment to erecting no new barriers to potential NHS staff from the EU after Brexit, the NHS will be unable to recruit the staff it needs.
https://ourglobalfuture.com/reports/our-international-health-service/

The NHS crisis Can HR help? shares tips to help HR teams at NHS Trusts to address the staffing crisis. Tips include planning ahead the workforce, being creative in the recruiting process and making the hiring process simple. Other tips include taking care of existing staff to improve retention and supporting their professional development.
**Rising pressure: the NHS workforce challenge.**
The Health Foundation (2017)  
Buchan, James; Charlesworth, Anita; Gershlick, Ben; Seccombe, Ian  
The report identifies significant changes and trends since Staffing matters; funding counts was published. In addition to profiling the workforce, the report provides updated analysis of NHS staffing trends considers the future of the NHS staff and provides international comparisons with Organisation for Economic Co-operation and Development countries. Concludes by reiterating the need for a sustained and nationally focused approach to workforce policy and planning.  

**Is practice placement capacity helping the NHS to recruit healthcare professionals?**
Discuss that practice placements are a fundamental aspect of preparing students for working in the NHS and will influence where, and in what specialities, students work. Additionally, NHS leaders now consider the issue of recruitment and retention of NHS staff to be as serious as concerns over funding. It is hypothesised that there is link between student healthcare placement capacity and workforce gaps. The policy of increasing training places and of funding practice placements may have a positive effect on practice placement provision and if so contribute to increasing the NHS workforce, but without further detail this impact remains unknown. Along with most aspects of service delivery, planning practice placements using the best available evidence will ensure that the impact on service delivery is minimised while maximising the experience for the next generation of NHS employees. Hellawell, M., Graham (2018); British Journal of Healthcare Management, 24(4), pp.198-202.

**There's more to staff recruitment than pay: NHS Improvement.**
The article reports on the NHS Improvement retention programme for nurses in Great Britain. Topics discussed include other factors that play a part in staff attrition aside from the pay cap such as work-life balance and flexibility and suggestions such as mentoring programmes and preceptorship to support newly registered staff. Evans, N. (2017). Nursing Management, 24(5), pp.8-9.
The labour market for nurses in the UK and its relationship to the demand for, and supply of, international nurses in the NHS. Final report (2016)

This research was commissioned by the MAC and the report examines the recruitment of non-European Economic Area (EEA) nurses at a trust level in the NHS in England. The research examines and seeks to explain the variation in the recruitment of EEA nurses at trust level in the NHS in England, drawing on evidence from quantitative analysis of available data, as well as qualitative interviews with NHS trusts and health sector experts.

As part of this research, various analytical techniques were used to evaluate how the demand for non-EEA nurses in the NHS is influenced by factors such as: trust-level characteristics, work place practice, demographics and local labour market characteristics.

This report is structured - chapter two giving a broad overview and policy context of nursing shortages in the UK and how they have come about; chapter three details the key quantitative results of the research; chapter four details the key qualitative evidence; and chapter five identifies policy responses to preventing future nursing shortages.

References

Articles


NHS ‘struggling with staff shortages and high workloads’.(2017). *People Management*, p. 11


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**Websites**


