

RPIW Recruitment Process

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Targets for Improvement

- 🕒 Reduction in the overall time to recruit
- 🕒 Improved experience of the recruitment process for all parties
- 🕒 Reduction in productive time lost from leaver to new starter (or costs incurred in covering that loss e.g. bank/agency)

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Pre-RPIW

- 🕒 1662 staff commenced in new posts in 2017/2018
- 🕒 On average it takes 13 weeks for a new applicant to arrive in post (includes advert and notice period)
- 🕒 On average it takes 160 minutes to process an applicant through steps 1-10 (from RAP – day one)
- 🕒 Of the total time taken 99.6% of this was waiting

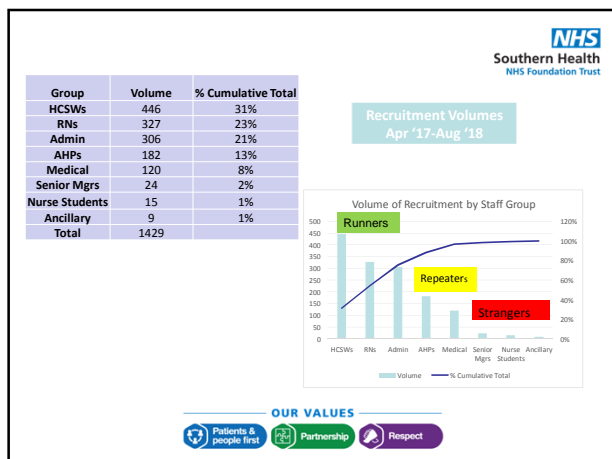
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Value Stream Map – Recruitment from RAP approved to employer starting on their first day

	RAP	Advertise	Shortlist	Arrange interview	Selection	Offer	Screen	ERB and contract	ES/leave	Day one	Total
CR	9.22	2.1	4.18	1.46	80	27.6	4.28	22.2	18.07		109.29
YOB	3.48		1.54	49.12	3088	13.22	8.54	4.27	13.18		48.35
NO	3.22	2.1	4.18	1.46	80	27.6	4.28	22.2	18.07		109.29
NOVA	3.22	2.1	4.18	1.46	80	27.6	4.28	22.2	18.07		109.29
NOVA	3.22	2.1	4.18	1.46	80	27.6	4.28	22.2	18.07		109.29

Average time to recruit is 31 days (13 weeks)
 Average Process time is 163.27 minutes
 Average wait is 46.55 minutes (96.7 days)

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NHS Foundation Trust
- ### Proposed Outcomes from RPIW
- Removal of RAP process
 - Website update / process flowcharts
 - Improved communications e.g. use of texts
 - Changes to how we use NHS Jobs
 - Caseload management
 - Focus on pre-employment checks
 - Dashboard for candidates & managers
 - Projected start dates used as standard
 - Comprehensive electronic form for new starters
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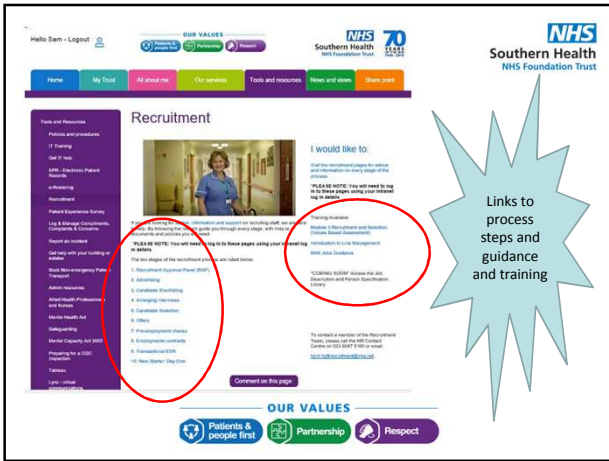
Anticipated Impact of changes

- New process based on efficiency & flow
- Improved experience for all parties
- Reduction in lead time to 8 weeks (reduction of 34 days)

34 (days) x 1662 (recruits) =
56,508 days' capacity released/year

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- ### Progress to date
- Website updates
 - New process flowcharts / guidance / templates
 - Forms streamlined
 - Changes to work flow in i.e. end-to-end
 - Introduction of caseload management
 - Focus on pre-employment checks, 2,8 & 10 day chase
 - Projected start dates used as standard
 - Improved use of ESR and NHS Jobs
 - advertising approval, text reminders etc.
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Feedback from recruiting managers and candidates

- I can see you have started to make some sleek improvements to the recruitment process, and I am very pleased with the service you provide us
- I have been very impressed with the recruitment process so far
- My query was dealt within in an efficient and professional manner
- Very prompt response to my e-mail
- Really good process, it was fast and straightforward. Big improvement from the previous process.
- A vast improvement from previous HR processes.
- Very impressed with the quality of support and helpfulness I've received

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Unexpected benefits of our QI Project

- Team having a greater understanding of whole process
- Understanding the impact of not following procedure
- Ownership of the process
- Closer team working and working together to achieve KPI's
- Increased engagement with stakeholders

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Next steps

- Electronic form for new starters inc. all requirements
- Future improvements to ESR & NHS Jobs
- Review of values-based recruitment module
- New Recruitment & Selection Policy
- KPIs to ensure continuous quality improvement
- Projected start dates used as standard
- On-going QI to ensure continual improvement.

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