

# Band 5 AHP Regional Recruitment Follow –up Workshop



Wednesday 2<sup>nd</sup> March 2016

# **AHP Band 5 Regional Recruitment Stakeholder Workshop**

**Michelle Tennyson**  
**Assistant Director of AHP & PPI**  
**PHA**

Wednesday the 2<sup>nd</sup> of March 2016

# May 2015 Action Plan



## BAND 5 AHP REGIONAL RECRUITMENT ACTION PLAN

Action Required	Action to be taken
Band 5 Recruitment schedule	Develop matrix of band 5 AHP recruitment schedule for the next 9/12 months, with clear guidelines on preparation time for the professional staff
Band 5 Recruitment survey	Complete survey monkey surveys and review after each Band 5 AHP Recruitment exercises
Review and update of applicant pack	RRMN to review and amend the AHP applicant pack and include guidance on writing/developing Occupational Assessment
Agree a process for applicant feedback	Summary standards to be developed to ensure feedback is provided to candidates following recruitment exercises

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## BAND 5 AHP REGIONAL RECRUITMENT ACTION PLAN

Action Required	Action to be taken
Incorporate key concepts of VBR into the recruitment documentation	AHP personnel specifications to be reviewed to consider how to incorporate key concepts of VBR for future recruitment exercises.
Agree future plan of band 5 AHP recruitment	Liaise with professional AHP HOS to develop a standardised approach for the regional recruitment of band 5 AHPs which is evidence based

# May 2015 Long-Term Action Plan



## BAND 5 AHP REGIONAL RECRUITMENT ACTION PLAN

Action Required	Action to be taken
<b>Marketing and Communication</b>	<b>Develop careers events/literature to communicate the band 5 AHP recruitment processes for the HSC including active involvement of candidates</b>
<b>E-solutions to band 5 AHP recruitment</b>	<b>Investigate e-solutions to effectively support AHP recruitment exercises</b>

# Review of Progress Made



# **ALLIED HEALTH PROFESSIONALS REGIONAL RECRUITMENT WORKSHOP**

**2 March 2016**

Ruth Allen – Senior HR Manager  
Western Health & Social Care Trust



# PROGRESS TO DATE

All entry level recruitment for AHP and Pharmacy is undertaken using a regional recruitment model.

CURRENT MODEL		
Written Assessment Only	Interview Only	Combination of Interview & Occupational Assessment
<ul style="list-style-type: none"><li>Occupational Therapy</li><li>Physiotherapy</li><li>Radiography (Diagnostics)</li></ul>	<ul style="list-style-type: none"><li>SLT*</li><li>Dietetics</li><li>Podiatry</li><li>Orthoptics**</li></ul>	<ul style="list-style-type: none"><li>Pharmacy</li></ul>

\* In the first year SLT used a combined approach    \*\* Not currently involved in regional, but keen to do so when next recruiting.

# THE STATISTICS

Profession	Applications Received	Applicants who completed Assessment	No.placed on Waiting list	Total Posts Offered from list (Permanent and Temporary)	% of Waiting list used	Selection Method
Occupational Therapy (2014/15)	352	332	139	81	58.27%	Written Assessment
Physiotherapy (2013/14)	292	247	154	72	46.75%	Written Assessment
SLT (2013/14)	169	158	47	21	44.68%	Interview only
Radiography (2013/14)	131	124	103	82	79.61%	Written Assessment
Dietetics (2013/14)	89	87	55	26	47.27%	Interview only
Podiatry (2013/14)	43	40	43	9	20.93%	Interview only
Pharmacy (2013/14)					?	Combination

# MAY 2015 - OUTCOME & ACTIONS

- \* Majority of participants indicated a preference for a combined approach, .i.e. using both interview and occupational assessment and majority did not want to see use of test only;
- \* Identified the need to review and enhance the Applicant Pack (*based on survey monkey feedback*);
- \* Asked for more guidance for managers on the assessment process;

# PROGRESS TO DATE

- \* **Engagement with Heads of Service at their Regional meetings to discuss next steps;**
- \* **Reviewed & developed the Applicant Pack and added a FAQ for applicants to refer to;**
- \* **Introduced a new Waiting List Letter - disclosing place on waiting list;**
- \* **Developed Guidance for Managers Document;**



**EXAMPLE QUESTIONS FOR  
WRITTEN ASSESSMENT**

# TIMESCALES

PROFESSIONAL AREA	CURRENT EXPIRY DATE	PLANNED RENEWAL ACTIVITY
RADIOGRAPHY (Diagnostic)	New - February 2017	Just complete
PODIATRY	January 16	Approx. April 2016 ( <i>waiting list extended for 3 months</i> )
PHYSIOTHERAPY	February 2016	Early March 2016
<b>PHARMACY</b>	May 2016	March 16 ( <i>estimated based on availability of existing list</i> )
RADIOGRAPHY (Therapeutic)	June 2016	April 2016
OCCUPATIONAL THERAPY	June 2016	March 2016
DIETETICS	October 2016	August 2016
SPEECH & LANGUAGE	November 2016	September 2016

\* Accurate at February 2016

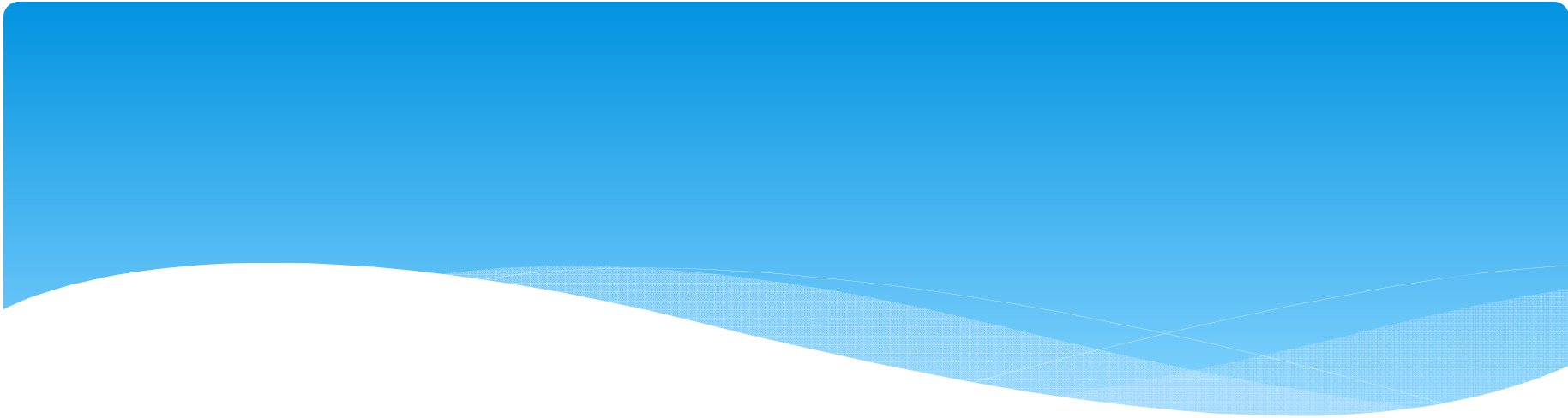
# GOING FORWARD

- \* **Enhancing the processes already in place to ensure quality candidates appointed to meet the needs of the service;**
- \* **Agreeing what this looks like and what works best for each profession.**

# FURTHER DEVELOPMENTS

- \* Summary standards to be developed to ensure feedback is provided;
- \* Marketing & Communication;
- \* E-Solutions.





**Questions?**



**Thank you for your  
time and your  
contribution.**

# Update on Professional AHP Recruitment Survey

**Geraldine Teague**  
**AHP Consultant PHA**

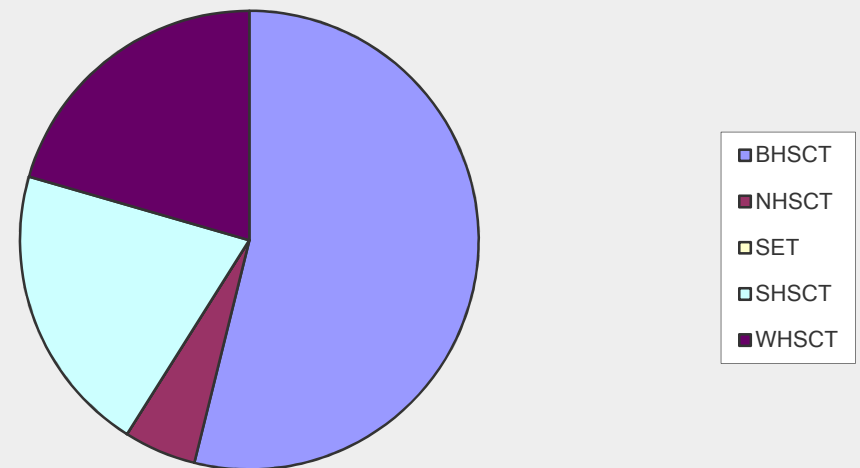


# What Trust do work in?

What Trust do you work for?

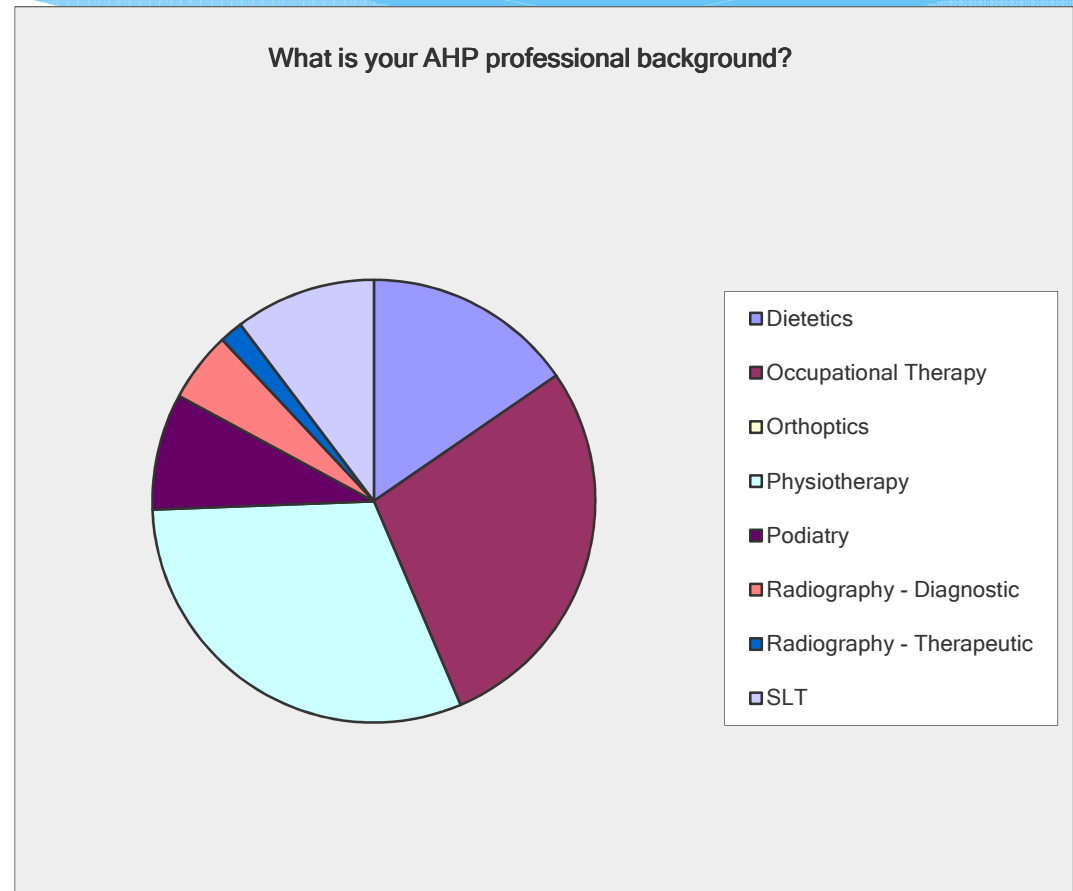
Answer Options	Response Percent	Response Count
BHSCT	53.8%	63
NHSCT	5.1%	6
SET	0.0%	0
SHSCT	20.5%	24
WHSCT	20.5%	24
answered question		117
skipped question		0

What Trust do you work for?



# Professional Background

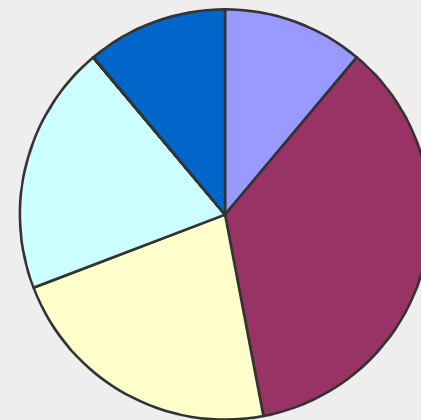
Answer Options	Response Percent	Response Count
Dietetics	15.4%	18
Occupational Therapy	28.2%	33
Orthoptics	0.0%	0
Physiotherapy	30.8%	36
Podiatry	8.5%	10
Radiography - Diagnostic	5.1%	6
Radiography - Therapeutic	1.7%	2
SLT	10.3%	12
answered question		117



# Staff Band

What band of staff are you?

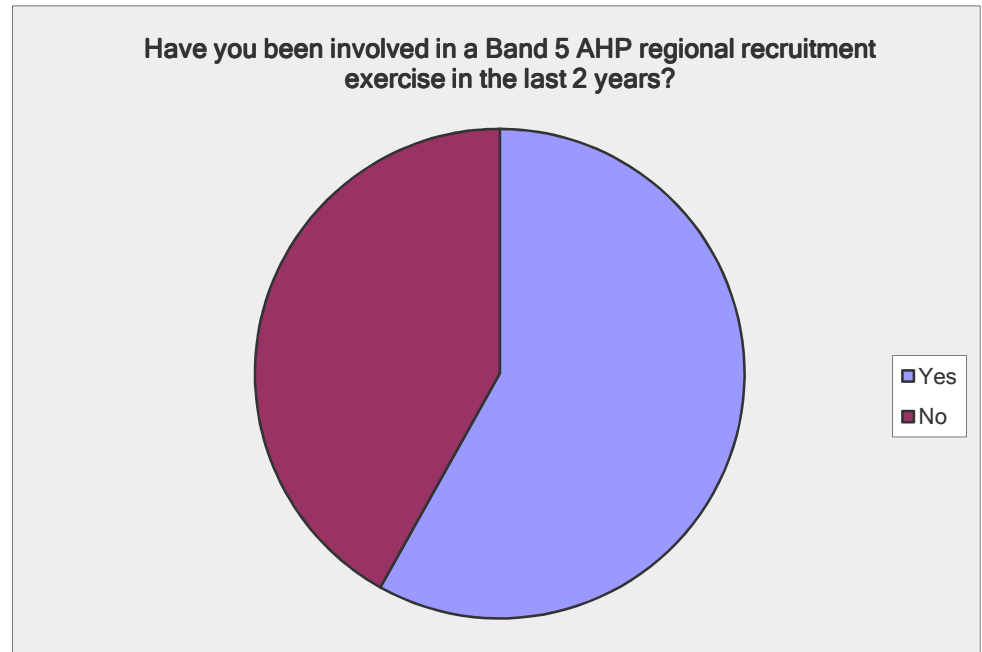
Answer Options	Response Percent	Response Count
6	11.1%	13
7	35.9%	42
8a	22.2%	26
8b	19.7%	23
8c	0.0%	0
8d	0.0%	0
Other (please specify)	11.1%	13
answered question		117



- 6
- 7
- 8a
- 8b
- 8c
- 8d
- Other (please specify)

# Involved in Band 5 Recruitment Regional Recruitment

Answer Options	Response Percent	Response Count
Yes	58.1%	54
No	41.9%	39
answered question		93
skipped question		24

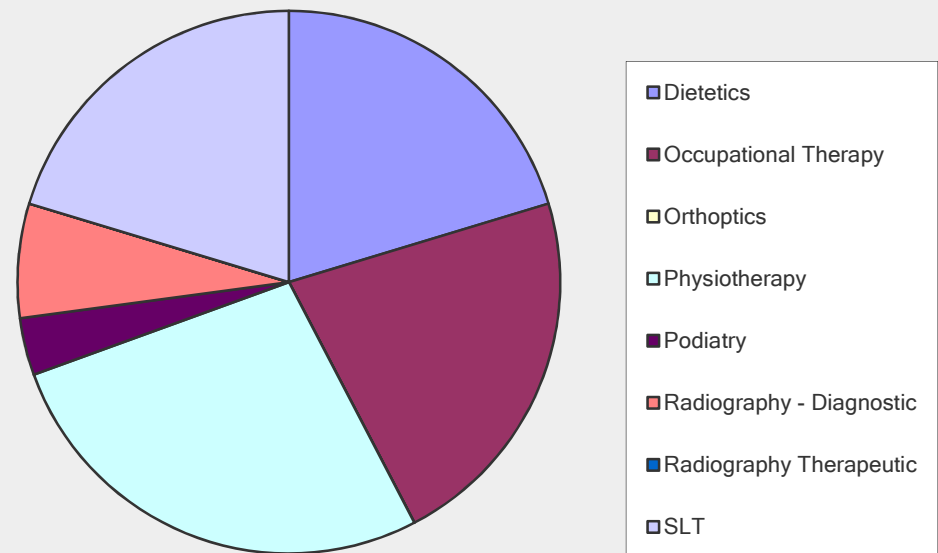


# Type of Recruitment Involvement

What Band 5 AHP regional recruitment processes have you been involved in?  
Please tick all that apply

Answer Options	Response Percent	Response Count
Dietetics	20.3%	12
Occupational Therapy	22.0%	13
Orthoptics	0.0%	0
Physiotherapy	27.1%	16
Podiatry	3.4%	2
Radiography - Diagnostic	6.8%	4
Radiography Therapeutic	0.0%	0
SLT	20.3%	12
answered question		59
skipped question		58

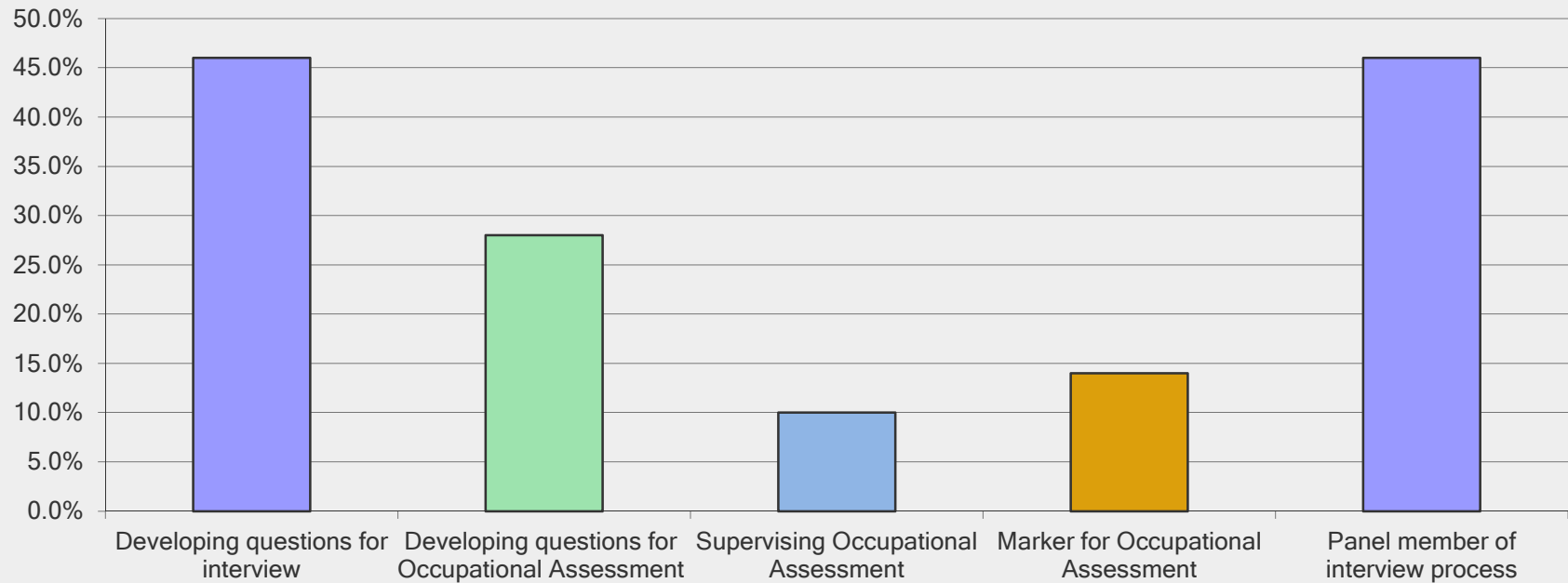
What Band 5 AHP regional recruitment processes have you been involved in? Please tick all that apply





# Type of Involvement

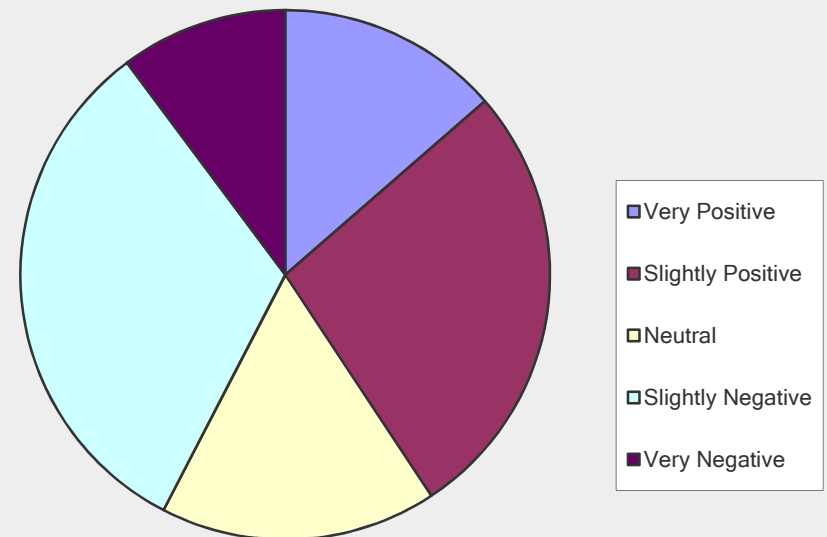
What input did you have in this recruitment process? Please tick all that apply



# Overall Experience of the Process

Answer Options	Response Percent
Very Positive	13.6%
Slightly Positive	27.1%
Neutral	16.9%
Slightly Negative	32.2%
Very Negative	10.2%

From your involvement, how would you rate your overall experience of the process?

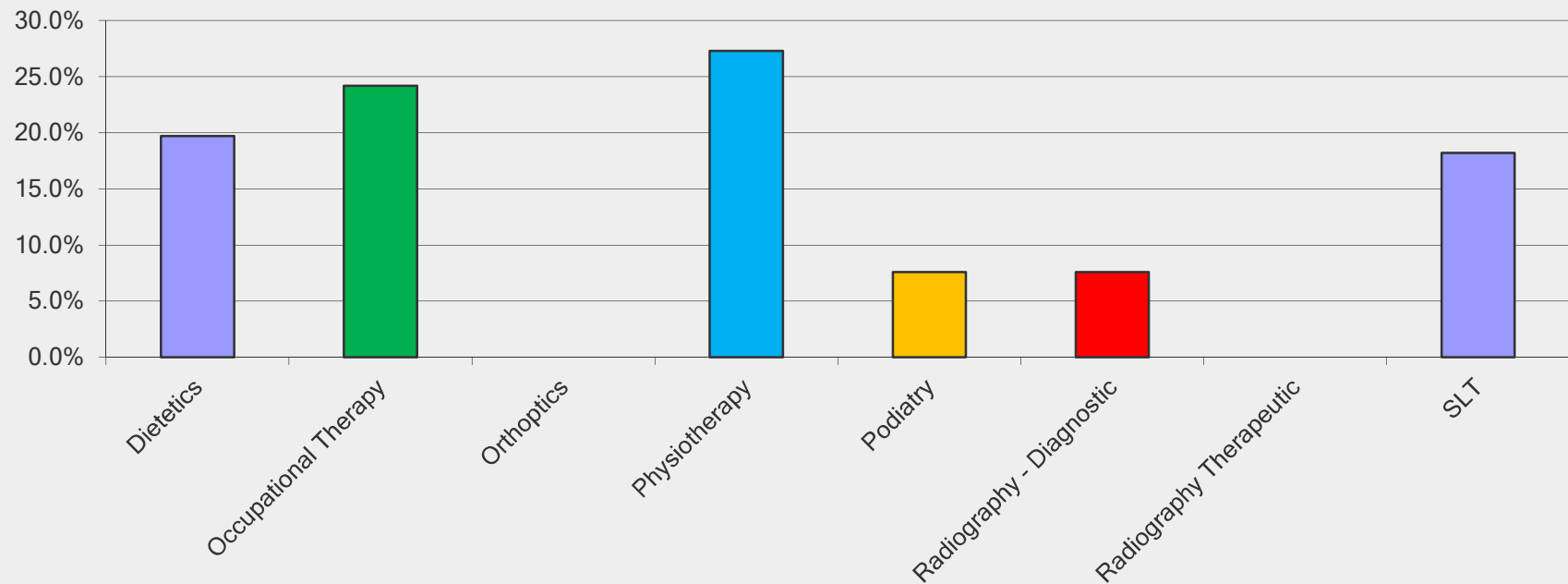


# How to Improve Band 5 AHP Recruitment

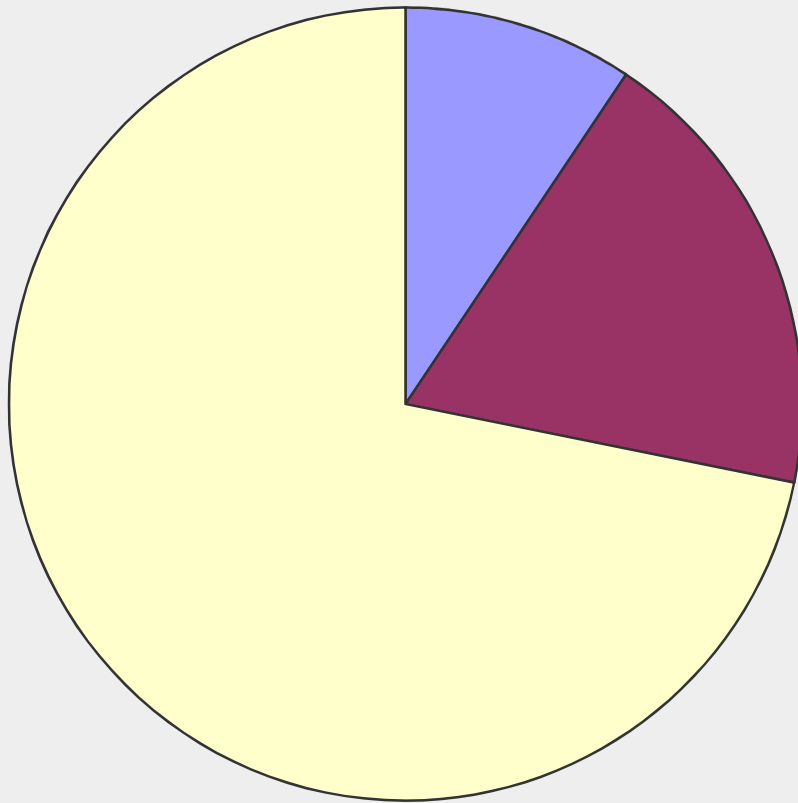
- \* Enhanced communication re delays/cancellations
- \* Easier process to get staff into post
- \* Joint approach and professional advice re the process
- \* Involve clinicians in the process
- \* Clinical skill based scenarios
- \* Process to advise candidates on waiting list
- \* Consideration re suitable venues

# Have you Appointed an AHP Post in the Past 2 Years?

If yes, which professions have you appointed in the past 2 years?



# Type of Appointment



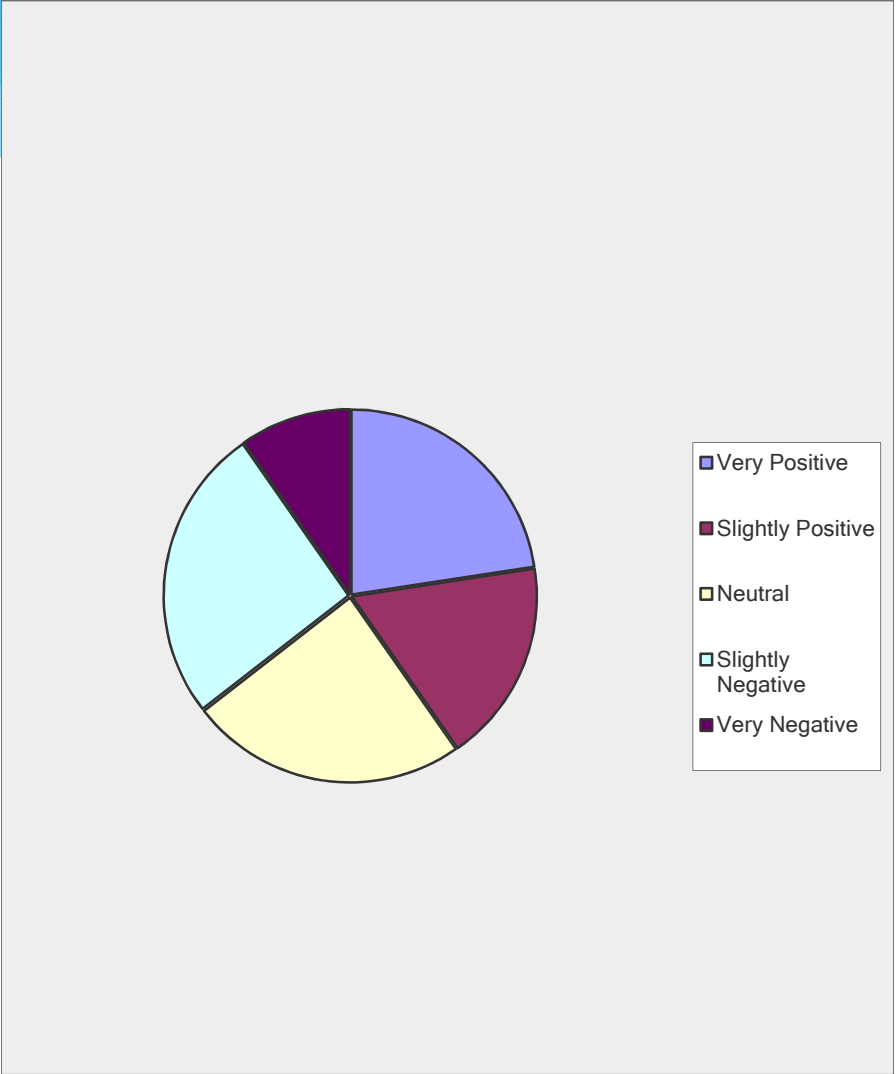
■ Permanent only

■ Temporary only

■ Permanent and  
Temporary

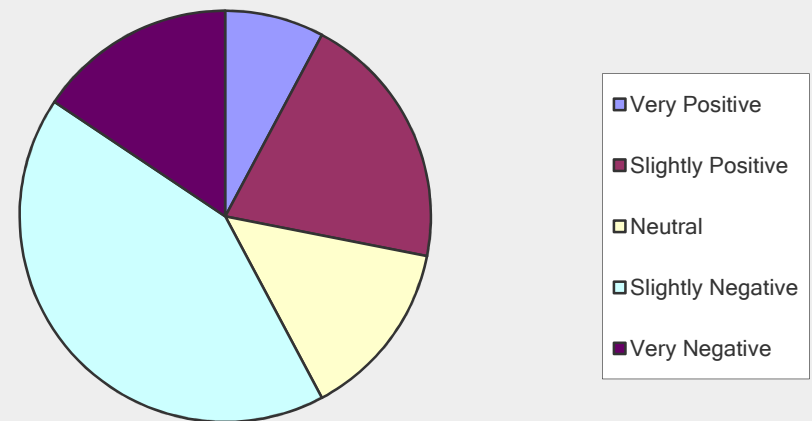
# Overall Experience

Answer Options	Response Percent
Very Positive	22.6%
Slightly Positive	17.7%
Neutral	24.2%
Slightly Negative	25.8%
Very Negative	9.7%



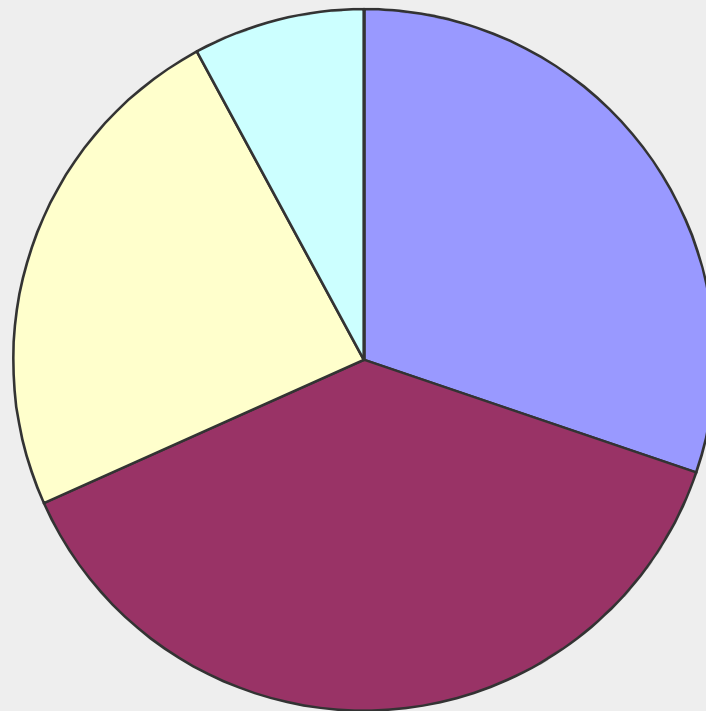
# Timeliness

Answer Options	Response Percent
Very Positive	7.8%
Slightly Positive	20.3%
Neutral	14.1%
Slightly Negative	42.2%
Very Negative	15.6%



# Satisfaction with Appointments Made

How satisfied were you on the appointments made?



Very Satisfied

Satisfied

Neutral

Unsatisfied

Extremely  
Unsatisfied



# How to Improve Band 5 AHP Appointments

- \* Enhanced process to recruit temporary staff in a timely manner - Bank
- \* Simplify preference sheet
- \* Better planning and preparation of interview questions, consider presentations
- \* HR checks and references for top 10 on waiting list
- \* Always active waiting list and consider rotations
- \* Share results with candidates on waiting list

# Regional recruitment Band 6 Pharmacists

2<sup>nd</sup> March 2016

Jayne Agnew

SHSCT

# Background

- \* 3 years ago – Trusts were spending a lot of time and money on recruiting entry level pharmacists every year.
- \* Multiple recruitments for permanent and temporary Band 6 pharmacists across the 5 Trusts.
- \* Trusts were ‘robbing’ each other of staff
- \* Lack of consistency in approach across Trusts to recruitment of band 6 pharmacists.

# The Plan

- \* All 5 Trusts pharmacies work together in conjunction with HR teams.
- \* Recruit once each year for band 6 pharmacists
- \* Create a regional waiting list for permanent and temporary posts for 12 months
- \* All 5 Trusts agreed a recruitment pack, including JD, preference sheet for Trust choice and temporary and/or permanent posts, etc.
- \* We agreed 'rules' for the management of the waiting lists.
- \* Consulted with staff side on the recruitment plan, pack and waiting list rules.

# Year 1 – 2013/14

- \* Placed a regional advert - approx. 180 applicants
- \* One representative from each Trust involved in preparation of interview questions
- \* Four 2 person interview panels running for 3 days with 20 min interviews
- \* Testing candidates pharmaceutical knowledge consistently in the short interview time available proved challenging. Also difficult to simulate a clinical situation at interview – as in real practice they could use a reference source such as a BNF for example.

## Year 2 – 2014/15

- \* Used same process re advertisement and recruitment pack – approx. 280 applicants
- \* Introduced an occupational assessment as a first step in the process - standard marking sheet and pass mark agreed in advance.
- \* Assessment involved questions on 3 key areas (legal requirements, governance and clinical knowledge). Candidates given 1 hour to complete under exam conditions. BNFs allowed.
- \* Then interviewed those that ‘passed’ the assessment, again with a pre-agreed interview pass mark.

## Year 2 – 2014/15

- \* Interview questions focussed on communication skills and ability to manage difficult situations
- \* Combined their assessment and interview scores to create an ordered waiting list for the region.
- \* Worked well however the waiting list was too short for the posts we had that year as approx. 60% of candidates did not get through the assessment as they did not attempt all the sections.

# Year 3 – 2015/16

- \* Used the same process as in 2014/15 – approx. 180 applicants.
- \* Put additional information in the recruitment pack about the workplace assessment – ie importance of answering questions in every section, etc. Reviewed the style of some of our questions.
- \* 140 candidates got through to interview.
- \* Interviewed the first 70 in June 15 and the remaining 70 in November, when the waiting list for temporary posts was exhausted.



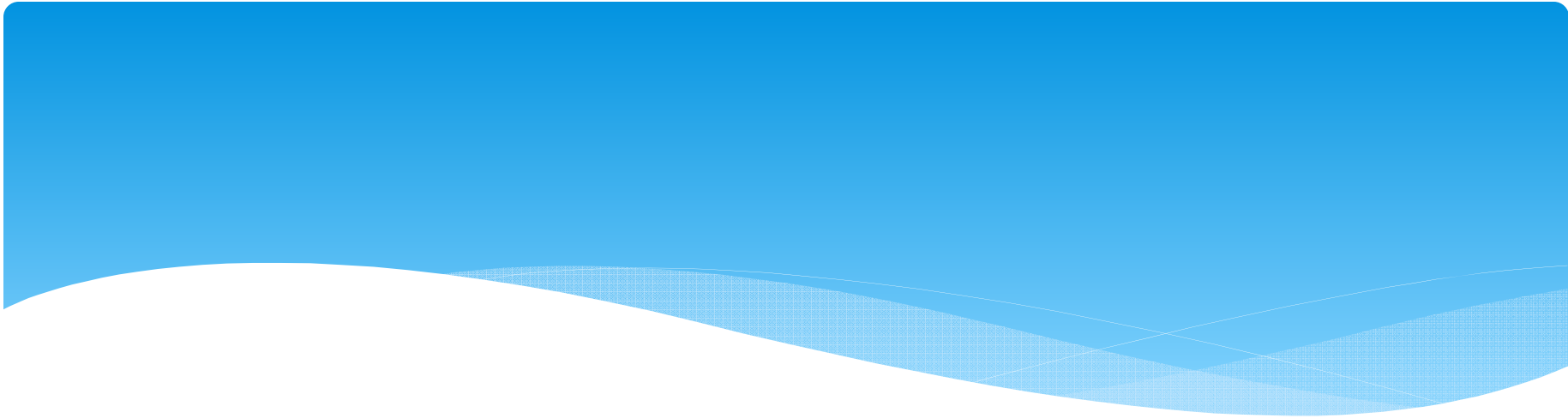
# Reflections

## Positives

- \* The recruited pharmacists are a very high standard – both clinical knowledge and communication skills.
- \* Regional consistency
- \* Reduction in time spent recruiting pharmacists
- \* Reduction in time posts are vacant as junior pharmacists are not moving during temporary contracts.

## Challenges

- \* Pharmacists already in permanent posts but who want geographical moves have to apply. So now we are planning to ask whether applicants are interested in temporary and/or permanent post at beginning of process – so that we can judge how many to interview to create a healthy waiting list.
- \* Splitting the interviews – with hindsight we wouldn't do that again.



**Questions?**

# Physiotherapy Band 5 Regional Recruitment using Occupational Assessment

Teresa Ross  
Head of Physiotherapy SHSCT

# Recruitment & Selection

- \* The overall aim of the selection and appointment process should be to obtain, at the minimum cost, the number and quality of employees required to satisfy the human resource needs of the Trust.

WHSCT Selection & Appointments Policy

## \* **Regional Recruitment since 2013**

Led and supported by HR-recruitment Management; Section 75 Equality Criteria – this process has been equality screened with no issues found.

- \* Sex, marital status, perceived religious affiliation, political opinion, race, ethnic origin, disability, age or sexual orientation
- \* The reliability of staff being able to perform the band 5 role through this method of recruitment has been evidenced through the retention and performance of the staff
- \* There have been no better or worse poor appointments
- \* As such, the 5 Heads of Physiotherapy Service are confident that B5 Physiotherapists are appointed on the basis of merit in relation to the personnel specification developed for the post;

# Regional Recruitment

## \* **Supports for Recruitment Process**

Probationary Period For Band 5s

6 months supervision, support, training and review in practice.

Preceptorship up to one year post graduation

# Regional Recruitment

- \* Year on year the applicant information booklet has been reviewed and updated where learning has been demonstrated in relation to process
- \* Issues in relation to HCPC registration have been addressed
- \* Helping applicants make choices has improved to avoid shot gun approach
- \* Processes for permanent and temporary employment offers have been clarified and written clearly in pack

# Regional Recruitment

- \* Advertisement updated and applicants given timely notice of application process, assessment date and venue
- \* Applications are accepted from undergraduates
- \* Senior clinicians in each Trust devise the questions and answers for the four core areas of Physiotherapy that would have been addressed at interview
- \* MSK, Respiratory, Neurology and Clinical practice/Governance



# Regional Recruitment

- \* The draft questions and answers with suggested weightings are quality assured by lead clinicians in all Trusts for appropriateness for Band 5 staff to answer, for difficulty in relation to scoring, and for non suitability
- \* BSO set out the assessment booklet as per clinicians advise and covers disabilities and predicted needs of applicants to ensure no one is disadvantaged

# Regional Recruitment

- \* Supervision of the assessment centre is by BSO with a Physiotherapist in attendance to answer clinical queries
- \* Marking is carried out by Senior Physiotherapy clinicians in BSO centre
- \* Candidates are notified within normal HR timescales as to outcomes of assessment i.e. on waiting list or not and next steps

# Regional Recruitment

- \* Following marking Information is shared with Heads of Profession in relation to number of applicants in total , number who sat the assessment and the results
- \* Also breakdown by Trust is available i.e. number choosing each Trust
- \* Can get order of merit but it is difficult as position will vary with first or second choice of Trust and permanent or temporary interest

# Occupational Assessment Questions

## ❖ Regional

4 Trusts develop it's allocated sub-speciality set of questions within a tight cohort group of Team Leads and Clinical Specialists (B7's and above) for that speciality;

5<sup>th</sup> Trust Quality assure the questions through a scrutiny process regarding; appropriateness, rating/target level and ambiguity

OA is a higher predictor of on the job performance 60% than interview 40%

## ❖ Situational Judgement Test

There is room for a recognised external agency to enhance the validity of this process further which would improve the job performance predictability if SJT built into the OA to 80%

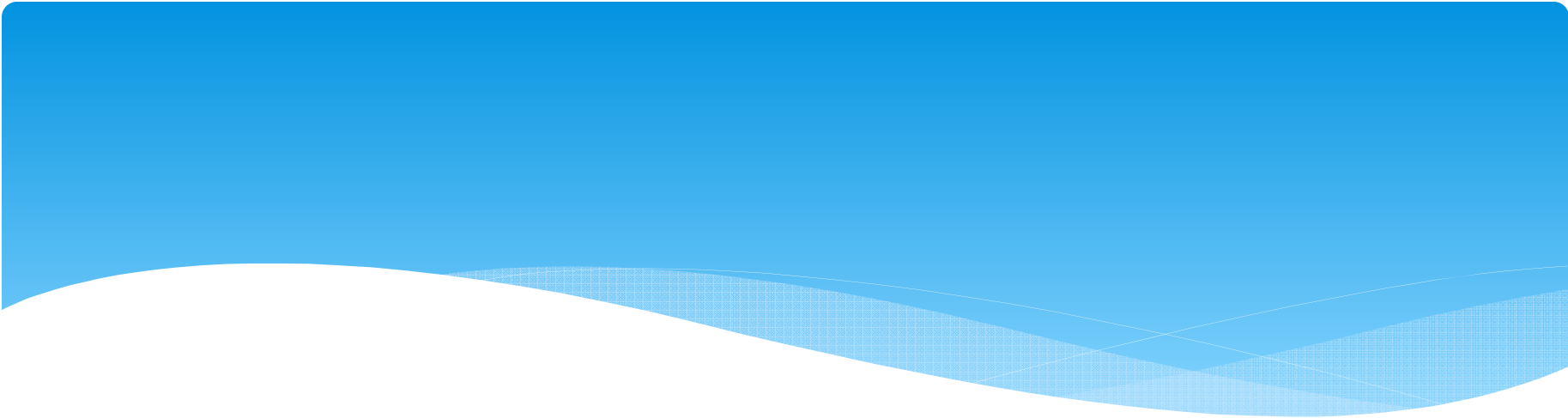
\* Would want to engage experts to help us finally formulate clinically drafted questions and assist in contextualising and ensuring designed to ensure situational judgement.

# Workforce Planning Issues

- ❖ Temporary Posts have been big factor in gaps in succession planning
- ❖ Applicants not making right choices initially and not exercising their responsibility to change personal details
- ❖ 2015 waiting list 214
- ❖ 2016 waiting list 155 risk here
- ❖ Currently a Once a year process however based on this years figures would be viable to repeat twice per year as was original intention

# Regional Recruitment

- \* Applicants down this year
- \* 238 in 2014 ( 24 withdrawn)=214
- \* 186 in 2015 ( 17 withdrawn) = 169
- \* 2014 163 on waiting list = 76% success rate
- \* 2015 133 on waiting list = 78.6% success rate

- 
- ❖ A viable band 5 waiting list is key to workforce planning, capacity demand work to ensure backfill of staff members who have gained promotion, internal upgrade secondments
  - ❖ This was a challenge this year as there were no band 5 staff to recruit for temporary posts in the short or long term which were needed for additional capacity or for providing backfill for staff moving to Band 6 and Band 7 posts

# Recommendations

- \* Applications electronic so that demographics etc are transferred over
- \* Invest in an electronic System /company to devise OA/SJT
- \* Electronic marking system
- \* BSO to share outcomes of Assessment on regular basis with Trust Leads Implementation of recommendations from external reviewer 2012
- \* Efficiency and validity would increase and would be in line with evaluation outcomes of 2012



# Summing up and Focus of Break-Away Session

**Michelle Tennyson**  
**Assistant Director AHP & PPI**  
**PHA**

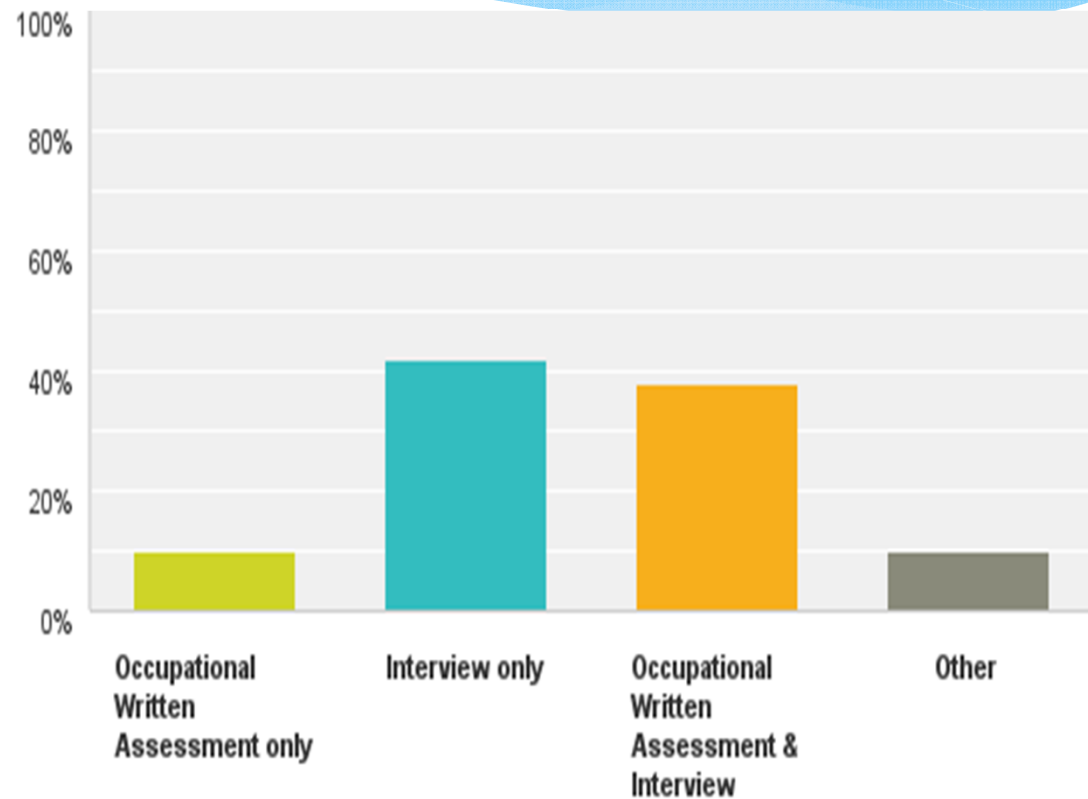
# Recruitment Research Basis

Type of Selection Used	Predictor of Job Performance
Interviews	40%
Occupational Based Written Assessment	60%
Occupational Based Written Assessment + Situational Judgement Questions	80%

# Candidate Feedback

## Comments Summary of Themes;

- Practical Assessments
- Case Scenario / Role Play
- Group Interviews
- Interview for EACH job
- Interviews but not regional
- Any form okay but flawed for those who don't get jobs
- Either way – no-one likes selection



# Feedback at the May 2015 Workshop



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Interview only	2%	23%	17%	36%	21%
Occ Ax Only	2%	12%	14%	54%	18%
Combination	29%	45%	14%	8%	4%

Profession	Applications Received	Applicants who completed Assessment	No.placed on Waiting list	Total Posts Offered from list (Permanent and Temporary)	% of Waiting list used	Selection Method
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Pharmacy (2013/14)					?	Combination

# Professional Break Away Session

**Carmel Harney**  
**Assistant Director of AHP, WFD and Training**  
**SHSCT**

Stage 1	Stage 2	Stage 3	Stage 4
A II Occupational Ax + Score	All Interview + Score	Joint Score and Rank those who achieve Pass Mark	
All Occupational Ax + Score	Pass - Progress Not Pass – Not Progress	Interview All Pass Marks or Top No as Required (depending on nos.)	Interview Scores Rank in order
All Occupational Ax + Score	P ass - Progress Not Pass – Not Progress	Complete Face to Face Interview at point of offer	

- **For your professions please set out the agreed options for progressing the regional recruitment of band 5s and how will you do this**
- **Outline the timescales for this and the support you will require in moving forward**

# Professional Break Away Session

## Professional Feedback





# The Way Forward

## Band 5 AHP Regional Recruitment



**Michelle Tennyson**

**Assistant Director AHP & PPI PHA**