

### **1.19.14 Recruitment & retention**

Please supply arrangements for recruitment campaigns and retention schemes/initiatives including arrangements to ensure optimum turnover levels.

(Maximum Word Count 750)

Words used = 704 excluding the graphic as permitted by the CQ

#### **1.19.14.1-Key roles**

The contract roles involved in recruitment are primarily the three contract leads (Operations Manager, Clinical Services Manager and Medical Lead). They will be supported by the Staffordshire Operational Director, as the contract's accountable role, and the other area directors (Clinical and Medical Directors).

HR function involvement will include our Recruitment Advisors and the HR Business Partner for overall workforce planning.

#### **1.19.14.2-Arrangements for recruitment campaigns**

##### **a)-Attracting high-calibre applicants**

Clinical resource is scarce across the UK so one aim of our recruitment campaigns is to ensure we have a sufficient supply of suitably qualified, experienced and competent staff. We also use recruitment campaigns to attract the highest calibre staff, aiming to be a local employer of choice and to attract a diverse workforce, reflective on the communities in which we work and tapping into groups likely to fit well into our workforce, e.g. military veterans and clinical staff returning to work following maternity leave and those wishing to have portfolio careers.

Vocare is a signatory to the Armed Forces Covenant and is registered as a Disability Confident Employer. We see advantages in engaging veterans with transferable skills for our services. One of our Divisional Directors with a recent Armed Forces background provides us with a direct link to encourage veterans into the organisation. We also have clinical colleagues recruited from military backgrounds to utilise their urgent-care skills.

In addition, we want to recruit people that we can develop through our training and development programme thus 'growing our own' resource. This approach is assisted by our partnership working with education suppliers.

Our OOH contract has a positive staff retention rate. The annualised attrition rate across the contract is [REDACTED] which is favourable against industry standards of 15-25%. Our recruitment campaigns have successfully attracted retired public service colleagues into driving roles (i.e. ex-police, fire service etc.), enabling them to provide continued service to the community.

**b)-Job sharing**

As part of reducing the impact of scarce clinical resource, we may consider use of shared roles with e.g. local GP practices or other urgent-care providers, as we have done in some UTC contracts. Should this be useful for the contract, the Area Operational Director will work with HR and the Head of Resourcing to put such an approach into place.

**c)-Communication channels**

We will advertise opportunities using a range of channels to maximise attraction of a diverse population in addition to traditional advertising in local media outlets e.g.:

- National/local jobs boards.
- NHS Jobs.
- Encouraging colleagues to share our opportunities via social media.
- Services such as LinkedIn and use of a head-hunting framework.
- Working with local charities/groups to share our opportunities such as engaging with veterans and higher/lower education
- Career fairs will be attended in line with the recruitment campaigns that we are looking to attract candidates for, for instance NHS virtual job fairs, medical and clinical specific recruitment fairs linked to local clinical training universities such as Keele University and local events for operational roles.

Recruitment campaigns also include our 'Refer a Friend' scheme which welcomes colleagues into our services by referrals.

**1.19.14.3-Staff retention schemes/initiatives to ensure optimum turnover**

Vocare is keen to retain the high-quality staff it attracts through its recruitment campaigns. Our retention strategy uses three stands of activity to create a happy, healthy and productive workforce. Figure 1 shows the three stands and the range of associated features. This strategy will help retain staff as it takes a holistic approach to individuals and includes both progression and reward.

The strategy contributes to ensuring optimum turnover as it enables us to 'grow our own' workforce creating opportunity for new staff lower down as staff progress. Keeping staff with us for longer increases consistency of delivery and retention of organisational and local knowledge, including of our patients, and reduces recruitment costs. Using apprenticeship schemes, we have retained apprentices who are now in established roles and we have examples of staff who started as Dispatchers and are now Operational Team Managers and Area Operational Directors.

We also offer cross-training for operational staff to upskill colleagues and provide job variation as well as bolstering our workforce to enable us to have highly trained and effective staff supporting our service e.g. Receptionists, Drivers and Despatchers.

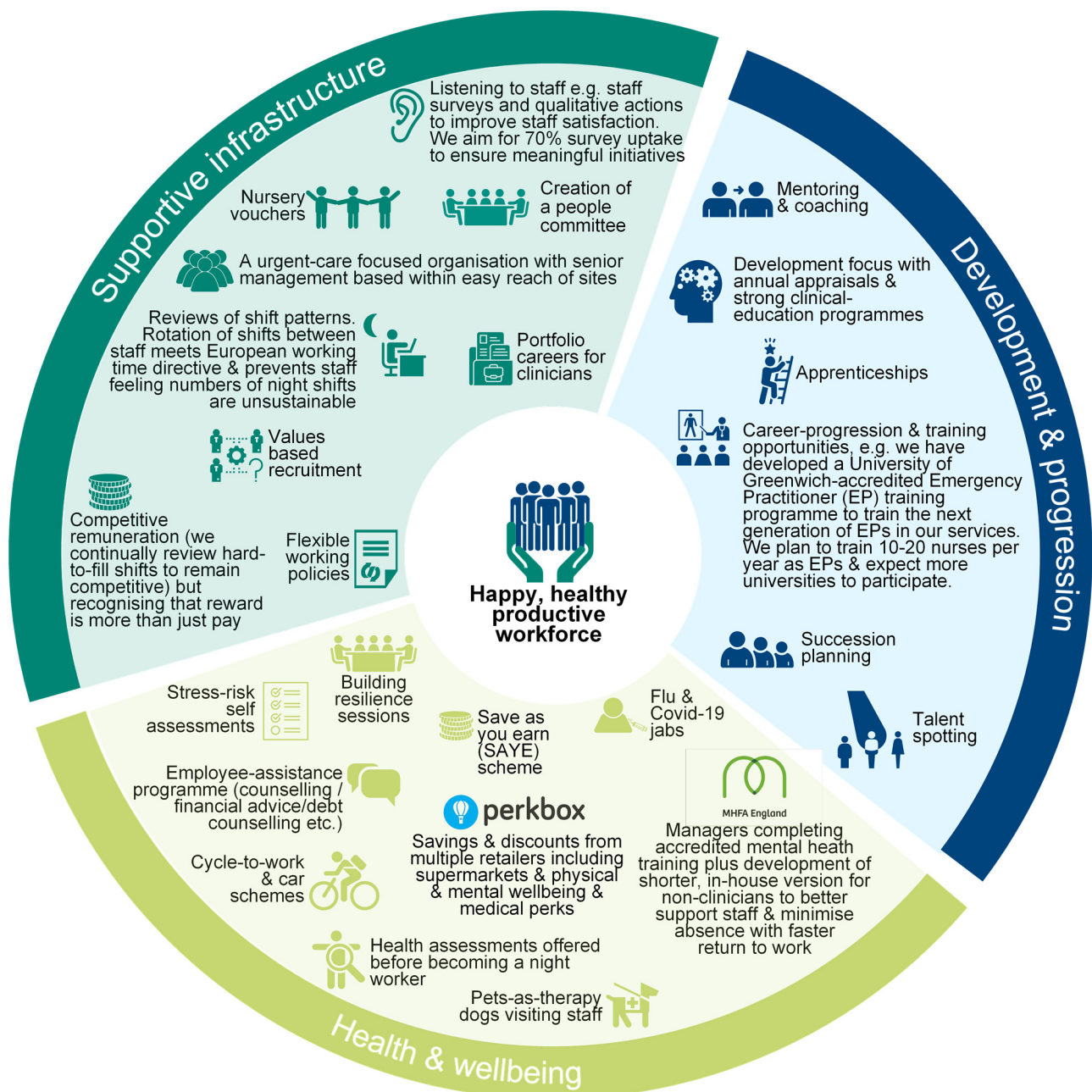


Figure 1: Vocare staff-retention model