

Securing and retaining staff for health and social care – a partnership approach

There has recently been much speculation over the NHS workforce. Many initiatives for improving healthcare, such as providing more treatment in the community, the introduction of new roles for staff, the need to review and rationalise where, how and by whom services are delivered, are having an impact on how staff work, alongside very real financial pressures this year.

The NHS is a large organisation and as such does not have a static workforce at any time. To successfully manage the situation it is vital NHS organisations work together in partnership. NHS Employers have produced this framework to support employers to achieve this.

Executive Summary

- This framework is produced for chief executives, human resource directors and finance directors to help employers manage current workforce challenges across the NHS.
- It sets out good practice drawn from the NHS and the tools provided by NHS Employers to assist employers.
- Feedback from the service is that the approaches set out in the framework are achievable in a short period, and often simple solutions make an enormous difference. A critical factor is joining up solutions across the wider system.
- Successfully responding to these changes will involve:
 - a strategic approach by Boards to eliminate or minimise the need to declare staff at risk or redundant
 - chief executive leadership and involvement because of the need for system-wide responses and strong collaboration with other partners including Foundation Trusts
 - collective approaches across the NHS to meet our collective responsibilities to staff, students and patients with support from all trusts
 - the provision of support and intensive action for those organisations facing significant challenges
 - shared approaches with local government and the independent sector
 - effective partnership working with trade unions
 - close collaboration with higher education institutions supported by work at national level with the Council of Deans

Executive Summary continued

- innovative partnership working with organisations such as Jobcentre Plus, Learning and Skills Councils, development agencies and regional government offices
- the home labour market being fully tested before overseas recruitment is considered
- keeping in focus the longer term workforce requirement to avoid shortages in the future
- ensuring equity and fairness for staff in managing workforce changes
- close working with primary care employers to create employment opportunities for newly qualified healthcare professionals without the need for experience
- strategic health authorities having a leadership role but local leadership through true partnership will have the biggest impact
- Specific good practice includes:
 - reviewing temporary and fixed term contracts
 - using internal pools for newly qualified healthcare professionals, so that they can be offered jobs when vacancies arise
 - use of secondments, flexible contracts, NHS Professionals and new approaches to flexible working hours
 - making all vacancies available to employees at risk of redundancy
- The tools available to support employers are:
 - NHS Jobs
 - Advice and support from NHS Employers – nhsjobs@nhsemployers.org
- The support available to staff and students is:
 - NHS Jobs www.jobs.nhs.uk
 - advice from university careers advisors
 - use of personal careers advisors for staff facing change
 - counselling and support for staff facing redundancy
 - guaranteed shortlisting for those staff/students who meet person specification criteria

The current workforce picture

This section provides the context in which this framework is set. We recognise the situation varies across the country.

- In the NHS this year we are seeing a reduction in the overall numbers of posts needed in the NHS. This is due to three main factors:
 - Services for patients are being delivered in new settings and in new ways
 - Commissioning a Patient Led NHS
 - financial problems in some trusts
- Therefore, many employers are revising their workforce plans for the next few years to ensure they are fit for purpose and are designing teams and skill mix based on evidence and predicted activity. Local government and independent sector employers are also making changes to their workforce numbers on a regular basis to reflect new ways of delivering care.
- With the exception of a handful of trusts, the number of compulsory redundancies is expected to be small. Formal data collection on the numbers

is carried out by SHAs and the Department of Health.

- The NHS will still need to recruit many newly qualified healthcare professionals over the coming years. However, competition for posts is much more challenging and students in all professions will need to be flexible and mobile to find work, especially nurses and physiotherapists. We must protect the valuable skills of these individuals.
- In social care, social work and local government employers such as care homes there are still shortages. Locally, there is increasing collaboration and sharing of practice on the health and social care workforce.
- Employers and staff need to be supported through these changes and helped to develop new opportunities for working in the community, working for alternative employers, contracts that are more flexible and training programmes that prepare people to work in a range of settings.

Planning for the future health and social care workforce

Changing the nature and number of staff in any large and complex system requires long term planning, leadership focus and flexibility. The NHS has a

good history of working collectively to provide a wide range of career opportunities and jobs when structural changes occur. Eliminating or minimising the need to declare staff at risk or redundant in today's fast changing healthcare system requires a strategic approach by Boards and collaboration with other NHS trusts, foundation trusts, primary care, independent sector and social care organisations to share planning assumptions and integrate the workforce across all sectors.

As a huge employer, we need to plan the future workforce carefully using the best available evidence to implement new approaches to recruitment and workforce planning. This work will now need to include the

independent sector, local government and social care employers. However, the size of the NHS as an employer means that collectively we are better placed to redeploy staff through turnover and natural wastage.

Actions for local employers

Local NHS employers are continuing to respond to the changing needs of patients and users through greater focus on workforce planning and on collaboration with each other. Consideration for the long term supply of a skilled workforce is paramount in avoiding workforce shortages in the future. These challenges can be overcome by employers taking collective responsibility to work together to

Case study:

Barnsley Hospital NHS Foundation Trust has developed a workforce strategy which suggests that the actual number of the trust's workforce is broadly correct. However, they identified a need to change the number of staff working at a particular level. In order to support changes to service delivery and improve the quality of care given to patients, the trust will be redesigning roles for clinical staff working at bands 5, 6 and 7. Protection of earnings will be offered to any staff who are downgraded as a result of the proposed changes and wherever possible changes will be achieved through natural turnover without the need to resort to a redundancy programme.

Throughout the process the trust has worked with staff side organisations. Last year the trust made six compulsory redundancies and has run a voluntary redundancy/voluntary early retirement scheme.

The role of NHS Employers

NHS Employers is the employers' organisation for the NHS in England. Our role is to provide support and advice to trusts on workforce issues and to represent employers views. We also have a key role in sharing information and good practice between NHS organisations.

Trusts are currently facing significant workforce challenges and we are focussing our attention on providing advice and support to help them meet these challenges. Support we are giving includes:

- ensuring that staff who are affected by change programmes across the country are treated equitably and fairly and where redundancies are unavoidable, information is shared effectively and best HR practice is followed.
- assisting trusts in ways which will avoid the loss of staff through redundancy wherever possible so that they can retain valuable skills and experience in the service.
- implementing redeployment mechanisms including transfers of staff to community settings.
- maximising the use of NHS Jobs and the additional services it offers such as

redeployment tools for staff at risk or talent pools for helping students find jobs.

- implementing the development of new roles and new ways of working eg: through our Large Scale Workforce Change team's work on long term conditions and the 18 weeks programme.
- bring trusts together to share experiences and to explore solutions to workforce deployment, for example we have recently brought the more financially challenged trusts together to share their particular experiences at local level.
- setting out the standards expected of trusts during the change process and good practice in handling organisational change.
- developing links with social, voluntary and independent sector employers as well as other key stakeholders including the Council of Deans, Jobcentre Plus and staff organisations.

We have produced a range of information to help trusts in these areas which is available at

<http://www.nhsemployers.org/workforce/workforce-1078.cfm>

enable workforce flows across the country to be managed effectively from areas of oversupply to those experiencing skill shortages. Employers will want to be careful when placing experience requirements and restrictions on Agenda for Change band 5 posts to avoid stemming an important source of

supply in respect of newly qualified healthcare professionals.

Foundation trusts are willing to support this process as they themselves are reviewing and changing their workforce patterns for the future.

Many employers are taking action now in practical ways to

ensure that their numbers and patterns of staff groups match their activity in the future. They are doing this by:

- reviewing skill mix and team competencies
- reviewing use of flexible staff
- implementing flexible contracts

- working in partnership with NHS Professionals
- use of secondments and partnerships with social and primary care employers, and the independent sector
- opening up vacancies for staff at risk across groups of employers

Strategic leadership during service and organisational change

Across each SHA area, organisations can collectively and systemically develop strategies to manage workforce risks and retain staff. Facilitated by the SHA, these plans should reflect the changing nature of provider organisations and commissioning decisions. Deciding on future numbers of

Case study:

Bradford Teaching Hospitals NHS Foundation Trust has been able to recruit the majority of their physiotherapy graduates on full time hours on initial fixed term contracts of 11 months, which will be reviewed, with a number being employed on 30-hour contracts which allows for extra hours to create more posts. The remainder of their graduates have been offered assistant physiotherapy roles with additional support to ensure that individuals are able to consolidate and extend their range of skills and have access to CPD. Regular communication with Bradford University meant that the HEI was aware of the situation and is offering evening training sessions to keep skills up to date.

So far four of their graduate assistants have secured graduate posts; two within the Yorkshire and the Humber SHA patch. Feedback from their new employers has been extremely positive on the skills and experience they had been able to gain during their roles as assistants.

For more information contact Jill Gregson at jill.gregson@bradfordhospitals.nhs.uk

Case study:

When Sheffield Teaching Hospitals NHS Foundation Trust realised they would experience difficulties with newly qualified nurses looking for employment in September, they worked with their local universities, staff side colleagues and nurse directors to ensure that they offered as many posts as possible.

To achieve this they agreed to offer part time contracts. This decision maximised employment opportunities for their newly qualified nurses and ensured that as many as possible could complete preceptorship. This in turn allowed the individuals to seek

further employment or undertake bank and agency work. In the traditional way they would have only been in a position to offer 46 whole time equivalent posts. However, by offering part time hours they were able to provide posts for 85 newly qualified nurses.

Over the next few months staff will be available to work increased hours on an ad hoc or permanent basis and any vacancies will be managed by increasing the newly qualified nurses contracted hours.

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healthcare staff requires collective planning and cooperation and SHAs expect employers to work together collaboratively through new relationships to share approaches and reduce the need for redundancy and loss of NHS staff and skills as well as to ensure students have the maximum level of support they need in making career decisions. SHAs will be monitoring the impact of decisions made by local employers as services change and care pathways are redesigned.

Each SHA may need to put in place arrangements for talent pools through the use of NHS Jobs to enable student employment to be secured in a fair and equitable way and to work with higher education institution career advisors to utilise this resource and expertise. These arrangements may be managed on behalf of the SHA by a local employer or by NHS Employers.

SHAs are in a position to create a health and social care labour market across different providers and therefore are best placed to develop strategies for joint work on job and career opportunities and to manage risks.

SHAs also have a leadership role to identify how NHS Jobs can be best used in their patches as a redeployment tool and engage employers on this agenda.

Case study:

There are emerging examples of where the new SHAs are already working together to jointly bring about difference by providing strategic leadership across their patch.

Recently appointed to the West Midlands SHA, the director of nursing and workforce development will be leading a system-wide project to support the way workforce changes are managed. The impact of the increase in supply of newly qualified healthcare professionals will be coordinated and brokered across the region and solutions will be put forward by bringing together a coalition of nurse, AHP and human resource leaders from the NHS employer community. In the East of England SHA, the director of workforce is conducting an “equity map” to facilitate, across all employers, a “fair share” approach to supporting jobs for newly qualified healthcare staff. These innovative and strategic approaches to managing risk provide added value at the system level and enable employers to collaborate collectively on these issues.

Practical help and support

NHS Jobs

NHS Jobs is the electronic recruitment service for the NHS. On average, on any one day, there are over 4,500 jobs from over 600 employers on the site attracting more than 60,000 visitors. In an average month over 1 million visits will be made to the site. NHS Employers estimates that in a year around 100,000 people are recruited to the NHS using the service. Through NHS Jobs, SHAs and employers can identify and maintain contact with staff and newly qualified healthcare professionals in an efficient, fair and time saving manner.

Using NHS Jobs to redeploy staff

This tool is already being used by many employers across the NHS. It provides an online solution for advertising opportunities only to staff whose posts have been put at risk of redundancy and are therefore looking for redeployment opportunities with their own or other NHS employers. Staff have the opportunity to apply for vacancies before they are advertised more widely to other NHS staff with secure employment.

We recommend that all NHS employers advertise all vacancies on NHS Jobs to enable the use

Case study:

Helen Hardy secured her role as modern matron when it was advertised on NHS Jobs as a 'restricted vacancy'. Helen's post as a recruitment and retention lead at the North Central London SHA was put at risk of redundancy in July 2006. Having trained and worked as a nurse for more than 10 years prior to joining the SHA, she was keen to look for opportunities that brought her back to a clinical role, whilst retaining her communication and leadership skills.

In addition to providing Helen with access to the redeployment tool on NHS Jobs and providing CV and interview skills advice, her employer was keen to support her move

back to a more clinically focussed role. They arranged a 3 month secondment to a local hospital where Helen refined her knowledge of ward management processes and brought her clinical skills up to date. She is sure this opportunity helped her in securing her modern matron role.

She says the NHS Jobs redeployment tool was quick and efficient. It has given her the opportunity to continue working for the NHS where she will now focus on improving the quality of care for patients. Her new employer will benefit from her experience gained through 21 years of working for the NHS.

of this tool for at risk staff – this is best done on a "restricted" or ring-fenced basis to enable employment opportunities to be maximised, and redundancies avoided. Already more than one hundred staff across the NHS have been redeployed in this way. This will benefit employers by retaining experienced staff and the workforce can be more integrated and flexible across the service.

Support for newly qualified healthcare professionals through the use of talent pools

This function provides newly qualified healthcare professionals, who are UK resident workers, with opportunities to register their interest in working for the NHS. Recruiters can then search the

database, identifying potential candidates who meet their criteria and invite them to apply for identified vacancies.

A candidate profile database or 'talent pool' already exists for UK trained physiotherapists looking for their first NHS role.

Effective use of this NHS Jobs feature will help employers understand and manage the numbers of UK graduates looking for their first roles in the NHS. Employers will benefit from gaining quick and easy contact with potential candidates, filling vacancies more quickly and efficiently. Newly qualified healthcare professionals will benefit from more personal contact with employers. They also benefit from being able to register their

interest with a large number of NHS employers by completing a single online profile form, rather than submitting multiple speculative applications to individual trusts. In order to implement these arrangements SHAs should, in the first instance, contact NHS Employers for assistance

Local employer networks

It is important that at a local level the NHS, the independent sector, local government and social care employers do all they can to retain the skilled staff facing changes to their work, employment and career pathways. New approaches to collaboration are now needed where networks do not include all the stakeholders

who can provide solutions. We recognise that whilst this will be challenging where organisations are competing for services under the choice policy, it is critical as it will provide reassurance locally and benefit patients where skills are not lost to local services.

Social care, voluntary and independent sector healthcare employers have agreed to work in partnership with the NHS. Existing NHS employees and newly qualified healthcare professionals can access roles in primary and social care settings as well as the independent and voluntary sector. To facilitate better understanding and co-operation employers will want to use their

Case study:

Following a request from the five former London SHAs, London NHS Jobs was launched on 1 July 2006. Collaborative working between NHS London, trusts and PCTs and staff side representatives, via the Pan London Partnership Forum, resulted in trusts and PCTs in London agreeing to advertise all vacancies on a restricted basis on London NHS Jobs for a two-week period. If they did not receive any applications from staff at risk who met the person specification the posts would then be advertised nationally.

Staff working at SHAs, PCTs and trusts who are identified as being at risk of redundancy are eligible to access restricted vacancies via London NHS Jobs. Since July 2006 trusts and PCTs have advertised more than 1350 posts on London NHS Jobs. One employer in London has successfully redeployed 40 staff through the use of NHS Jobs redeployment tool and by working across different employers.

For more information contact Sarah Coleby on sarah.coleby@london.nhs.uk

Case study:

BUPA has recently appointed a number of newly qualified healthcare professionals. BUPA Manchester has taken on a newly qualified radiographer who will benefit from training and mentoring over the next 18-months. BUPA is also working in partnership with a number of NHS organisations. For example, they work with the Surrey and Sussex NHS Trust to provide a 12-month staff nurse development programme; three newly qualified nurses from Brighton University and one theatre nurse from a London teaching hospital have been taken on as part of this scheme by the Redwood Treatment Centre. Gatwick Park is currently working with the East Surrey Trust and Guildford University with a view to

employing newly qualified nurses in 2007 and offering a 12-month preceptorship programme.

As part of their clinical workforce planning and development strategy HCA International recruits newly qualified nurses and operates a preceptorship programme to support their development. For example, Capio Springfield has employed seven newly qualified nurses who are given supervision and relevant training to support their career choices.

For more information contact Sally Taber of the Independent Healthcare Advisory Services on sallytaber@independenthealthcare.org.uk

networks and local intelligence to explore alternative employment opportunities within the NHS, in other parts of the public sector or elsewhere in the local labour market. Chief executives can take the lead in this strategic approach to partnership with other organisations where they face significant changes to their workforce.

NHS Employers has a role to facilitate the development of networks on workforce issues and SHAs are playing a role in this. However, local leadership from employers through true partnership working for common and transferable solutions will have the biggest impact.

Partnership working with staff organisations

Workforce change will only be successful if relationships and joint working with staff organisations is effective. Throughout the NHS there is evidence that true and meaningful partnership has vastly improved successful support and outcomes for both employers and for staff. A lot more has been, and can be, achieved by working together and fully involving staff in changes. NHS Employers maintains links to staff side organisations at a national level, but to ensure

true partnership working this must be replicated at local level.

Collaborative working

Collaborative working with other organisations has been agreed at national level during this challenging time. Organisations outside the health sector have valuable skills, expertise and resources to broker new solutions. At a national level NHS Employers has commenced a strategic alliance with key partners including Local Government Employers, Jobcentre Plus, Regional Development Agencies and Learning and Skills Councils. Jobcentre Plus will be developing a resource base to support healthcare professionals into employment across the range of health and social care organisations. Higher education institutions, NHS Employers, SHAs and university careers services will be working closely with the Council of Deans on a new scheme to enhance the employment prospects locally of students and to develop best practice.

International recruitment

During the last five years, the NHS, along with other global healthcare systems, increased its use of international recruitment. This was a planned interim measure as part of a strategic

approach to increasing the numbers of staff in the NHS. During the last year, this approach has no longer played a significant part in NHS employers' recruitment strategies, indeed in some organisations, and for the vast majority of professions, this practice has ceased altogether as a sign of the success of growth in the local labour supply.

The robustness of the resident labour market and the management of migration continues to be reviewed by the Home Office and the Department of Health. Nurses in Agenda for Change bands 5 and 6 and junior physiotherapists have already been removed from the Home Office list of shortage occupations to reflect the growth in domestic supply. Evidence of the supply for other occupations and professions in the NHS will be examined by the Home Office and other stakeholders, including NHS Employers, to assess whether or not there continues to be shortages and the shortage list will be amended appropriately.

It is essential that employers review their approach to international recruitment and should not go through the often time consuming and expensive process of this route if they can fill their posts from the UK resident labour market.

Delivering the vision of a shift of care from hospital to community settings

As careers will increasingly move from hospital settings, the number of staff in community services will increase. Employers and education partners will need to prepare staff and students for this change. Exciting career opportunities in innovative, sometimes more autonomous roles will give staff the chance to make a difference to community based care. Practical steps community and primary care employers can take include:

- taking newly qualified staff who are highly skilled directly into community settings instead of asking for experience in the acute sector.
- understanding that flexible terms and conditions, mentoring and preceptorship can assist the integration and transfer of staff.
- joint working between directors in primary and secondary care, and jointly agreed change management plans which support and retain staff, especially when commissioning from different service providers.

In November 2006, NHS Employers will be publishing a briefing, *From Hospital to Home*, to support these changes.

Implementing the changes equitably

During any period of organisational change it is vital that employers comply with all relevant employment and equal opportunities legislation and all decisions on appointments, promotion, identification of at risk staff and selection for redundancy must be fair and

transparent. Procedures should be designed to support diversity and employers should record decisions that were made to ensure that they were not directly or indirectly discriminatory. All employers implementing major staff change are now required to conduct equality impact assessments on the proposals. Further assistance and good

Top ten tips for employers

1. Aligning with other employers in the NHS to meet collective responsibility for staff, students and patients
2. Making best use of the redeployment and talent pools facilities within NHS Jobs www.jobs.nhs.uk
3. Applying the full labour market test before appointment of overseas recruits
4. Offering prior consideration for vacancies to at risk employees in the NHS
5. Employing newly qualified healthcare professionals directly into primary care
6. Introducing flexible working arrangements to benefit newly qualified healthcare professionals
7. Developing effective partnership arrangements with staff organisations
8. Establishing a shared approach with Jobcentre Plus to recruit into the range of employers in the health and social care sector
9. Creating a collaborative approach with higher education institutions to support newly qualified healthcare professionals into employment
10. Collaborative working with local government and independent sector employers to maximise employment opportunities for healthcare professionals

practice examples are available on www.nhsemployers.org/excellence/equality-diversity.cfm

NHS Employers's briefing *Equity in implementing organisational change*, available from www.nhsemployers.org/excellence/equality-diversity.cfm, provides an overview of the issues that organisations should be addressing to maintain and enhance their ability to deliver the equality and diversity agenda as the NHS moves into a period of significant organisational change.

Next steps

The Department of Health and NHS Employers have worked closely over recent months on

the provision of advice and support to NHS organisations undertaking local workforce restructuring. The next steps will be:

- The Department of Health will continue to collect, monitor and publish the data on redundancies.
- NHS Employers and local employers will continue to work in partnership with staff organisations.
- NHS Employers will disseminate and coordinate the implementation of the schemes outlined in this framework and will continue to work with trusts locally.
- SHA's will review their systems for utilisation of NHS Jobs to support newly qualified

healthcare professionals and will review the arrangements for the NHS Jobs redeployment tool across the SHA.

- NHS Employers will bring key partners together at a national summit to develop more collective action.
- NHS Employers and SHAs will commence action with the Council of Deans and university careers advisors to implement schemes to support newly qualified healthcare professionals.
- All NHS employers will place all vacancies on the NHS Jobs website www.jobs.nhs.uk
- NHS Employers and the Department of Health will continue to review this programme of activity.

Appendix

Using NHS Jobs to redeploy existing NHS staff

NHS Jobs www.jobs.nhs.uk provides NHS organisations with access to an electronic solution to support existing staff who are affected by change by helping them find out about alternative jobs in a fair and equitable manner. The solution can operate at a local level within one trust, or across regional and national levels such that trusts can collaborate to maximise the employment opportunities for their staff and minimise redundancies.

How the NHS Jobs redeployment solution works

The redeployment solution uses technology within NHS Jobs and can be accessed by all NHS employers.

This part of the NHS Jobs service is called Restricted Jobs & Accounts and is instigated by the employers with support from NHS Employers. The employer then manages and coordinates the service locally and will decide which vacancies are restricted and which staff can have access to the restricted account.

Restricted Jobs are vacancies which have been ring fenced to certain groups of employees. These jobs will be available only to those staff affected by change and not to the general public.

Restricted Accounts are given to NHS employees to enable them to get access to specific jobs and to communicate personally about their career choices.

The benefits:

Employers

- offers electronic vacancy management arrangements through a single, easy to use source to support staff through redeployment.
- ensures equal opportunity to vacancies for all at risk staff.
- provides quality reporting on staff jobs search activity to monitor success.
- identifies at risk staff for prior consideration at shortlisting/interview stage for all NHS employers.
- provides a mechanism for vacancies to be published to groups of staff at the touch of a button.
- frees up time and resource in managing complex administrative arrangements.

SHA

- can support trusts across SHAs to collaborate in 'cluster' arrangements, where staff can be given equal access to opportunities for jobs in the NHS.
- provides high level reporting on the number of vacancies available and number of staff within the cluster so that the SHA can monitor activity.
- increases opportunities for the redeployment of staff across a region, reducing potential redundancies.

- provides the SHA with the facility to commission this work to another NHS employer on their behalf or to NHS Employers who can manage this for them.

Staff

- fair and objective access to ring fenced opportunities for jobs in their trust or region.
- access to a wide range of jobs in both an 'open' and 'closed' job market.
- search and apply for vacancies through a single electronic source.
- use 'Jobs By Email' alerts to be notified of vacancies via their personal email account.
- view key information, job description and person specification instantly.
- re-useable application form which retains key data for future applications.

For further information on Restricted Jobs & Accounts please contact the NHS Jobs team on 0113 3063032 or email nhsjobs@nhsemployers.org

Retaining and managing talent through use of NHS Jobs

NHS Jobs www.jobs.nhs.uk can be used by NHS employers to support pools of potential recruits or candidates looking for jobs in the NHS. This service allows potential candidates to register their details on the NHS Jobs website. Registration indicates that candidates are available and looking for opportunities within a particular professional group, specialist area or geographical region.

How talent pooling works within NHS Jobs

The service is available within NHS Jobs to provide either individual NHS trusts or SHAs with an electronic solution to attract and manage

potential recruits into a talent pool. This service is called NHS Jobs Candidate Pools.

Candidate pools are initially designed with the support of the national NHS Jobs team at NHS Employers at the request of NHS employers. Once a candidate pool is “live” candidates may start to register their details through the NHS Jobs website within a specific pool. Each candidate pool will require a number of specific criteria to be met, prior to a candidate’s details being accepted by the pool; for example, having a pool in place for newly qualified healthcare professionals who are within the UK resident labour market.

Employers are able to access the candidate pool and view candidates’ details then search against the specific criteria which have been met by the candidates or by geographical preference.

The NHS Jobs team will nationally support employers to establish the details of the pool and the criteria required from candidates for registration. NHS Employers may manage the pool on behalf of NHS employers locally where this is desirable.

The benefits:

Employers

- candidates within a talent pool can be personally communicated with by employers so that their interest in working for the NHS is maintained and their search for employment maximised.
- vacancies can be published only to candidates within a pool.
- candidates can be identified against the specific criteria.

- all candidates will have the right skills, qualification and experience for each of the vacancies.
- all candidates will be actively seeking work.
- the system can save employers time and money and avoid the need for expensive advertising costs and recruitment campaigns.

SHA

- candidate pools can be developed for specific geographical regions.
- specific candidates with the right skills and experience can be targeted and contacted.
- candidate volumes can be identified and measured.

Candidates

- can register their details on the system easily and equitably.
- can select the pool appropriate to their skills, experience and qualifications.
- can identify themselves within a chosen geographical region or become more mobile across the country in being considered for work.
- receive emails highlighting appropriate vacancies.

For further information on NHS Jobs Candidate Pools please contact the NHS Jobs team on 0113 306 3032 or email nhsjobs@nhsemployers.org This service may not be provided commercially on behalf of groups of NHS employers.

NHS Employers

NHS Employers is the employers' organisation for the NHS in England. Our aim is to help employers improve the working lives of staff who work in the NHS and, through them, to provide better care for patients. NHS Employers is part of the NHS Confederation but has its own director, policy board and assembly. In striving to make the NHS an employer of excellence, we have four key roles:

- negotiating on behalf of employers
- supporting employers
- representing employers
- promoting the NHS as an employer.

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