

***Message from WingKei Mak, Project Manager and Chloe McIntyre,
Project Support Officer***

Welcome to our third issue of the East Region Recruitment Transformation Programme Newsletter.

As the Project Manager and Project Support Officer of the East Region Recruitment Transformation programme, we are delighted to bring you the third issue of the East Region Recruitment Transformation Programme Newsletter.

Since our last edition, we have made significant progress in relation to this exciting programme of work, which you will hear more about within this edition. In particular, the pilot phase of Jobtrain is now complete and the phase 1 implementation is now in progress with Healthcare Improvement Scotland having gone live on 29th July. Planning and preparation for phase 2 roll out, which includes NHS Fife, is progressing well. As is the preparation to identify a new East Region Operating Model for delivering the new national recruitment service to the six Boards aligned to the East Region for Recruitment Services.

As a team, we recognise the success of this strategic programme is determined by the involvement and engagement of key stakeholders across the Region. We continue to work closely with members of the programme board to ensure progress of the programme is transparent and that key stakeholders are informed and involved every step of the way.

We welcome your feedback on this Newsletter to help shape the content for future editions and ask that you feedback through your local Board Recruitment Lead representative on the Programme Board.

*Best Wishes
WingKei & Chloe*

East Region Recruitment Transformation Programme Board

The East Region Recruitment Transformation Programme Board continues to work towards collaborative working, sharing of knowledge and best practice, and consider opportunities for recruitment service delivery both now and in the future across the Region.

Key Message:

This programme will require a cultural shift within the local boards, both in terms of HR/Recruitment and the wider organisation. Board members do not underestimate the task ahead and ask each of the 6 participating Boards to continue their commitment to working collaboratively together, in taking this forward.

Membership

We would like to welcome Claire Smith, HR (NHS Borders) to the Programme Board. Claire will replace Martin McKelvie as the East Region Jobtrain Project Lead.

We would like to thank Martin for his significant contribution to the project, in terms of configuration of the system, the pilot and implementation of Jobtrain within NHS Lothian, for supporting other East region Boards in preparation and planning for the new system, and through his active participation on the National Digital Recruitment Systems Group.

Workstreams Update

Good progress has been made thus far on the programme as follows:

1. Recruitment System (Jobtrain)

- Pilot of the new national recruitment system is now complete. User experience Surveys for Candidates, Hiring Managers and Recruitment Staff, have been conducted nationally. The results of the surveys have been collated and are being analysed nationally, to inform further process/service improvement work.
- NHS Lothian is working with all Boards within the East Region to support their planning and implementation of the new national recruitment system. Healthcare Improvement Scotland went Live on 29th July with NHS Fife to follow (between July and September 2019).

2. Recruitment Services

The East Region Recruitment Leads continue to work closely together and meet on a monthly basis to:

- Implement standardised national Recruitment Process and identify opportunities for collaboration across the East Region recruitment services.
- Provide input to the continuous development of Standard Operating Procedures based on Board experience and the national standardisation work.
- Provide input to the development of a national standardised performance matrix.

3. Operating Model

Progress since the last newsletter as follows:

- Options Appraisal (non-financial) Workshop on 28th June 2019, where there were over 32 participants from all 6 Boards ranging from HR/recruitment staff, service users and staff side representatives. This was a successful and collaborative workshop with great feedback from all participants, from which the following outputs were achieved:
 - Agreed list of potential risks in regards to a future East Region Recruitment Service
 - A list of pros and cons for each shortlisted operating model options
 - Individual scored assessment of each of the shortlisted operating model options against the benefit criteria

The table below shows the proposed model options approved by the East Region Recruitment Transformation Programme Board (20th August), to progress through a high level financial appraisal process. Recruitment leads continue the discussion at a local Board level to help ensure all stakeholders are kept informed about the options appraisal process.

Agreed Proposed Model Options

	Model Options
1	Single Employers, Single Management, Single Location
2	Single Employers, Single Management, Multiple Locations
3	Multiple Employers, Single Management, Multiple Locations

- A workshop was held in September with Recruitment/HR representatives from across the East Region Boards, to begin to form a high level service design for an East Region Recruitment Service, that will help to inform the high level financial appraisal process.

National Recruitment System



The piloting phase of Jobtrain is now complete with the final evaluation report and lessons learned approved by the Recruitment National Steering Group. Evaluation of user experience of the system post pilot has also been carried out by the national project team. While the results have shown a marked improvement in candidate experience and good results for the recruitment teams, there are some areas that will be reviewed to ensure the benefits are realised fully.

Jobtrain – eESS integration work is on-going, with a target implementation date of the end of October.

NHS Lothian (Pilot Board) worked hard with the implementation of Jobtrain and it is now live from 2nd September.

Plan is in place for NHS Lothian to share learning with other East Boards and support their Jobtrain implementation planning.

Phase 1 implementation of the new recruitment system is complete. Healthcare Improvement Scotland, NHS Grampian and NHS Shetland went live as planned at the end of July with The State Hospital following on 2nd September.

Phase 2 Jobtrain implementation has begun, and is on plan for go-live on 7th October. This Phase has also included the accelerated implementation of NHS Ayrshire & Arran and the set up for NHS Borders, SAS and NES who will go-live during the next few months.

Phase 3 will include NHS Tayside, NHS Dumfries & Galloway and NHS Western Isles who will go-live later in the year.

Timescales for all board rollout

The phasing programme to implement the new recruitment system across all NHS Scotland Boards has been agreed with the aim of all Boards utilising the new recruitment system by December 2019.

Phase 1(a) & 1(b)

(a) NHS Greater Glasgow & Clyde
(b) Healthcare Improvement Scotland
NHS Shetland
NHS Grampian
State Hospital

Phase 2

National Waiting Time Centre
NHS 24
NHS Fife
NHS Forth Valley
NHS Health Scotland
NHS Highland
NHS Orkney
NHS Ayrshire & Arran
NHS Borders
NHS Education Scotland
Scottish Ambulance Service

Phase 3

NHS Dumfries & Galloway
NHS Tayside
NHS Western Isles

National Recruitment Standardisation Group

The National Recruitment Standardisation Group objectives to deliver on the following recommendations of the National Recruitment Strategic Proposal:

'Once for Scotland' Standardisation: Implementation of standard processes, policies and documentation across NHS Scotland's recruitment service.

'Once for Scotland' Infrastructure: Support the development and implementation of the new national recruitment system.

'Once for Scotland' Reporting & Performance Metrics: Implementation of a nationally agreed set of performance metrics for the NHS Scotland recruitment service which is real time, consistent and reliable

The group is chaired by Jenni Duncan, East Region Recruitment Transformation Programme Director (NHS Lothian) and it is made up of service, staff side, systems/eESS, Jobtrain pilot board and regional recruitment lead representatives.

The regional recruitment lead representatives are:

East—Neil Murray (NHS Lothian) North—Tracy Hicks (NHS Grampian) West—Julie Mitchell (NHS Forth Valley)
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The regional recruitment leads role is to inform and actively involve their regional boards on progress and development of the standardisation work. The group requires all NHS Scotland Boards support and input in successfully delivering its objectives.

Progress Update

The National Recruitment Standardisation Group has been working alongside the Jobtrain pilot implementation phase reviewing all key documentation and process. This has been and will continue to be a significant and critical piece of work to ensure that we ultimately achieve the following outcomes:

- A consistent approach to recruitment service delivery across NHS Scotland.
- Streamlined processes which are aligned to the Jobtrain recruitment solution.
- A consistent customer experience of recruitment across NHS Scotland.

The national Recruitment Standard Operating Procedure (version 1) is now available on eESS website (<https://www.eess.nhs.scot/recruitment/>) to support the delivery and implementation of Jobtrain across all NHS Scotland Boards and to ensure consistency. This is a live document that is being reviewed monthly by the National Recruitment Standardisation Group, as Boards continue to go live on Jobtrain.

Jobtrain Development and National Recruitment SOP Change Requests

Jobtrain development, general support and National Recruitment SOP change requests should be raised through your local board lead and submitted via the eESS Service Desk Portal.

Prior to submitting any change/developmental request, you need to have considered the impact of the proposed change in relation to both the national recruitment system (Jobtrain) and the National Recruitment Standardised Process, and provide the proposed tracked revision to the SOP with the request.

Next Step

The next phase of the National Recruitment Standardisation Group is to develop standardised recruitment performance metrics.

We hope you have found this issue of the Recruitment Transformation Programme Board newsletter informative. If you have any feedback on how this could be improved, please contact the recruitment/operational leads in your local Board.

** new members*

Programme Board Chair	Janis Butler, East Region SRO (NHS Lothian)
Programme Director	Jenni Duncan, Programme Director – East Region Recruitment Transformation Programme (NHS Lothian)
Project Manager	WingKei Mak, Project Manager—Regional & HR Shared Services (NHS Lothian)
Project Support Officer	Chloe McIntyre, Project Support Officer (NHS Lothian)
Recruitment/Operational Leads	Edwina Cameron, HR Manager/OD Partner (NHS Borders) Sandra Raynor, Senior HR Manager (NHS Fife) Deirdre Joy, Head of HR (Scottish Ambulance Service) Mark Stewart, Lead Business Partner – HR & Workforce Infrastructure (NES) Neil Murray, Head of Recruitment Services (NHS Lothian) Dougie Craig, Resource Specialist (Healthcare Improvement Scotland) *Claire Smith, East Region Jobtrain Project Lead (NHS Borders)
Subject Matter Experts/ Stakeholders/Staff Sides Representatives	Duncan Service, Employee Director (Healthcare Improvement Scotland) James McCann, UNISON Representative (NES) Jasmin Clark, RCN Representative (NHS Lothian) Robert Aitken, East Region Facilities Chair (NHS Lothian) Fiona Ireland, East Region Nursing Representative (NHS Lothian) Carolyn McDonald, East Region AHP Representative (NHS Fife) Ali Mehdi, East Region Medical Representative (NHS Borders) Maria McFeat, East Region Finance Representative (SAS)