



## Messages from East Region Recruitment Leads

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

We are delighted to bring you the fourth issue of the East Region Recruitment Transformation Programme Newsletter and here are messages from a few of the East Region Recruitment Leads :

*"I believe resourcing teams in the region have always tried to deliver the best recruitment service they could with the resources available. Here, in NHS Borders, we welcome the introduction of Jobtrain and the opportunities that brings. The service across the region is being developed using the principles of good customer service which is very in keeping with the ethos that we have always tried to work to. However the opportunities to modernise, develop and become world class is viewed as absolutely possible within an East Regional recruitment service. "*

**- Edwina Cameron, NHS Borders**

*"The 'Once for Scotland' approach to recruitment is now becoming a reality for NHS Scotland and has already allowed us to work collaboratively, sharing knowledge and best practice with our East Region partners. We are excited to be in the final stages of launching the recruitment portal Jobtrain which will enable new and innovative ways to help us attract the right staff at the right time and the right place. It will also allow us to promote our job opportunities in a more dynamic way at a local, national and international level. We look forward to continuing to work with our East Region colleagues and to engage and involve our stakeholders throughout the process."*

**- Euan Malcolm, Scottish Ambulance Service**

*"Since our launch, the first 3-4 months have been spent 'bedding' Jobtrain in to our operations and getting used to its transactional qualities, supported by standardised templates. These skills will be instrumental when a Regional Recruitment Service comes into operation and trust the benefits of shared learning and collaboration will be a hallmark of our excellent service offering."*

**- Dougie Craig, Health Improvement Scotland**

*"NHS Fife envisage the East Region Recruitment Service will ensure that customers and how the model serve them will be at the heart of what the service does and how business is conducted. With the intent of delivering a sustainable and professional recruitment service to all six boards."*

**- Sandra Raynor, NHS Fife**

## *Messages from East Region Recruitment Leads ctd*

Moving from the current way of providing recruitment services to a single Board to a far more joined up approach that can only deliver massive benefits to both recruitment teams and the operational services they support in the 6 East Region NHS Boards is such an exciting project to be involved in, especially with the opportunity for us all to be involved in determining and shaping what this high quality, innovative service will look like. The last 12 months have been phenomenal. In very challenging circumstances, the NHS Lothian General and Medical & Dental Recruitment Teams have worked very hard to pilot and fully implement the NHS Scotland Jobtrain Recruitment System and undertaken a number of different formal and informal Quality Improvement-related projects, all with the aim of trying to improve the experience of candidates, recruitment colleagues and managers. The next 12 months are going to be as equally challenging but also, I am sure, rewarding. The close links that have been established and developed between the individual Board Recruitment Leads and their teams are already bringing benefits, which I am sure will continue over the next 12 months as we move to finalise what the regional service will look like. For 2020, it will be about continuing to move onwards and upwards .....

**- Neil Murray, NHS Lothian**

At NES we are excited to be part of a centre of excellence for recruitment, where positive customer experience will be a priority and there is a real focus on collaborative working and sharing of best practice to enable NHS Scotland to secure the best talent available. We have already noticed tangible benefits from the introduction of Jobtrain and we are looking forward to continuing to contribute to the development of an innovative, digitally enabled and adaptive service in the East Region.

**- Claire Blackburn, NES**

# East Region Recruitment Transformation Programme Board

The East Region Recruitment Transformation Programme Board continues to work

## Key Messages:

- 1. Work on East Region Recruitment Operational Model is progressing based on the following key design principles (customers being hiring managers and candidates):*
  - Customers and how we serve them are at the heart of what we do and how we do business.
  - Provide a centre of excellence, where recruitment functions will be easy to do business with and customer journey are fluid
  - Agile and adaptive service
  - Optimal delivery model enables a more sustainable and cost effective recruitment service to be delivered.
- 2. The work on the East Region Recruitment Operational Model remains on track in relation to the agreed transformation programme timescales, with the aim to conclude the options appraisal process by the end of the financial Year, 31 March 2019.*
- 3. What is next – Continue to engage and involve stakeholders throughout the process.*

collaboratively, sharing of knowledge and best practice, and consider opportunities for recruitment service delivery both now and in the future across the Region.

## Workstreams Update

Good progress has been made thus far on all three work streams as follows:

### Workstreams Update

Good progress continues to be made on all three workstreams as follows;

#### 1. Recruitment System (Jobtrain)

- All boards within the East Region Recruitment Transformation Programme Board are now live

#### 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 Transformation Programme.
- Provide input to the continuous development of Standard Operating Procedures based on Board experience and the national standardisation work.

### 3. Operating Model

The goal of the operating model workstream is to plan, design, build & test and implement a new recruitment operating model for the East Region. Progress made over the last year is detailed on the next page.

The table below shows the proposed model options approved by the East Region Recruitment Transformation Programme Board (20<sup>th</sup> August), to progress through a high level financial 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 |

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.

# Milestones to Date

2019

- 
- 12 March NHS Lothian go live on Jobtrain
  - May - June **Local Engagement Sessions**
  - 28 May **Options Discovery Workshop**
  - 28 June **Options Appraisal Workshop**
  - 31 July Health Improvement Scotland go live on Jobtrain
  - 4 September **Service Design Workshop 1**
  - 3 October **Service Design Workshop 2**
  - 28 October NHS Fife go live on Jobtrain
  - 31 October **Bulk/Cohort Recruitment Workshop**
  - 11 November NHS Borders go live on Jobtrain
  - 3 December NHS Education Scotland go live on Jobtrain
  - 16 December Scottish Ambulance Service go live on Jobtrain

2020

## Next Steps

- 
- February High Level Financial Appraisal
  - March Conclude Model Options Appraisal
  - Spring Wider Stakeholder Workshop

"Keep Moving Forward"  
-Walt Disney

# National Recruitment System



All boards within NHS Scotland are now live on Jobtrain.

## Job Train Developments – Version 7 Coming Soon!

As Jobtrain implementation is reaching its conclusion, NHS Scotland (NHSS) has identified a number of developments that will enhance the recruitment process and experience for candidates, hiring managers and the HR Recruitment teams based on feedback and the survey's completed earlier this year.

It was agreed that a number of developments would be recorded and considered in a single release that would align with Jobtrain's upgrade for version 7. The developments include improvements to how candidate information is viewed, shortcuts to make the system more intuitive, and improved functionality within the interview stage. The testing and implementation will commence in January 2020, with an expected release date in March

As an East Region, there have been;



4042 Posts Advertised

More sources of advertising  
including;  
Indeed, Adzuna, Google for Jobs,  
NHS Scotland Jobs



36025 Applications Received



3,061 Offers Made



# National Recruitment Standardisation Group

The National Recruitment Standardisation Group objective is 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 standardisation lead representatives are:

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| East—Neil Murray (NHS Lothian)<br>North—Tracy Hicks (NHS Grampian)<br>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 implementation phases reviewing all key documentation and processes. 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 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.

## Jobtrain Development and National Recruitment SOP Change Requests

Please be aware that communications around system updates and key messages will now be sent via the

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| Please be reminded that the eESS Recruitment Service Desk acts as the primary mode of requesting changes and support from the national programme team. To ensure board nominated contacts are up to date please contact Lorna Johnston at the eESS Programme Team: |
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eESS Recruitment Service Desk. Board nominated contacts should share and cascade this information locally as required.



*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.*

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