

A thick blue wavy line that spans the width of the slide, starting from the left edge and curving upwards towards the right.

Inclusive Recruitment Update

Board - June 2023

Purpose:

Provide summary update to Board to highlight;

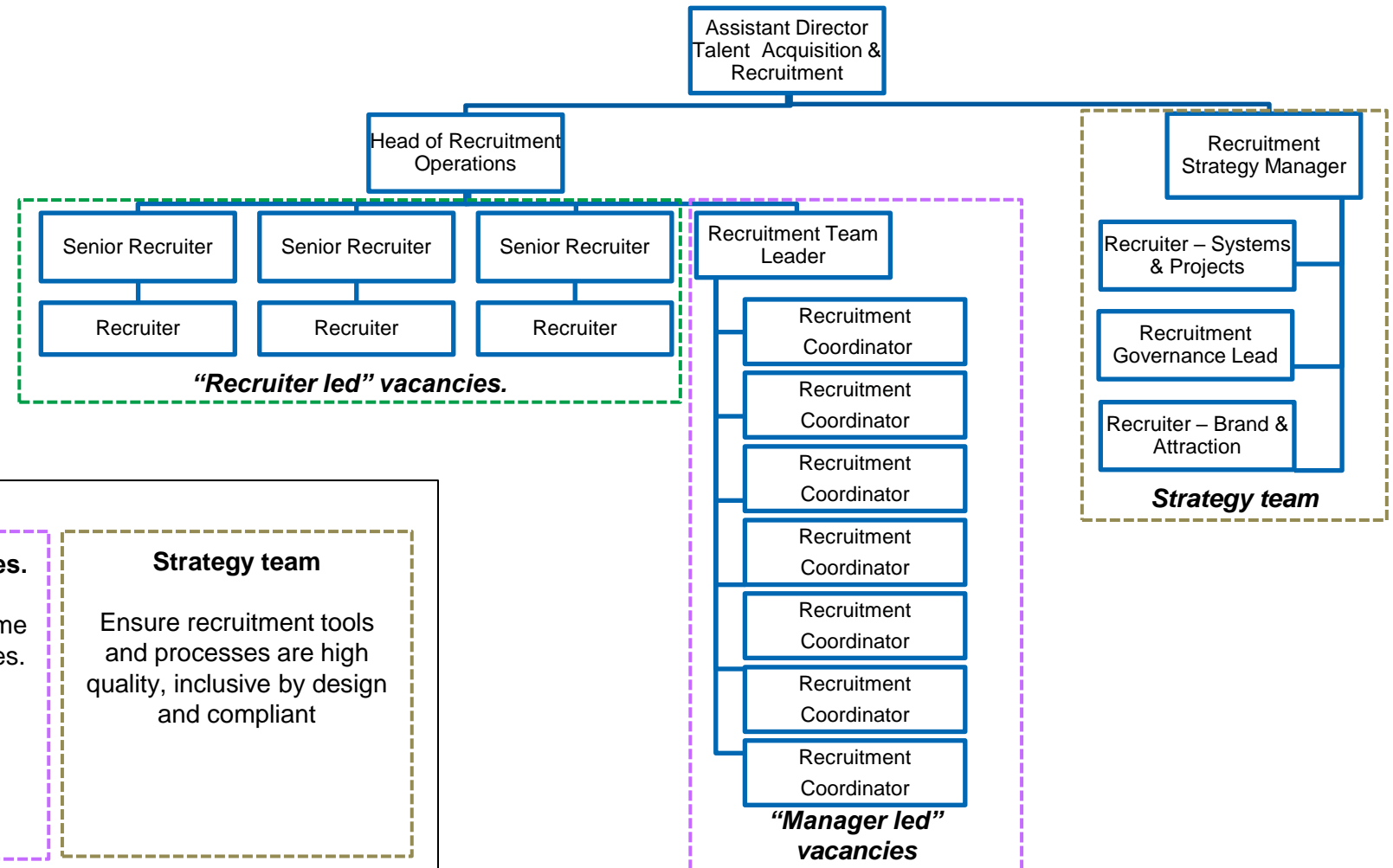
1. Foundational work that has taken place to support Inclusive Recruitment in 22/23
2. Next steps - H1 23/24

Some context:

- To date, the Recruitment team have been resourced and designed to deliver a transactional recruitment service to the organisation, with a centralised process, system and tools, but with little capacity to drive and measure inclusive recruitment initiatives
- A new Recruitment team structure has been approved and is being implemented in the People Directorate that will enable more capacity and capability to support and guide the organisation on developing and measuring the impact of inclusive recruitment initiatives
- 2022/23 therefore was predominantly focused on securing and making foundational & compliance enhancements to basic process and system elements

What new Recruitment team structure means

Moving from 'one size fits all' approach to Recruitment, where the Recruitment team predominantly administers a process. To a bigger team, designed to provide a more business partnering approach, enabling a Recruiter led end to end service on more senior roles, and more proactive trouble shooting support for more junior / volume roles. Additionally more strategic support will be built in to drive inclusive recruitment initiatives, and guide Hiring Managers more closely through the process.



Purpose of sub teams:

"Recruiter led" vacancies.

Recruiters partner with SLTs and Hiring Managers on Recruitment, both strategic and tactical. End to end management of harder to fill and more senior vacancies.

"Manager led" vacancies.

Team manage high volume and easier to fill vacancies. Focused on proactive troubleshooting and efficiency

Strategy team

Ensure recruitment tools and processes are high quality, inclusive by design and compliant

Inclusive recruitment - Already Delivered (part A)

COMPLIANCE

- **Updated and rewritten the corporate Recruitment & Selection eLearning Equality and Inclusion** content for Hiring Managers, following a review and best practice recommendations by an external D&I consultancy (The Clear Company)
- **Mandated Recruitment and Selection training for hiring managers** through linking their access to the new eRecruitment system with successful completion of Recruitment and Selection eLearning modules, including Equality and Inclusion. If eLearning remains incomplete, access to system (therefore their ability to recruit at NHSBT) will be removed – to date access has been removed for 22 hiring managers
- Created **assurance mechanism to allow spot checks to take place of completed vacancies** to ensure Hiring Managers have correctly followed process and that candidates have been reviewed fairly throughout. (Currently amending to ensure data & document accessibility, data protection and recording in place) – See Appendix A

BRAND

- Created and delivered **a new Employer Value Proposition (EVP)** to enable us to position NHSBT to the market as an inclusive employer of choice. Delivered new branded collateral to support Blood Donation teams recruiting and advertising on session. Currently partnering with LGBT+ Network to create new flyers for Pride events in 2023 – See next slide



Inclusive
Recruitment

Employer Value Proposition (EVP)

Create and deliver new EVP to position NHSBT and inclusive employer of choice, to use internally and externally



Blood and Transplant



EVP

The core idea and essence of the EVP.... There is no flow without you

What we do is vital, inspiring, life-changing. Its also complicated, involved and stretching. But we have to keep it moving. Blood has to flow. Organs and tissues have to match.

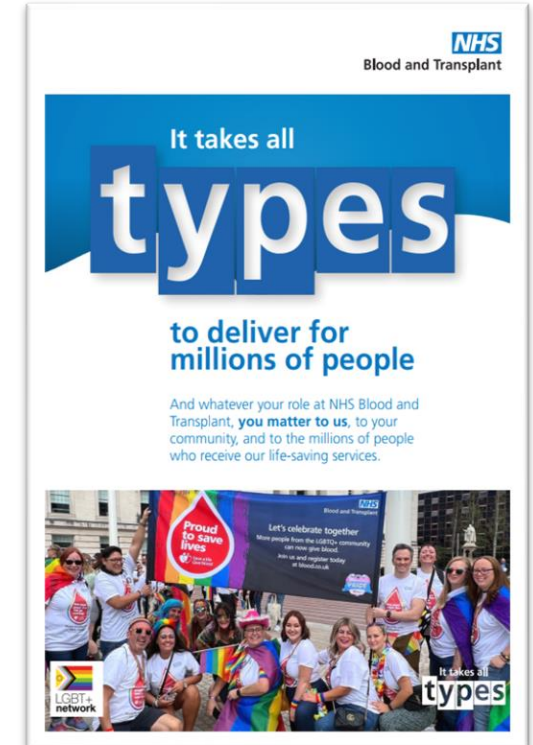
But, whatever role you play at NHSBT, you matter. You're vital. And we want you to feel that, know that, experience that.

We always need to remember, there's not flow, or match, without you.

'It takes all types'

This simple pun makes for a highly ownable platform, but its expression can go much wider, celebrating all the different types of people who donate blood and organs to the service, and all the different types of people and skills that work here.

There's also an inherent celebration of diversity in this message, which is powerful both in terms of attraction and internal engagement.



Inclusive recruitment - Already Delivered (part B)

POSITIVE ACTION

- **Positive action initiative to help improve the diversity across our leadership positions** - all 8a and above roles are now advertised internally and externally at the same time to capture the widest possible audience, and ensuring we are not only sourcing from an internal talent pool

SYSTEM

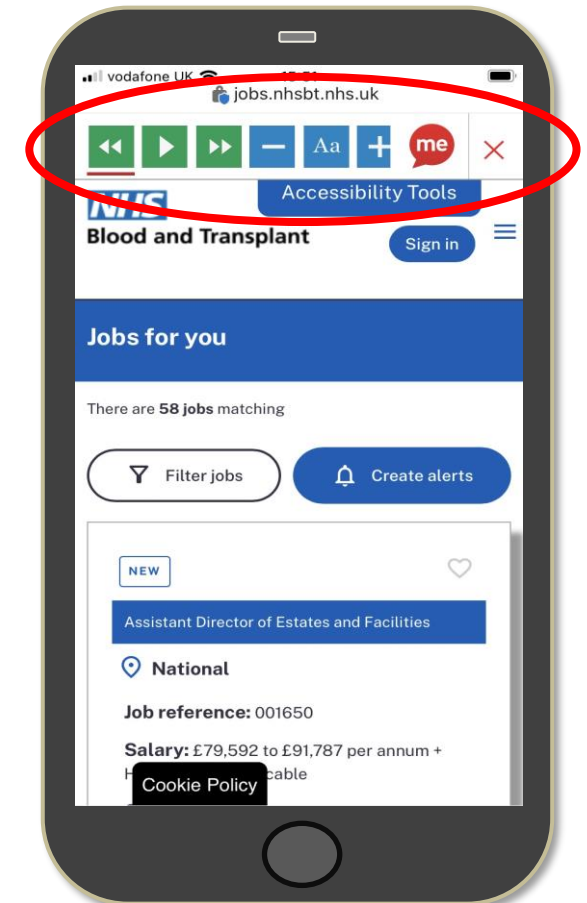
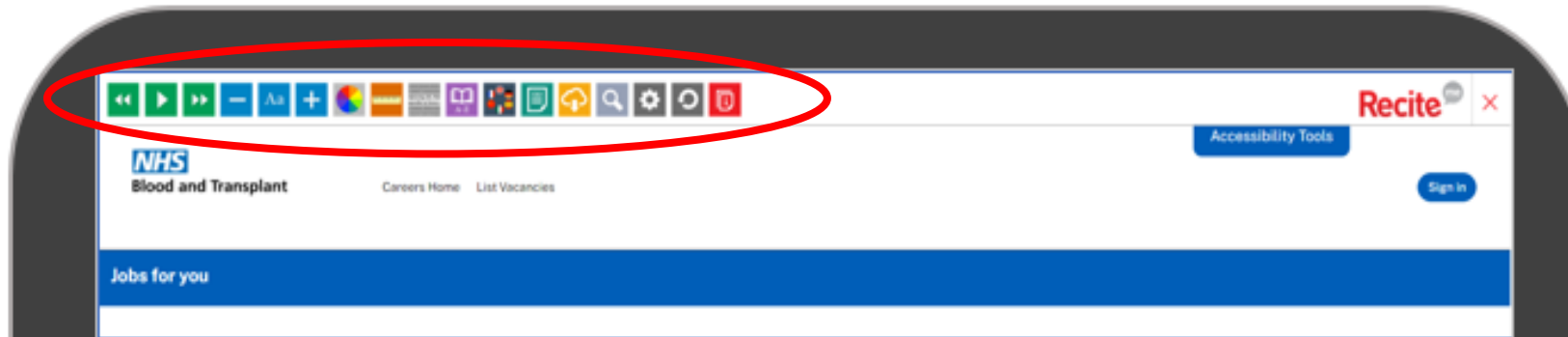
- **eRecruitment system enables better data insight** to be able to understand and analyse different D&I related insights at every stage of the recruitment process, to a level that was impossible in the old system. Ability to understand data splits by directorate, location, pay band, role type, advert source etc. And build targeted interventions where themes emerge – now there is a sufficient volume of data in eRecruitment, it will roll out in the coming weeks
- The new **eRecruitment system has accessibility at its core**, allowing internal and external candidates to customise their accessibility, screen display, and language settings to suit their own needs, enabling them to deliver their best in the application process - See next 5 slides



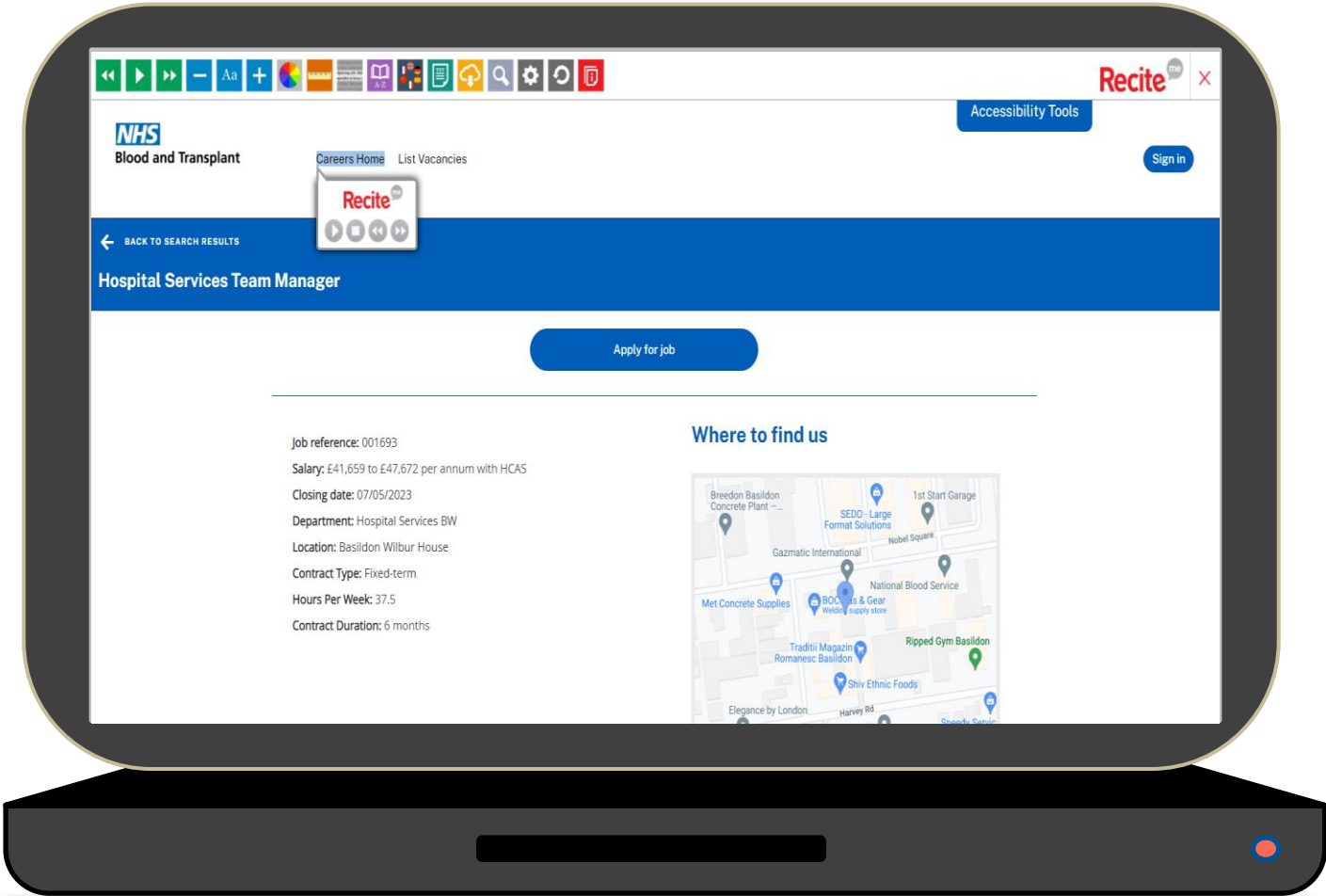
Inclusive
Recruitment

eRecruitment- Accessibility Assistive Toolbar

The new **eRecruitment system has accessibility at its core**. Using integrated 'Recite Me' technology, internal and external candidates are easily able to customise their accessibility and language settings to suit their own needs, enabling them to deliver their best in their application



eRecruitment- Accessibility Assistive Toolbar



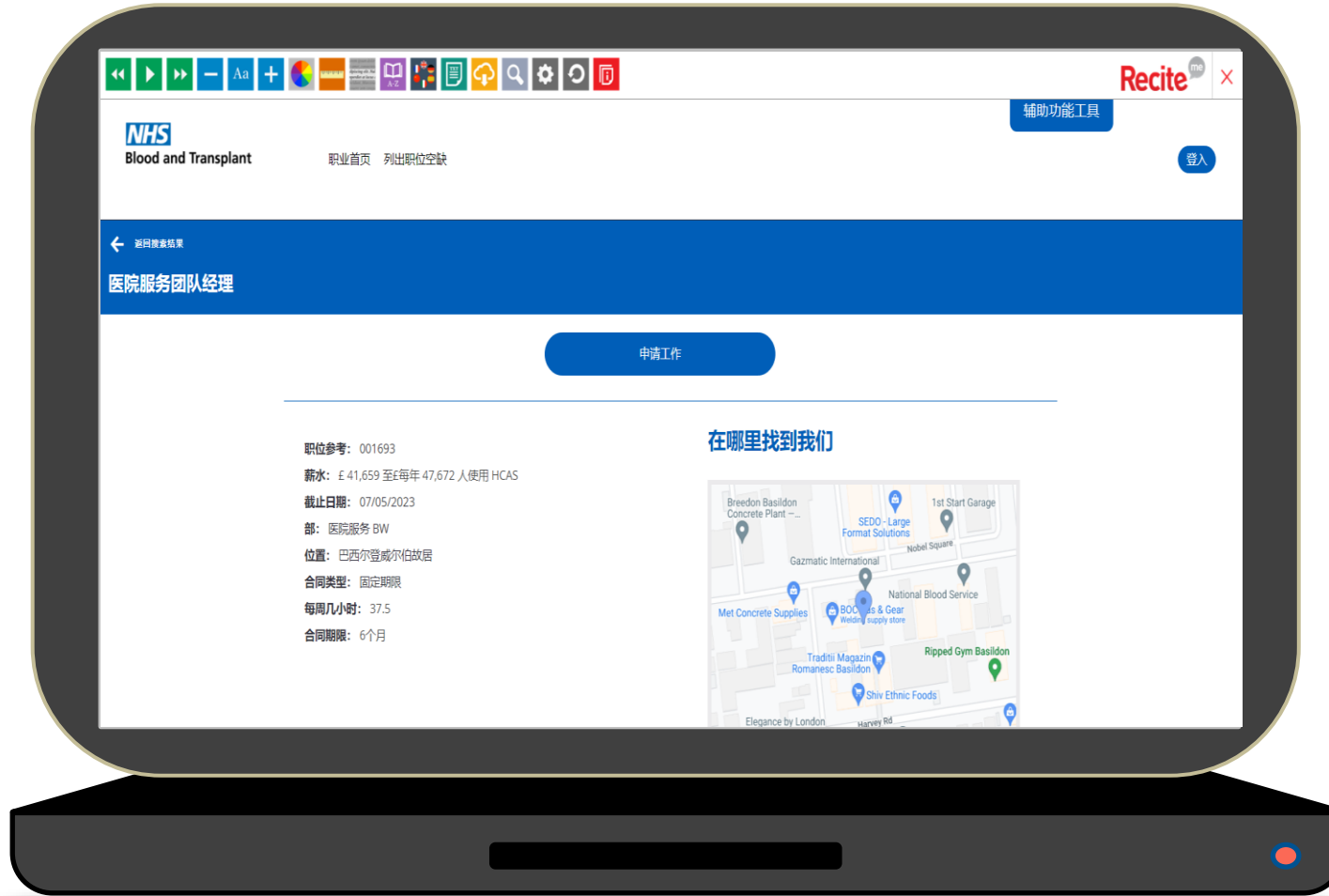
Screen Reader

285 million people worldwide have a visual impairment, providing our screen reader will help website visitors to perceive and understand your digital content by reading aloud website text, which can be customised to suit the viewer.



<https://reciteme.com/product/assistive-toolbar/>

eRecruitment- Accessibility Assistive Toolbar



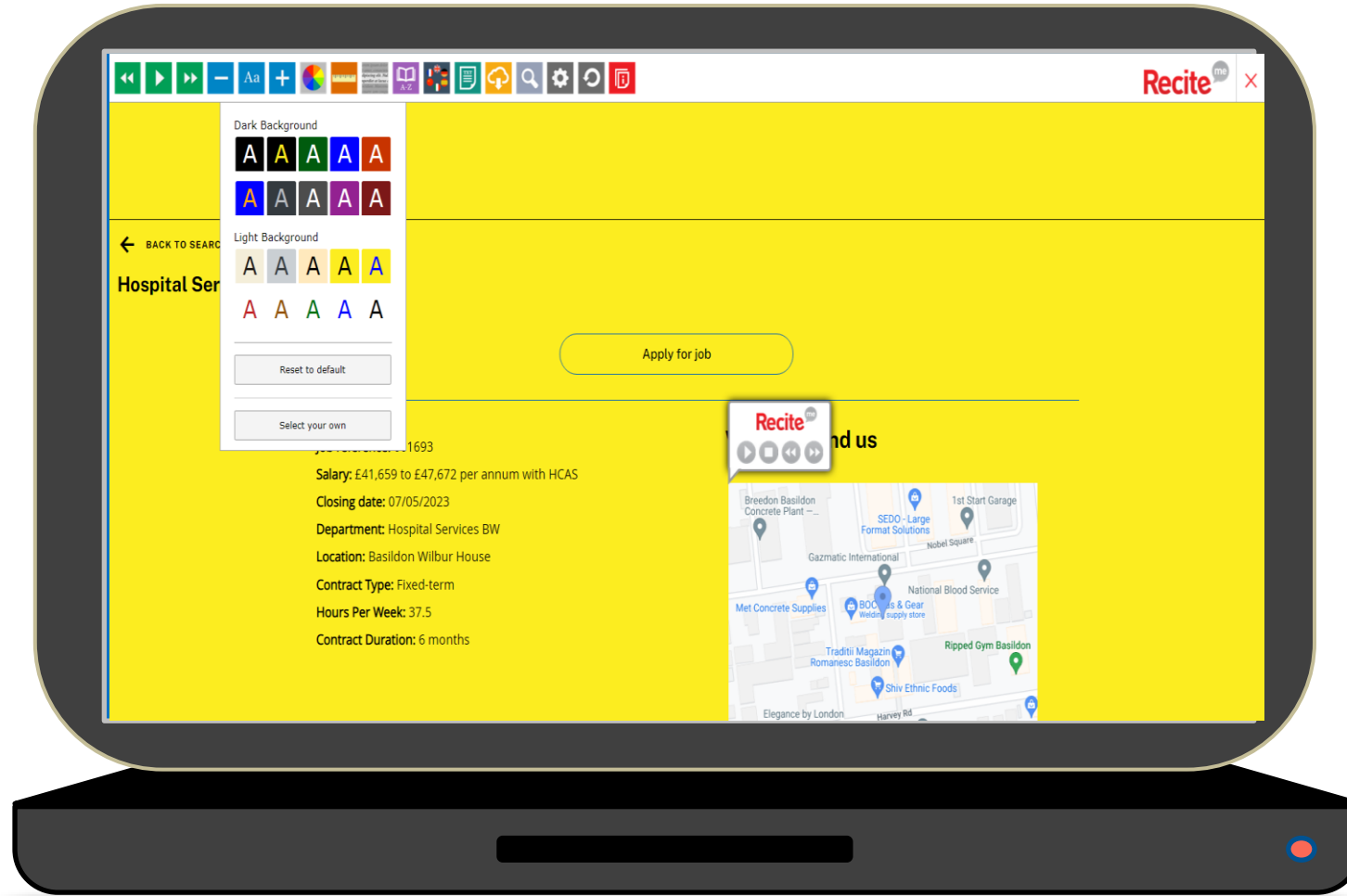
Translation

One in ten people don't speak English as their first language. Recite Me web accessibility technology quickly and easily translates all your web content into over 100 languages, including 35 text to speech voices.



<https://reciteme.com/product/assistive-toolbar/>

eRecruitment- Accessibility Assistive Toolbar



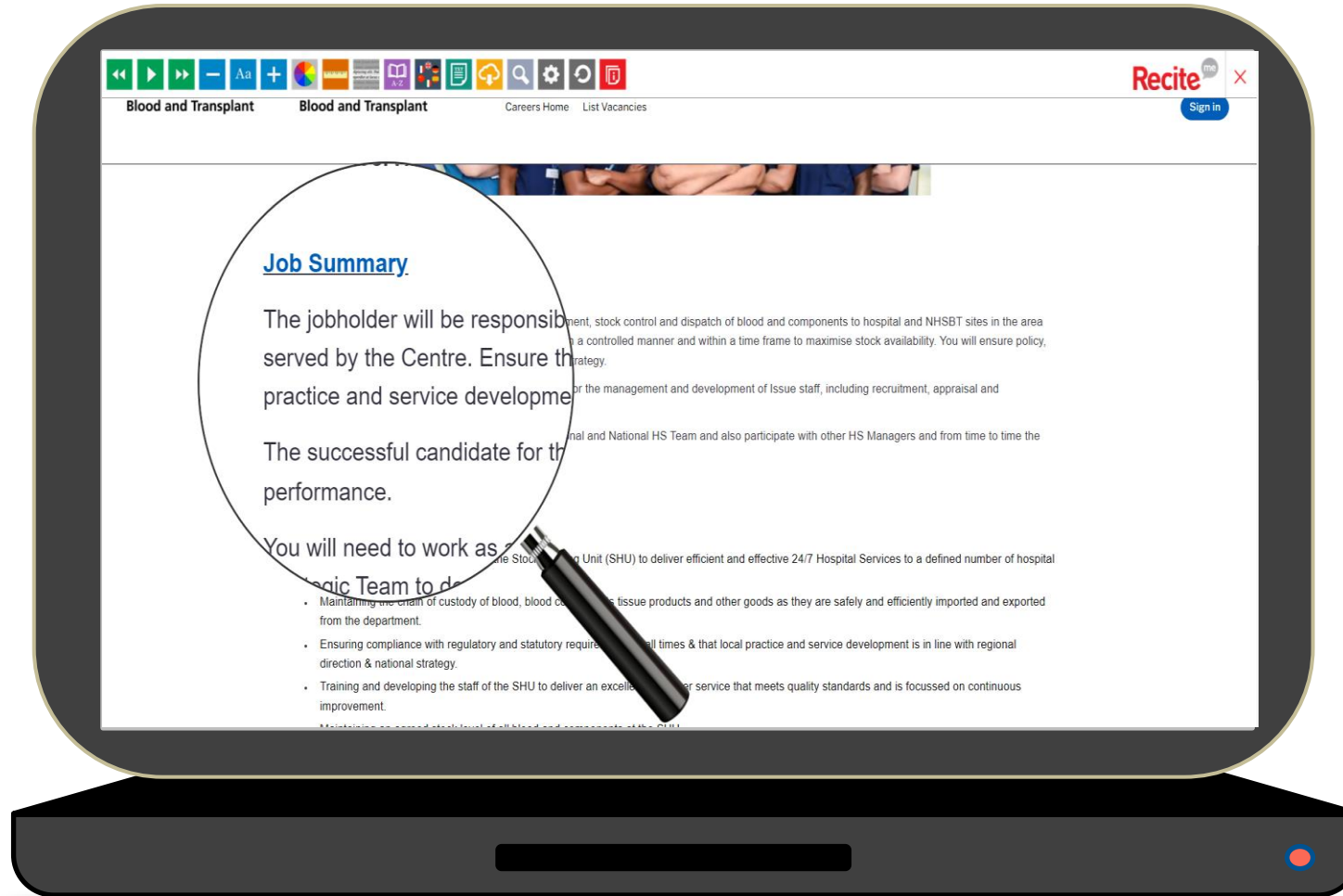
Styling & Customisation

15% of the world's population is neurodivergent. Recite Me assistive technology allows people to change the way a website looks. Users are able to customise the website's colour scheme as well as the text, font style, size, colour, and spacing.



<https://reciteme.com/product/assistive-toolbar/>

eRecruitment- Accessibility Assistive Toolbar



Reading Aids

774 million people in the world cannot read or write, and 10% of people have a learning disability, so reading content online can be a challenge for some people. To simplify use and support your website visitors, the Recite Me web accessibility toolbar provides five main tools; ruler, screen mask, magnifier, margins, and a dictionary.



<https://reciteme.com/product/assistive-toolbar/>

Inclusive recruitment – impact

- **More Hiring Managers are trained** on Recruitment and Selection, including new Equality and Inclusion content
- **22 Hiring Managers have had their eRecruitment accounts suspended**, who had not completed the Recruitment and Selection training. This means they cannot recruit for NHSBT until compliant.
- **Internal and external candidates can now configure own accessibility** and language requirements when reviewing our adverts and applying for roles using the integrated RECITE ME toolbar
- **EVP built with inclusion at its heart enables us to engage in a more cohesive way with diverse audiences.** A new careers leaflet to use at this year's Pride events has just been created in collaboration with our LGBT+ network.
- **Able to gain assurance on process compliance and fairness** of decision making through spot check mechanism on vacancies

“The RECITE function on the website is brilliant!!!! A great additional and very helpful”

Phil Walton, Co-chair of Neurodiversity Network

“The creation of our new leaflets is a real asset for future recruitment. Candidates will sense the inclusive culture of our Organisation at their first point of contact with us. This is incredibly innovative and will make people feel comfortable, appreciated and recognised. The LGBTQ+ Network is really excited about our new recruitment processes and hope that we will be able to welcome new successful candidates in an Organisation that is constantly evolving.”

Xavier AP (he/him), Regional Community Engagement Manager and Pride Lead

Inclusive recruitment – What's next...

KEY ACTIVITIES - H1 23/24

- **Conduct a diagnostic end to end review of the Recruitment Process from an inclusive recruitment perspective**, partnering with external specialist organisation. Including reviewing unsuccessful BME candidates in process to understand reasons, inform process changes and recommended positive action initiatives. Actionable recommendations to be made to inform next steps. This is recorded on the WRES action plan and is linking in with Forward Together programme - September 2023
- **Launch a new external Careers microsite**, fully integrated with eRecruitment for a seamless candidate journey, and fully EVP branded to enable easily managed & flexible campaign driven content, with landing pages for different audiences. Allows us to present ourselves more effectively to a more diverse audience, emphasising our commitment to diversity, and with our current colleagues talking positively about their career and experience of working at NHSBT – see next slide - live in H1 23/24
- **Redesigning application forms in eRecruitment**, starting with Donor Carer role, to ensure we only ask for the information we need, and in a manner that allows diverse candidates to perform at their best when applying. Adjustment to be as accessible as possible from a Neurodiverse and Disability perspective - in discovery phase currently
- **New Recruitment team structure launching** delivering a more expert 'business partnering' approach to be taken as Senior Recruiters align to Directorates to deliver recruitment solutions and use data insights to support Hiring Managers through the process, delivering / embedding Inclusive recruitment initiatives directly and throughout the process



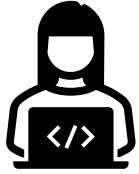
Inclusive
Recruitment

Careers Microsite

Create new Careers microsite, fully integrated with eRecruitment for outstanding candidate experience



Blood and Transplant



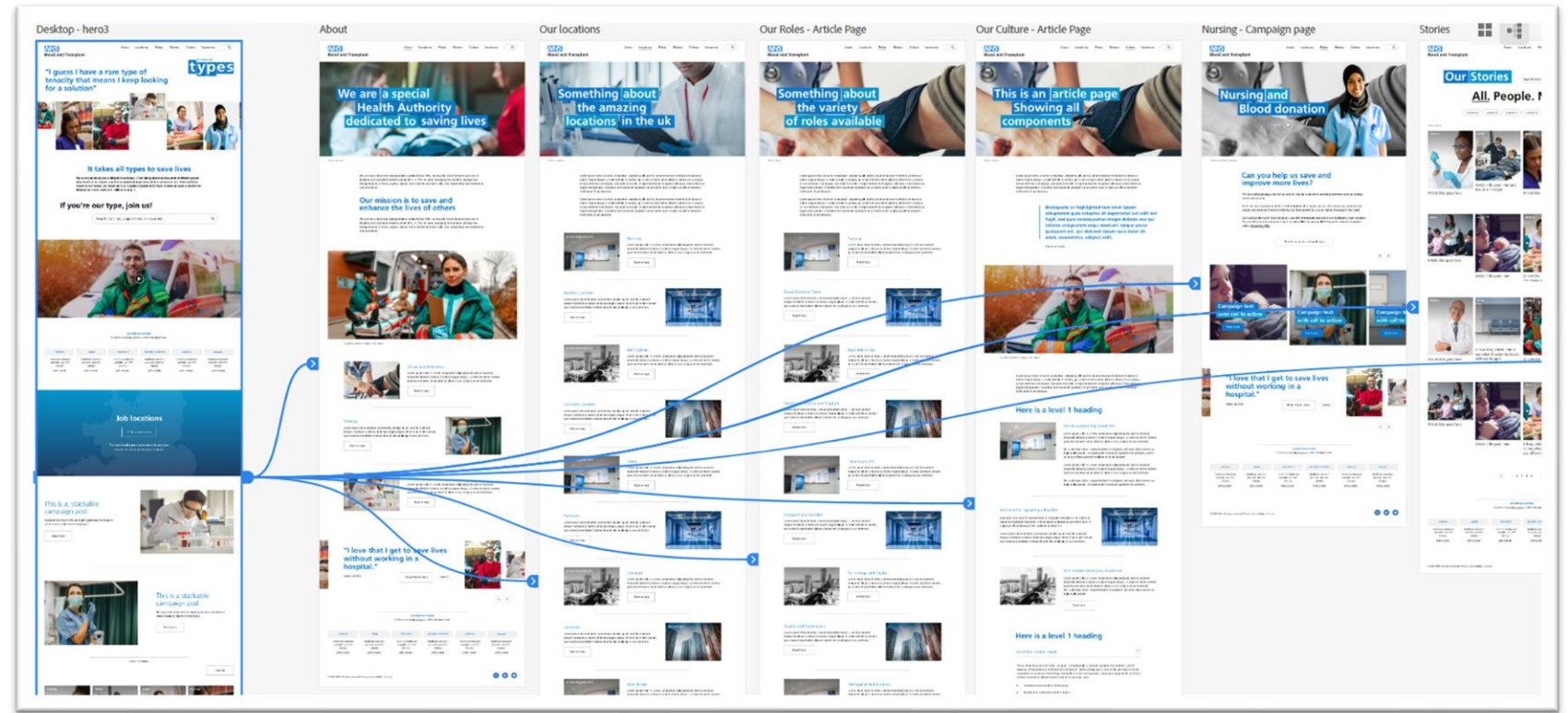
Careers site

Creation of careers microsite to sit on top of and be fully integrated with eRecruitment - allowing a seamless candidate journey through searching any applying for roles.

Dedicated landing pages for key target audiences – eg Blood Donation, Nursing, DDTS, highlighting diversity

Easily managed & flexible campaign driven content to respond to business needs.

Planning framework blueprint for site



Appendix

Recruitment governance & assurance

Recruitment Governance Framework

- Framework built
- Areas checked in table →

Issues faced:

- How to securely manage highly sensitive / personal information from multiple (and manual) sources for PCP access
- Sustainable and consistent application and review mechanism, post People ToM launch

AREAS REVIEWED
Shortlist
Is there evidence that the views of all panel members were accounted for on final shortlist decision?
Does the Recruitment Profile match the essential criteria for the role when compared to the original Job Description / Person Spec
Did the successful candidates meet the minimum essential criteria stated in the Recruitment profile for the role?
Were there any unsuccessful candidates, who met the essential criteria, who were not shortlisted?
If 'or equivalent experience' was used, how was this evidenced from the applications of the shortlisted candidates?
Under the Disability Confident scheme, were all disabled candidates who demonstrated the essential criteria shortlisted for interview?
Were all eligible redeployees given preferential consideration (i.e. considered before any internal/external applicants)
Panel Composition
Did the panel consist of a minimum of 2 people?
For 8A+ vacancies – Did the panel include a colleague who was BME
Had all panel members completed the online Recruitment training modules? If different short listers check they have completed the training
Interview
Were the interview questions and other selection exercises used relevant to the recruitment profile, and include value and behaviour questions?
Have notes been submitted from all interviewers?
Are the interview notes clear and legible?
Does the scoring align to the interview notes
Did the candidate who scored highest get offered the post (if not what was reason)
Feedback
Was feedback provided to all candidates, where requested, in a timely manner (within 5 days of the request/outcome)