## Appendix E - Recruitment Intervention

## **Recruitment**

The recruitment and selection intervention commenced in March 2014, with a new approach considered for each recruitment exercise. This is a significant area of work for HR with 98 people recruited since 2014, across 77 vacancies.

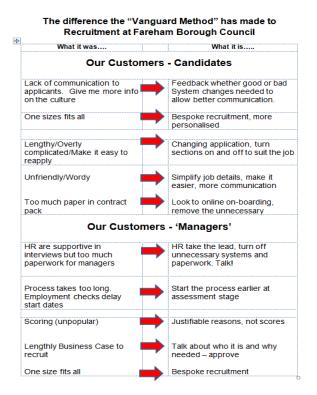
## The old approach Purpose: To recruit people to posts

The recruitment process previously operated under a "one size fits all" approach, using a standard advert, job description, person specification and lengthy application form for every post.

HR provided a support role advising managers and managers were responsible for their own recruitment administration, including vacancy approvals, drafting adverts and inviting candidates in for interview. The whole process was very extensive and included a lot of unnecessary and time consuming administration.

There was a lack of communication with applicants; whilst feedback was provided after their interview, candidates did not hear from us if they were not shortlisted.

## The new approach Purpose: Right person in the right job, at the right time



The new process is much quicker and slicker, with unnecessary systems and administration being removed. HR now lead the process and more time is spent speaking with managers and candidates to understand their requirements. Remaining administration is dealt with by HR, allowing managers to focus on delivering their services.

Feedback is now provided to candidates at every stage of the process

The recruitment process is tailored to fit the job, rather than using a standard approach.



"I had a genuine picture of what the job was about...I felt I could sell myself better" Recent job advertisements for two very different roles

Customer feedback

