

Changing Futures Sheffield - Learning Report – Recruitment

July 2022

Recruitment has been the most critical part of mobilisation, and the hardest	Mobilisation of the programme started in July 2021 and is still ongoing. The programme created 38 new paid positions spread across seven organisations, seven of these positions are still vacant. Various factors have had an impact on recruitment campaigns success levels but recruitment to clinical roles has been the programmes most pressing and longstanding challenge, this mirrors the national landscape.
Recruitment processes are creating barriers, impacting on the diversity of our workforce	<p>Surveys of applicants showed that regardless of the outcome, overall, candidates were happy with the recruitment process. Hiring managers found that at times recruitment processes created barriers and led to delays in delivery. This includes agreeing appropriate job descriptions, capacity and turnaround times within HR departments, changes to application, assessment and onboarding processes.</p> <p>Our evaluation indicated that recruitment processes more adversely impacted on those with lived experience of using support services – especially those with lower levels of educational attainment. This especially relates to this group having the knowledge, skills and confidence to take part in recruitment processes effectively.</p>
Organisations could make small changes to recruitment that would have a big impact	<ul style="list-style-type: none">- Require candidates to complete shorter applications focused on a handful of prioritised specification points.- Offer support and information sessions to potential candidates on the application process, running these in evenings and on weekends.- Include people with lived experience and staff from external organisations on recruitment panels as standard, provide training where needed- Use value-based and strength-based assessment as the principle means of assessment, especially where a roles related competencies can be developed via inductions and professional development- Run recruitment processes delivered in stages (e.g. application, telephone interviews and then 1:1 interviews) to allow for greater participation at secondary 1:1 stages providing candidates with a higher chance of success at being shortlisted- Provide increased support to candidates who make disclosures recognising the additional anxiety and stress this part of the process can generate- Consider the type of person you want to apply for your roles and target job adverts in the physical and digital spaces they occupy- Improve interview performance by making the process softer e.g. share interview questions with candidates prior, have a consistent introductory blurb, dedicate time at the start of the interview in putting the candidate at ease.- Offer feedback and support to unsuccessful applicants and seek feedback on their experience especially the Job Description, Advert, Application and Interview.