



## Understanding Recruitment and Selection Processes

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## Learning Outcomes

The Learning Outcomes from this lecture are as following:

- Recruitment in Health and Social Care – Principles, factors, procedure,
- Job descriptions, Person Specification and advertisement in recruitment
- Career progression opportunities and Key to Success in Health Care.
- Training in Health & Social Care – Benefits
- Selection – Steps and approaches
- Legislative and Policy Frameworks in HSC Organizations and Supporting Legislation in UK
- Code of Practice - Code of Professional Practice for Social Care, working hours, Work life balance

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## Human Resources in Health And Social Care

Individual employee management in the workplace in the health and care sector is critical for maintaining workflow.

Individual management involves the recruiting of these personnel, which must be done in the most appropriate manner by establishing a comprehensive recruiting process plan.



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## Recruitment in Health and Social Care

Recruitment is a key activity for health and social care organizations, especially those that are growing or have high worker turnover.

*"Recruitment refers to the activities done to attract potential applicants to apply for a job opening in the organization".*

(Bratton and Gold 2007)



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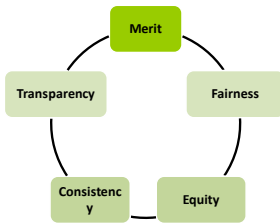
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## HSC Recruitment and Selection Principles

Before engaging in the recruiting and selection process, managers must have sufficient training in accordance with the needs of the employing organization.

However, there are five basic principles such as the following:



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## Factors Involved in the Planning of Recruitment

Human resources management is the function of management that ensures a health and social care organization has enough people and is getting the most out of it.

These factors include the following:

- The Manpower Gap in the Organization
- The Source of Candidates
- Internal and external policies of recruitment

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## Recruitment and Selection Procedure

When recruiting and selecting for any job in their organization, any health care service, whether it has a dedicated human resources department or not, will need to follow a defined path.

The following phases should be included in the recruitment and selection:

**1: Pre-selection Tasks** - Includes developing or revising a job specification, job description, and advertising.

**2: Application Tasks** - Involves responding to inquiries about the position.

**3: Screening and Shortlisting** – Involves filtering out those who are clearly unsuited and, if there is competition.




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## Recruitment and Selection Procedures

Cont'd 1



**4: Selecting** - Includes devising and implementing the most effective ways for finding the best candidate for the job.

**5: Appointment** – Involves pay, terms and conditions, notice periods, and start dates.

**6: Post-Appointment** – Involves references, criminal records, barring list checks and health checks.

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## Job Description in HSC

**Job Descriptions** outline the job's requirements and boundaries, as well as information regarding working circumstances, any tools or equipment that will be utilized, the knowledge and skills required, and reporting lines.

Job description	
Details of the job	
Post title:	Assistant Director of Public Health and Wellbeing
Salary grade:	Commensurate with Consultant level experience
Hours:	37
Location:	Northamptonshire County Council
Reports to:	Director of Public Health and Wellbeing
Service area:	Public Health and Wellbeing

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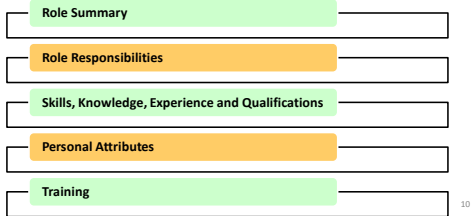
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## Elements of Job Description

A job description identifies the actual work completed or to be completed by the individual in the job by defining the tasks and responsibilities of the position.

The various elements of job description is as following:



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## Person Specification in Health and Care

The **person specification** is a list of the qualifications, skills, experience, knowledge, and other qualities (selection criteria) that a candidate must have in order to perform job duties. The specification should be based on the job description and serves as the basis for the hiring process



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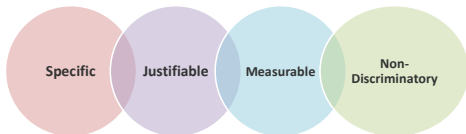
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## Person Specification Criteria

A person specification is profile of the your own capabilities, talents, and experiences throughout the recruiting and selection process.

The various person specification criteria are as follows:



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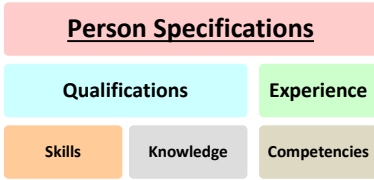
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## Elements of Person Specifications in Recruitment

Various elements of Person Specification are as follows:



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## Elements of Person Specification in Health and Care

The various elements of Person Specification are as follows:

Respectful Relationships	Create a caring and compassionate environment
Constructive Communication	Encourage open, clear and honest communication, where everyone can be heard.
Excellence through Innovation	Strive for excellence in everything
Encouraging Learning	Educate and develop to enhance knowledge
Sustainable Service	Work hard to provide a professional and sustainable service
Community Engagement	Involve and engage with our community



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## Advertisement in Recruitment

There are a number of internet advertising tactics that might assist your hospital in attracting and retaining the best talent sooner rather than later.

Your hospital may employ methods like paid search advertisements on Google, display advertisements on websites, social media advertisements on platforms like Facebook and LinkedIn, and video advertisements on YouTube to boost its recruiting efforts.



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## How to Run an Effective Recruitment Ad Campaign

If we are considering employing online hospital advertising to boost our recruiting efforts, keep in mind that there's a lot that goes into a good campaign. We can't just make an ad and expect it to work—there are a lot of extra steps and best practices to consider!

### 1: To make your ad's messaging and images warm, welcoming, and compelling

Use images of happy hospital staff and emphasize what your company has to offer, such as outstanding perks.

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## How to Run an Effective Recruitment Ad Campaign

Cont'd 1

### 2: Target the Right Audience

You can reach the correct audience online by using keywords, geo-targeting, and other targeting strategies.

### 3: Use landing pages to lead your ad clickers to the right place

Lead your viewers to a website with further information on the event and a sign-up form if your ad is promoting a recruitment event, such as an open house.

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## How to Run an Effective Recruitment Ad Campaign

Cont'd 2

### 4: Give potential applicants the best experience possible on your website

When someone hears about an available position at your hospital, one of the first things they do is go to your website to learn more. It can deter potential candidates if your website seems old or unprofessional, is difficult to access, or fails to adequately promote the hospital's assets.

### 5: Be sure that your H.R. department gets back to applicants in a timely manner

You should expect calls and applications to begin pouring in once your campaign is launched. Make sure that you're right ready!

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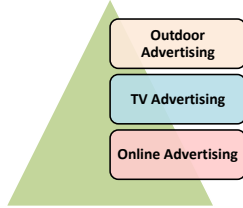
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## Popular Advertising Forms in Healthcare

A wide range of advertising options is often used in successful healthcare advertising campaigns. To develop a thorough and successful overall campaign, many sorts of advertising methods are frequently employed.

The most popular forms of healthcare marketing options are as following:



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## Career Progression Opportunities

Health-care-related job openings are rising at a faster rate than any other industry. This covers both entry-level professions that need only a few weeks of training and more advanced chances in specialized disciplines.

**A job in health care necessitates both practical and interpersonal abilities**



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## Key to Success in Health Care



The various aspects to understand the keys to success in health care are a following:

**1: Explore the wide dimensions of health care**

Examine the several aspects of health care to help you find a career path that fits your talents, personality, and long-term goals.

**2: Gain fundamental knowledge**

Get to know the business and organizations that focus on health care in your area. Maintain a high level of physical fitness so that you can better support patients.

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## Key to Success in Health Care

Cont'd 1

### 3: Perform volunteer work and participate in activities

Many hospitals and nursing homes, for example, have volunteer opportunities that allow patients to engage with one another. Look for an internship with a company that is working in a field of medicine that interests you.

### 4: Obtain Credentials

Acquire the qualifications you'll need for an entry-level job that will allow you to earn useful experience.



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## Key to Success in Health Care

Cont'd 2

### 5: Prepare for the entrance requirements

Acquire the qualifications you'll need for an entry-level job that will allow you to earn useful experience.



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## Circumstances to Seek Specialist Expertise in Recruitment and Selection

Employees who have been shortlisted are always expected to be vetted by the Disclosure and Barring Service. In certain cases, the findings may reveal convictions that were not indicated during the interview process; in these cases, professional opinion on the candidate's fitness for a post in health and social care may be required. If the recruited employees are expected to perform specialized or professional activities, such as dieticians, nurses, or physiotherapists.



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## Training in Health and Social Care

- **Practical exercises and work-based activities** are becoming increasingly popular, and studies of these techniques are more likely to uncover positive improvements in care procedures and patient outcomes.
- The purpose of the training was to develop and offer consistent, repeatable, and long-lasting training that would mold the approach and habits of how to improve the patient and team experience.



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## Benefits of Staff Training in the HSC Sector

Regular employee training sessions, on the other hand, might be quite beneficial to your company.

The following are our top five benefits for staff training:

- 1: Staff training increases morale
- 2: Staff training increases confidence and competence
- 3: Staff training reduces turnover
- 4: Staff training enables career progression
- 5: Staff training positively affects CQC inspection ratings

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## Staff Training Increases Morale

Staff morale is at the top of our priority list. Training your employees demonstrates your appreciation for them and your desire to help them succeed in their jobs. Training, in fact, may be a powerful motivation for employees since they know you value them enough to invest in them.



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## Staff Training Increases Confidence and Competence

Staff can improve their performance by attending regular and continuous training sessions. Training provides a secure place for employees to test out new abilities, ask plenty of questions, and learn best practices.



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## Staff Training Reduces Turnover

Staff turnover in the health and social care industry can result in a variety of challenges, including increased expenses and pressure on the current team. Having a reputation for having staff that comes and goes may be damaging to your business and lead to low morale.

Simply put, excellent training motivates employees to remain and helps your company directly.



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## Staff Training Enables Career Progression

Training is essential if you have aspiring stars in your organization that want to advance. Senior members of a team who have worked their way up in health and social care can genuinely appreciate the issues encountered by the teams they line manage.



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## Staff Training Positively affects CQC Inspection Ratings

Inspectors from the CQC want to see evidence of consistent, effective, and appropriate training. Training should not be done as a one-time event at the induction level, but should be done on a regular basis and documented accurately



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## Selection in Health and Social Care

The process of selecting or choosing the best applicant for a vacant employment position in a company is known as selection.

In other terms, **selection may be defined as the process of interviewing applicants and evaluating their qualifications for a certain job, followed by the selection of the best applicant for the job.**



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## Steps in Selection Process

The selection process is lengthy and complex, since it entails a number of processes before the ultimate decision is made.

Various models of selection models are as following:

1. Initial Screening
2. Completion of the Application Form.
3. Employment Tests
4. Job Interview
5. Conditional Job Offer
6. Background Investigation
7. Medical Examination.
8. Involvement of Stakeholders
9. Permanent Job Offer



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## 1: Initial Screening

**Screening** is used to reduce the number of applications that are evaluated for selection. Applicants who do not satisfy the minimum needed requirements will not advance to the next step of the selection process if the screening attempt is successful.



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## 2: Completion of the Application Form

**An application form** is a formal record of a job applicant's application. The next stage in the selection process may be for the potential employee to fill out a job application. This might be as simple as asking for merely the applicant's name, address, and phone number.



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## 3: Employment Tests/ Assessment

**Employment Tests or Assessment** is an effective method of determining individual qualities. Hundreds of tests have been created to assess different aspects of behavior.



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## Types of Assessment

The various types of assessment is as follows:

**Aptitude tests**

**Psychometric test**

**Cognitive Ability Test**



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## 4: Job Interview

An interview is a conversation in which the interviewer and the applicant exchange information with the purpose of achieving a certain goal. The job interview is particularly important since those who make it this far are thought to be the most promising prospects



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## 5: Conditional Job Offer

A **Conditional Employment** offer means that if everything checks out – such as passing a medical, physical, or drug abuse test - the employment offer will no longer be conditional and will become permanent.



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## 6: Background Investigation

**Background Investigation** step is used to double-check the correctness of the application form by checking references and past employers. The purpose of a background investigation is to ensure that the information provided on the application form is correct and accurate.



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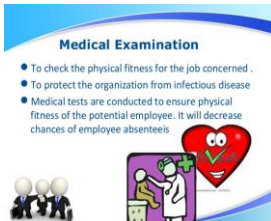
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## 7: Medical or Physical Examination

This is an examination to measure an applicant's physical fitness for performing critical work functions. Typically, a job offer is contingent on successfully passing this examination.



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## 8: Involvement of Stakeholders

A stakeholder is anyone who has an interest in the outcome of the selection process.. They may be influenced by the candidate selection or have a say in the organization's destiny.



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## 9: Permanent Job Offer

Individuals that complete the previous procedures successfully are now deemed eligible for the job offer. The manager in charge of the department where the vacancy arises should make the final hiring choice.



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## Approaches used to ensure the Selection of the Best Individuals

The selection of employees is a crucial aspect of human resource management. It refers to the process of choosing the best candidate from a pool of candidates.

The following approaches are used to ensure the selection of the best individuals.



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## Personality Test

**Personality Test** is a method of selection that is based on the notion that a specific job demands an unique personalities. The approach's main goal is to fit an individual's personality to the job requirements.



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## Structured Interview

The most typical approach of selection is a structured interview. In a structured interview, a set of questions is asked to assess the applicant's main skills and competencies needed to do the job well. These abilities and talents include, amongst other, communication, leadership, and critical thinking



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## Work Sample Test

**Work Sample Test** is a method of selection in which a candidate is given a sample of work to see how well they can do it once employed. The method's strength is that it selects candidates based on their actual work performance.



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## The Legislative and Policy Frameworks for HSC Organizations

The Legislative and Policy Frameworks in HSC Organizations is as following:

- 1: The Equality Act 2010
- 2: The National Health Services
- 3: Health and Social Care Organizations
- 4: Data Protection Act 1998



Equality Act 2010



Department of Health & Social Care



Data Protection Act 1998

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## Regulatory Bodies for HSC in UK

- **Advisory, Conciliation and Arbitration Service (ACAS)** offers employers and workers free and unbiased information.
- **Care Inspectorate** is the regulating agency for health and social care in Scotland.
- **Care Inspectorate Wales** keeps track of services, inspects them, and takes steps to enhance their quality and safety.
- **Care Quality Commission in England**, is in charge of overseeing, inspecting, and regulating health and social care services




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## Regulatory Bodies for HSC in UK

Cont'd 1

- **Department of Health and Social Care in England** in charge of health and social care.
- **Disclosure and Barring Service**, assists employers in making safer hiring decisions and keeps inappropriate persons away from sensitive populations, such as children.
- **Skills for Care** is England's workforce development organization, ensuring that credentials and standards are kept up to date to meet the changing needs of care recipients.



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## Supporting Legislation in UK

The **Social Value Act 2012** necessitates public sector commissioners.

This includes local governments and health-care organizations which consider economic, social, and environmental factors when procuring services or contracts.



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## Code of Practice in HSC

Care providers become acquainted with their patients and develop empathy for them. Their goal is to increase their client's quality of life.

**Health care workers need to be able to trust their patients with their health and well-being.**



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## Code of Professional Practice for Social Care

Health and safety policies and procedures, as well as care providing policies and procedures, are in place to assist the work of a social care professional in maintaining safe working practices.

**The Code states that workers must:**

- Respect the views and wishes, and promote the rights and interests, of individuals and carers
- Strive to establish and maintain the trust
- Promote the well-being, voice and control of individuals and carers
- Respect the rights of individuals
- Act with integrity
- Be accountable for the quality of your work



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## Working Hours in HSC

- All full-time staff work 37.5 hours a week, excluding meal breaks (unless it's a business lunch). 60% of nurses and midwives work 12-hour shifts, often from 7 a.m. to 7 p.m. or 7 p.m. to 7 a.m.
- Shift patterns are often spelled out in an employee's contract and organized on a roster. Staff will not be required to work more than 48 hours per week for more than 17 weeks.
- Staff can, however, opt out of the 48-hour weekly restriction provided they agree in writing with their employer. When their daily working time exceeds six hours, all employees are entitled to a 20-minute uninterrupted break.



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## Work life balance



The HSC recognizes the need of maintaining a good work-life balance for its employees.

### Working from home entails is as following:

- The Part-time and employment opportunities, as well as term-time only, evening, and weekend work, are available.
- The staff may be able to assist with childcare costs, such as nursery care and after-school programs.
- Many personnel are able to take a longer break to care for small children or other dependents who require particular attention.
- Work-related health treatments, such as counseling, are available to employees.

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## INTERESTING FACTS



### Did you know?

- The National Health Service is a government-sponsored universal healthcare system in the United Kingdom (NHS).
- How many available beds are there in the NHS? Is the number of beds decreasing or increasing?
- 142745 beds
- What has been the trend in demand for health care?
- 1.6 Million more attendance from 2011/2012 to 2018/2019



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