

July 2021



Empowering data driven HR delivery with better connections to our Trust

Phase 1/2 Pilot

Data Review

[illegible]

Our focus



Engage line managers on a quarterly basis to extract:

 **Hiring Demand**

Using this information HR, Learning & OD can deliver:

Proactive recruitment activity

 **Itchy Feet**

Mitigation of unwanted attrition

 **Performance Concerns**

Earlier manager intervention

 **Critical Succession Gaps**

Reduction of risk in the Trust

 **Learning & Development requirements**

Targeted training programmes



Measures of success

At least **55%** of manager population will take part



Data points will be harvested for **future demand, people risks, L&D requirements**



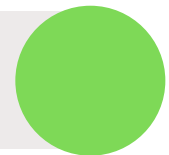
<**15%** Line manager technical issues



No HR colleagues will have to retrieve/collate data



Reports delivered no later than 1 week after cycle close



125 managers completed out of a possible **397**



127 managers started, but didn't complete this time



114
planned future vacancies



42 (34%)
managers ready to move in the next **12 months**



35 £890k opportunity
itchy feet identified



207 96 managers
cases of manager development requested



6 £153k opportunity
performance concerns identified



316
cases of employee development requested



41
critical succession gaps identified



2652
cases of upskilling needed



Cost saving opportunity
£1,043,000

156

manual hours saved



2343

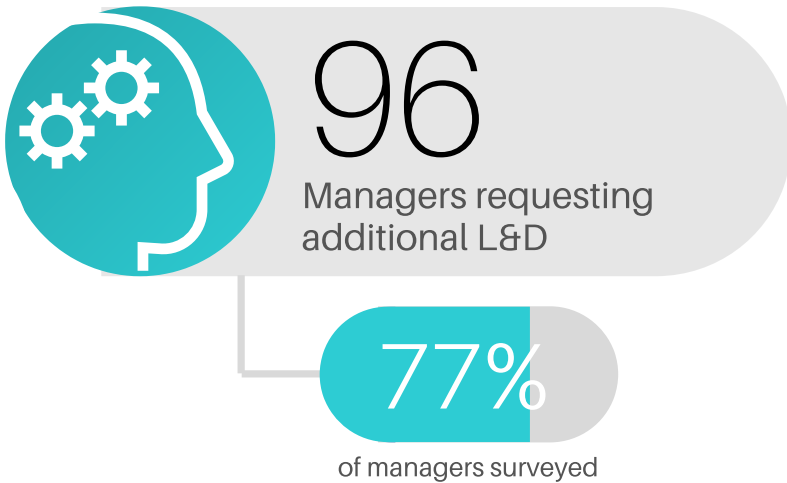
HR admin tasks performed



This Quarter

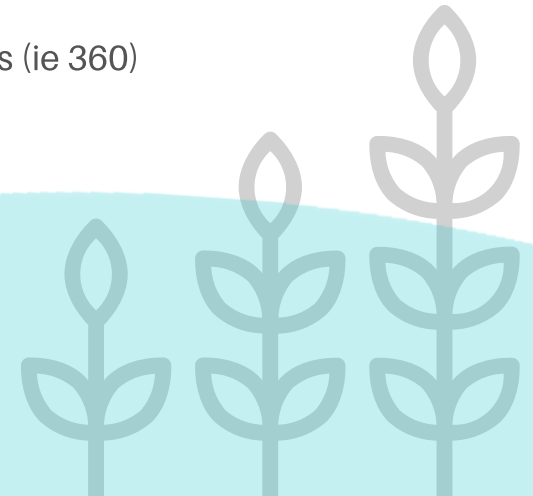


Learning & Development



We've identified **207** programme requests over the following development areas:

- 29 NHS Leadership Academy
- 29 Coaching
- 21 Business Managers Masterclasses
- 21 People Management - HR Skills
- 17 University Module Level 7 (Masters)
- 16 Performance & Quality
- 15 People Management
- 14 IT Training - Microsoft Packages
- 10 Team Performance intervention Tools (ie 360)
- 7 IT Training - Trust Systems
- 7 Mentoring
- 5 Mental Health Awareness/skills
- 4 University Module Level 6
- 4 Short course - External Provider
- 3 Interpersonal Skills
- 2 Clinical Skills (Specialist)
- 1 Clinical Practice Facilitators
- 1 Mediation
- 1 Clinical Skills (Specialist) External Provider



"Are there any enhancements to your service in the next 12-24 months that staff will need to be **upskilled** for? (Not including refresher training)"

Over a population of **5000** employees,



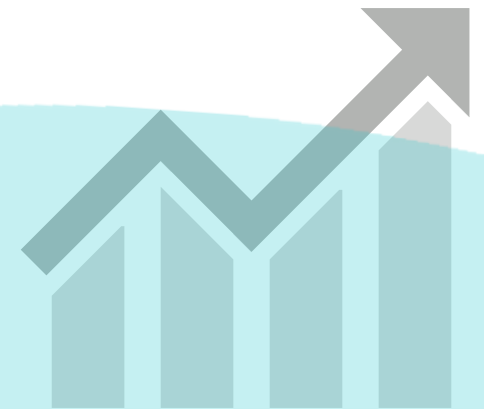
we extracted

96 instances of upskilling requirements
affecting **2652** employees in total.

Top 5 requests

(by number of people affected)

- 281** Non Medical Prescribing qualification
- 253** Safeguarding training
- 218** Fetal Monitoring training
- 218** Bereavement training
- 100** Recruitment techniques
(incl. Equality & Diversity)

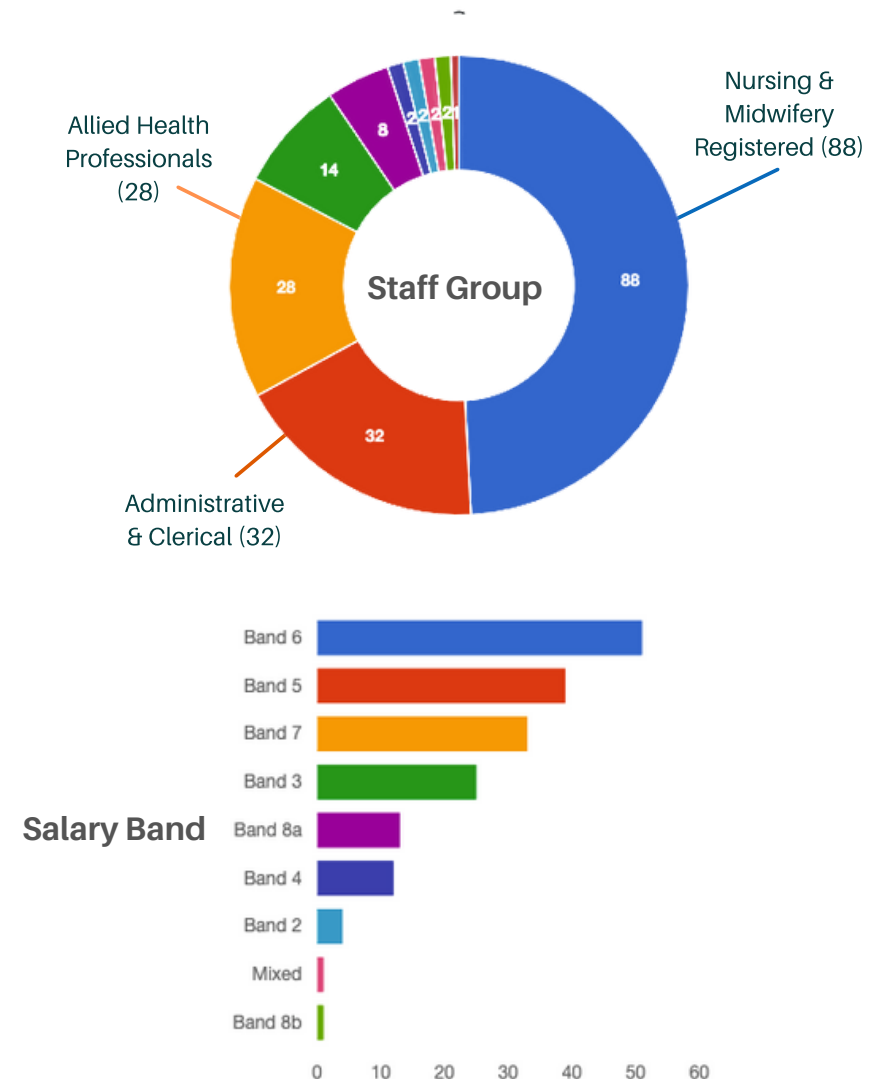


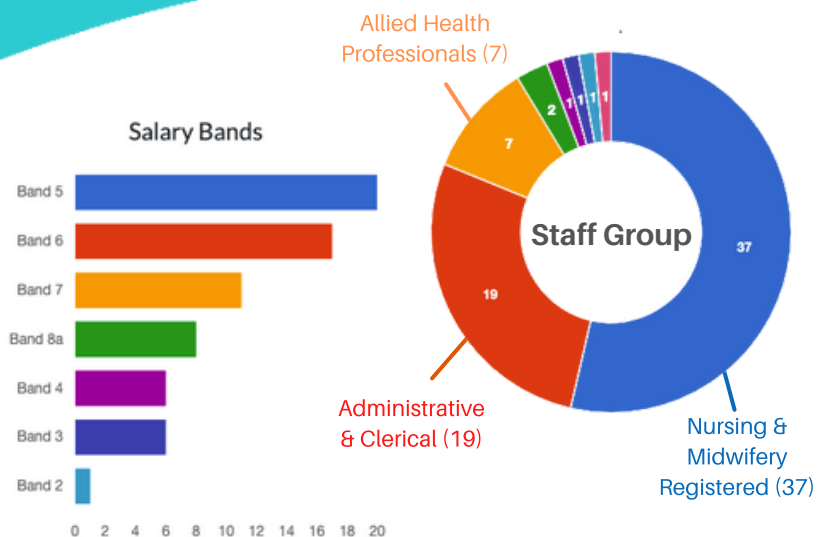
Do any of your team members require additional development to **perform** in their role?

We have identified **223** development requests in the following areas:

- 45 Clinical Skills development
- 42 Training Course
- 41 Leadership & Management
- 34 Formal Qualification
- 11 Support in practice
- 10 Update/refresher training
- 10 Coaching
- 7 Mentoring
- 15 Other

8 additional requests require disability adjustments.





Do any of your team members require additional development to enable them to **progress** onto their next role?

We have identified **93** development requests in the following areas:

- | | |
|---------------------------------------|---|
| 34 Leadership & Management | 6 Support in practice |
| 15 Formal Qualification | 4 Mentoring |
| 13 Clinical Skills development | 2 Inquest awareness & experience |
| 11 Coaching | 1 CBT |
| 6 Training Course | 1 Other |

Appraisal Rating

Exceeds expectations (17)

Met expectations (46)

Needs improvement (1)

Protected Characteristics

None (56)

BAME (6)

LGBT+ (2)

People Risk

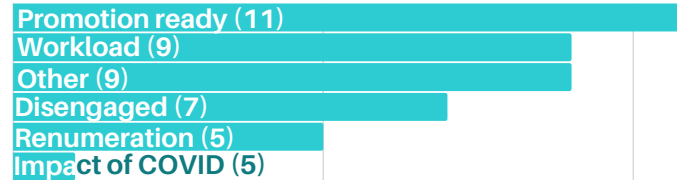


124

Total risks identified



35 opportunities to mitigate itchy feet



6 performance concerns identified



42 managers ready to move in the **next 12 months**



41 total succession risks



31 of these managers have **no successor in place**



16 managers have identified this as a **risk**



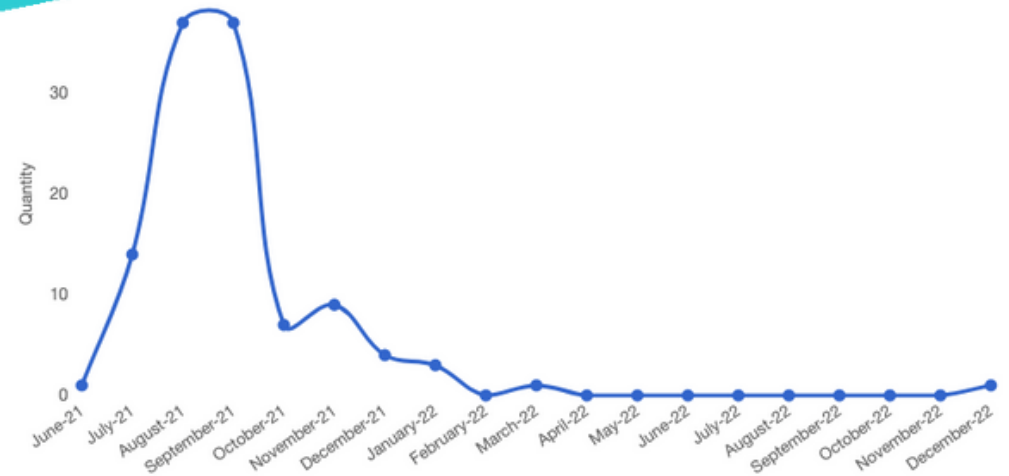
Hiring Demand

We captured **114** instances of previously unknown future demand resulting in:

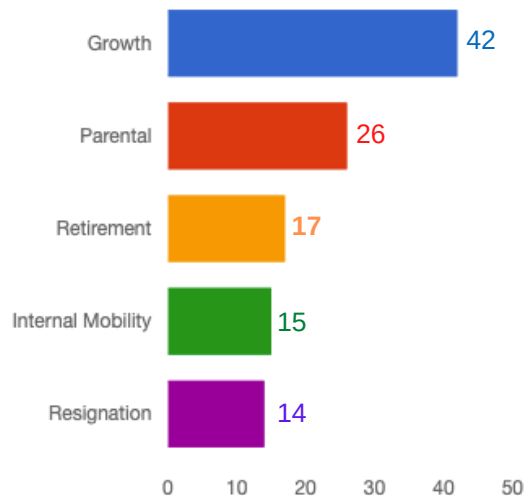


69 days average extra lead time on recruitment

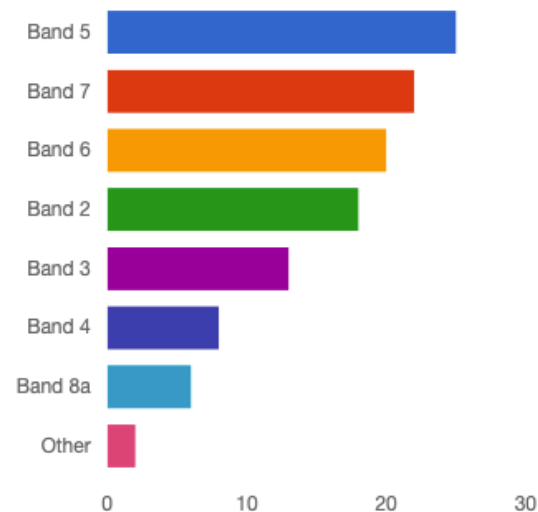
Timeline



Reason



Grade



Staff Group

(Top 5)

| | |
|----------------------------------|----|
| Nursing and Midwifery Registered | 51 |
| Administrative and Clerical | 23 |
| Allied Health Professionals | 11 |
| Add Prof Scientific & Technic | 8 |
| Support Services | 4 |

This is not replacing conversations, but capturing the data to have more meaningful ones.

Hard to Fill roles



61

hard-to-fill roles added

Reason

Ongoing shortage of suitable candidates (46)

Other (10)

Previously advertised but no applicants (8)

Lack of funding (4)

Candidates lack experience in specific area (3)

Risk to service delivery

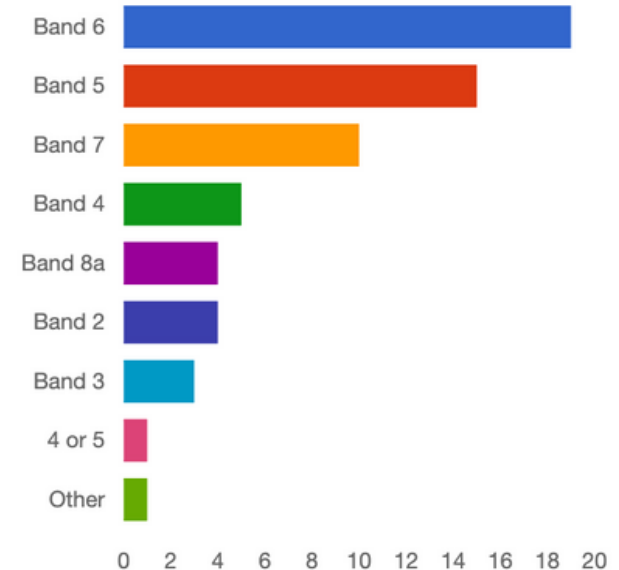
High (40)

Medium (19)

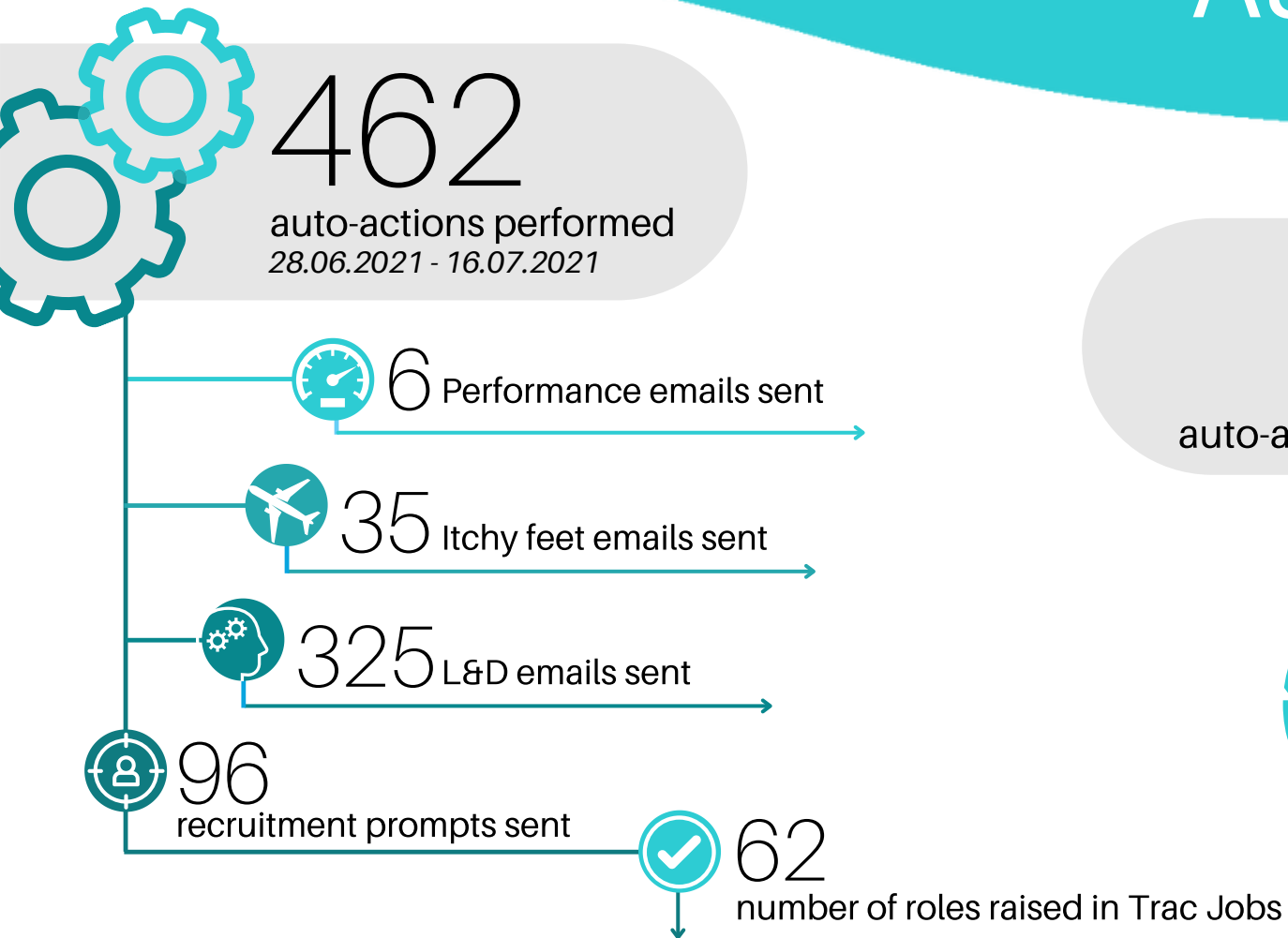
Low (1)

"Are there any roles that you typically find hard to fill?"

Salary Band



Automations



47
auto-actions scheduled



462
cumulative automated
actions taken



Cost savings



Total Cost Saving Opportunity

£1,043,000

Flight Risk Opportunity

£890,000

Performance Opportunity

£153,000

Summary

What this data means to us

- Over £1m in cost saving opportunity across flight risks and performance concerns alone
- An increase in & a better distribution of L& D spend (Band 6 Nursing)
- The ability to track spend quarter on quarter - better real time monetary decision making ability
- Increase retention through higher engagement on L&D activity

Recommendations for next cycle

- Send a pre comms from within Trust, highlighting the value of the first data set
- Open questions for 3 weeks to allow more time for busy team members
- Review free text answer options, and replace with forced drop downs where possible
- Work with the right people to support with questions about how to use the recruiting data
- Seek feedback from selection of the managers that started, but didn't complete the process th

Appendix - questions asked



Are there any enhancements to your service in the next 12-24 months that staff will need to be upskilled for? (Not including refresher training)

Do any of your team members require additional development to perform in their role?

Do any of your team members require additional development to enable them to progress onto their next role?

Please tell us about any resignations in your team that you haven't actioned with HR / recruitment yet:

Now, is there anyone due to go on maternity/paternity/planned parental leave?

Do you have any retirements coming up who won't be returning to your team that will need replacing?

Has anybody secured a new position elsewhere in the Trust, that will lead to a vacancy?

Do you have approval to recruit any new roles into your team within the next 12 months?

Are there any roles that you typically find hard to fill?

Are you aware of anyone in your team that you think has itchy feet to leave?

Do you have any team members with performance issues that are not being dealt with either informally or formally through the Trust's performance management procedures?

When do you feel that you will be ready for a new role/challenge internally?

Do you feel you have a suitable successor for your role currently? If yes: what is their name? When will they be ready? If no: Does this pose a concerning level of risk?

Do you have any protected characteristics?

As a people manager, do you feel you may benefit from development in any of the following areas?

Is there any additional support you need to help manage your team from a people perspective?

That's it! Feel free to share any further information with the Learning & Development team, or leave any feedback in general below. When finished please click "finish survey":