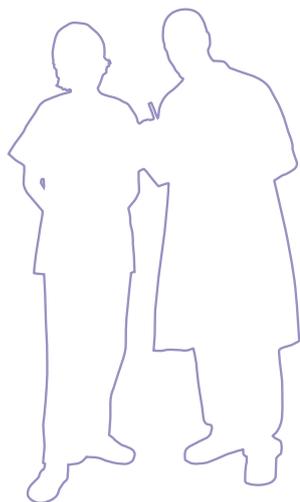


Sector Employability Toolkit

Introduction



better **skills**
better **jobs**
better **health**

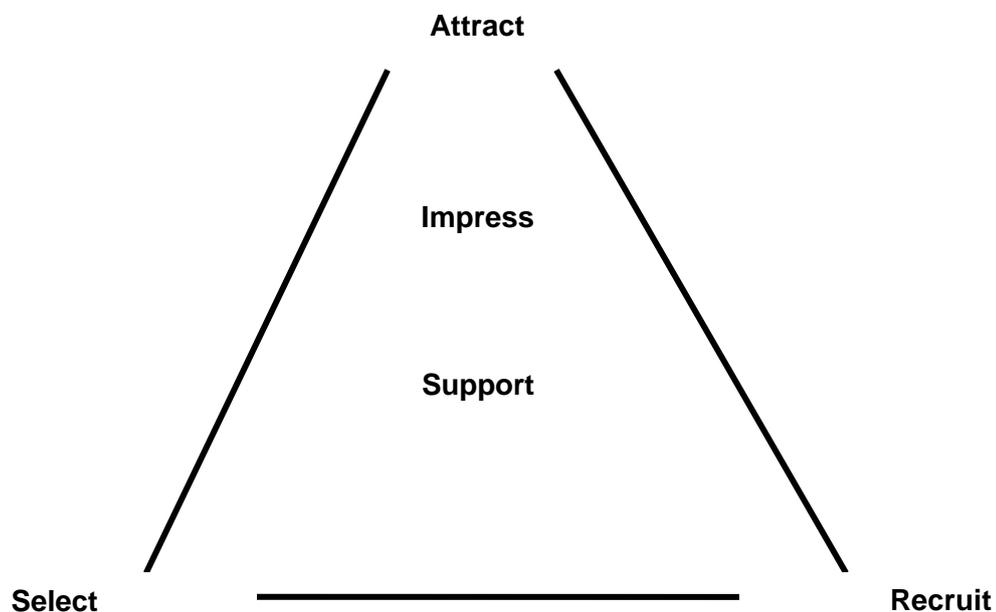
What is the Sector Employability Toolkit?

Skills for Health in partnership with the Alliance of Sector Skills Councils, Jobcentre Plus and the Learning and Skills Council, has developed a Sector Employability Toolkit to assist health sector employers to find sustainable solutions to one of their most challenging areas of recruitment. Initial entry level posts have historically been not only hard to fill but also subject to high turnover rates.

Through a Local Employment Partnership (LEP)¹ between Jobcentre Plus, health sector employers and a training provider, the sector can benefit from entrants who have completed contextualised pre-employment training and have proved that they are job ready, prior to being recruited into a paid role.

The SET builds upon the best, evidence based, HR practices, for example, the importance of “recruitment processes” not only seeking to “select and recruit” but also “attract and impress” which will lead, in turn, to improved retention.²

Its uniqueness lies in the processes and materials being specifically targeted at a group of candidates who may be better served by a more supportive approach than the usual health sector recruitment procedures. On employment these individuals have proved themselves to be able employees.



¹Information about LEPs: <http://www.jobcentreplus.gov.uk/JCP/Employers/lep/>

² Adapted from: Chartered Institute of Personnel and Development Factsheet: <http://www.cipd.co.uk/subjects/recruitment/selectn/asscentre.htm>

Characteristics of Best Practice

- The organisation seeks to promote itself as an employer of choice within the local community.
- The SET model becomes an integral part of overall workforce planning and development strategies to entry level posts.
- There is a clear business case for incorporating the SET model into HR strategic planning.
- The whole assessment process seeks to identify future potential as well as current abilities and skill levels.
- The employer:
 - embraces the Career Framework for Health³
 - actively supports equality of opportunity by providing opportunities for lifelong learning and progression for those who want it
 - seeks to work in partnership with agencies that can support the development of alternative routes into entry level posts in the health sector
 - asks, 'Why should there not be a range of recruitment strategies for domestic or catering posts as well as more senior posts?'
 - is actively involved at every stage of the process.
- Line managers play a key role in supervising the three week work trial and actively manage the integration of the SET model into their department.

"Evidence suggests that rather than causing retention problems, the integration of, and support for, training and development in the workplace leads to a downward impact on employee turnover." (Tamkin P (2005), Measuring the Contribution of Skills to Business Performance. DFES, RW39S)

Key Features

- **Formation of a Local Employment Partnership** – Jobcentre Plus takes responsibility for obtaining job applicants saving much time and cost for the employer.
- **The initial recruitment and selection event** utilises specialist assessment methods and tools that reflect the employability and recruitment skills needs of entry level posts. For example,
 - literacy, language and numeracy assessments;
 - employability skills based on the Employability Skills Matrix⁴ for the health sector;

³ The Career Framework for Health provides a guide for health sector organisations to implement flexible careers for their employees whilst developing a modern service to meet patient needs. Find out more: <http://www.skillsforhealth.org.uk/>

⁴ Find out about the Employability Skills Matrix for the health sector at: <http://ln.skillsforhealth.org.uk/page/employability/employability-skills-matrix>

- recruitment and interviewing tools which assess both current *and* potential abilities of those with low level skills, lack of confidence and limited work experience.
- **The two week training programme** is planned around the skills requirements of the job and delivered in a contextualised way that meets the employer's expressed needs. The training provider and employer work in partnership to achieve this.
- **The three week work trial** is a continuum of the two weeks' off-the-job training programme. It includes a structure that seeks to identify and meet the learning needs of each individual in relation to the specific job or area of work being trialled.
- Individuals are given opportunities, within a supportive environment, to show their strengths and areas of weakness, and potential is identified. The provision of feedback to each individual on their progress increases confidence and motivation and enables them to improve where necessary.
- The whole process seeks to identify future potential as well as current abilities and skill levels.
- Positive, proven return on investment (ROI) saving considerable money and time over the usual recruitment processes for entry level staff.

How to use the Toolkit

The SET is published in five sections to make your recruitment as streamlined as possible:

'Guidance Notes':

These notes help with the planning and implementation of an effective recruitment process. Brief explanatory notes are provided for each stage of the process, with the relevant SET materials (which may be found in Sections 1 -4) highlighted.

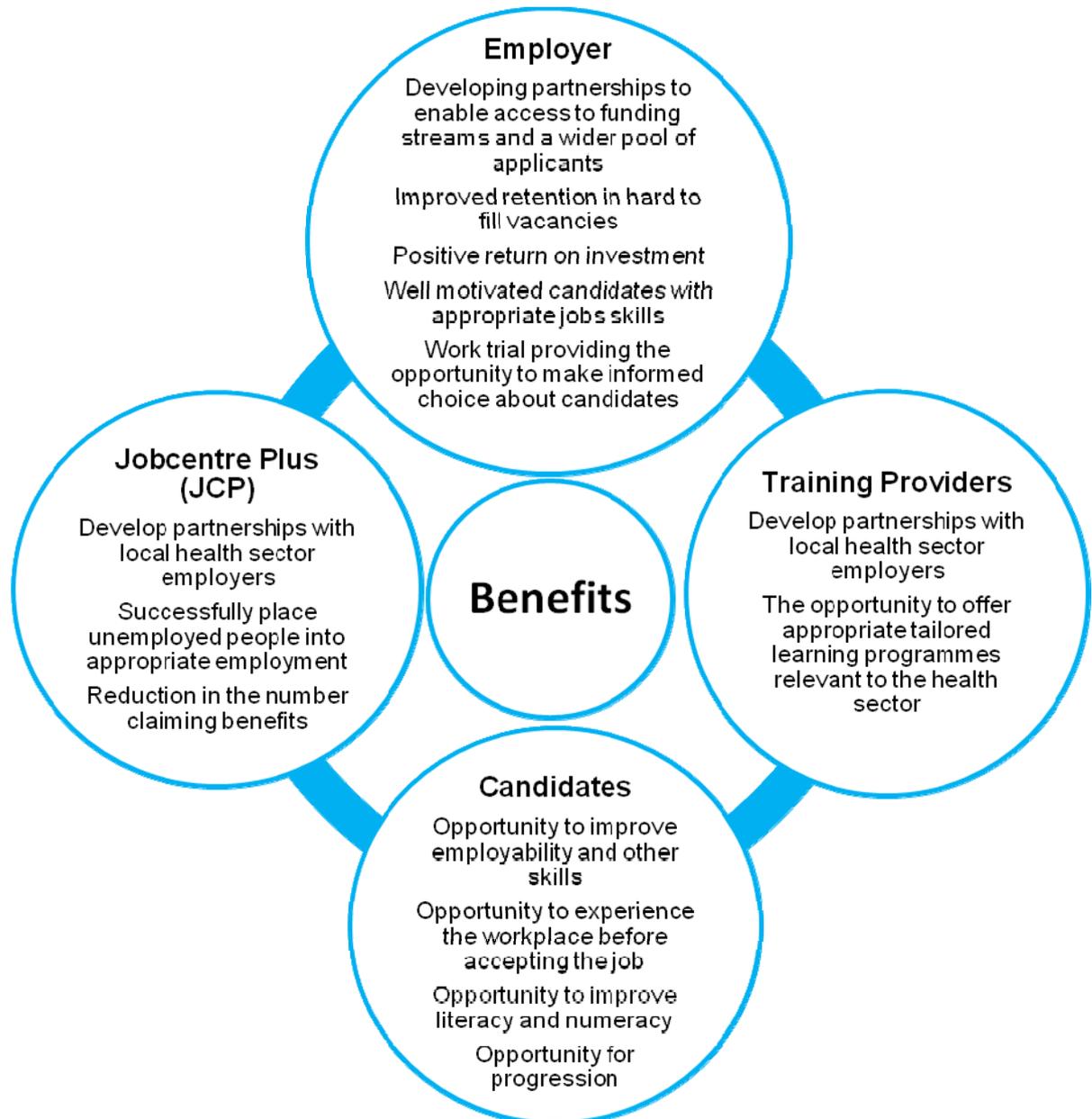
There is guidance on the aspects of the SET which may be implemented flexibly, to meet local needs and circumstances, and those aspects which need to be present in order for best practice to be implemented (the core elements).

Sections 1 - 4 'SET Materials and Resources'

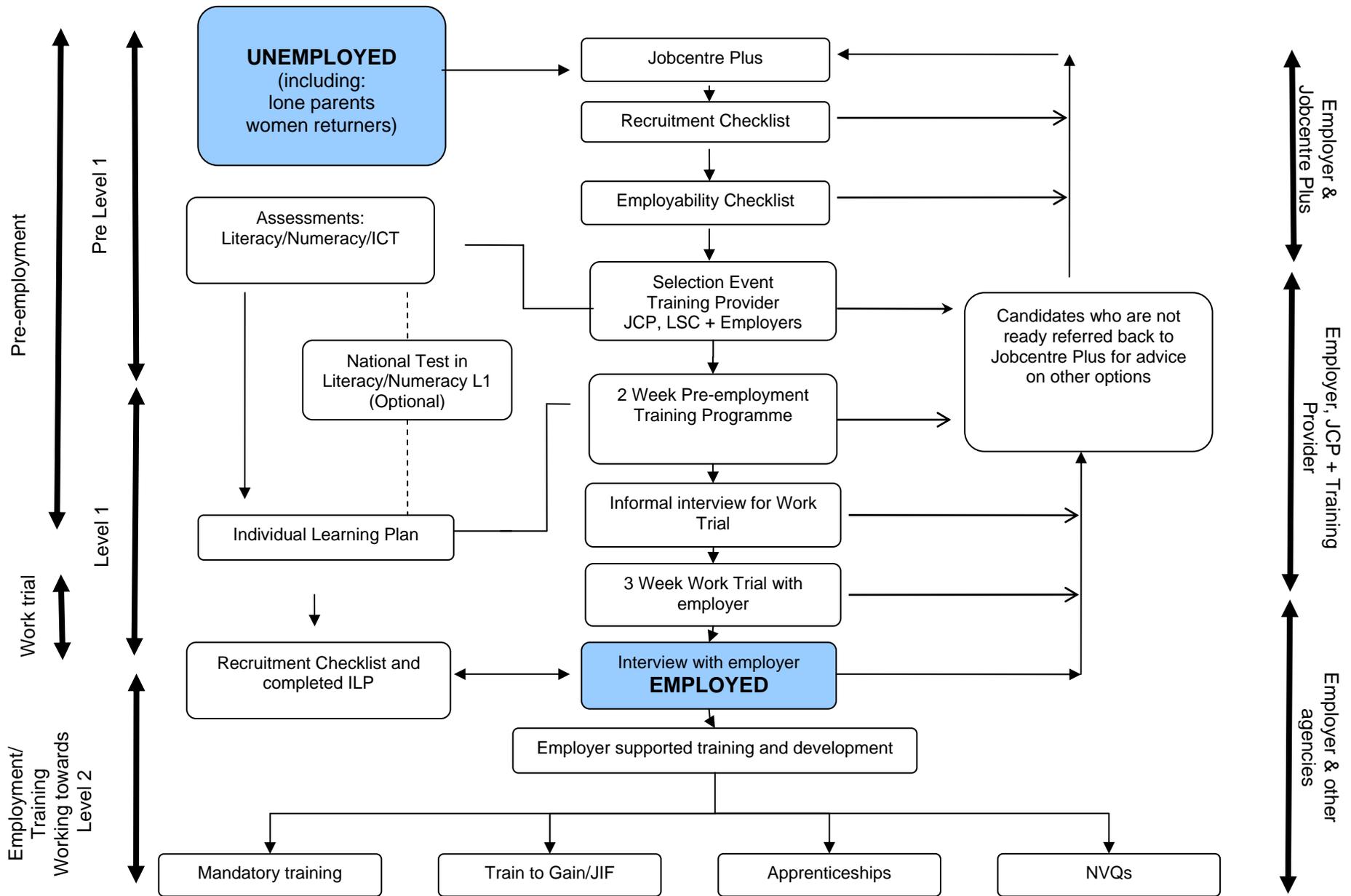
These booklets contain all the materials you will need, ranging from checklists and timetables to detailed guidelines for each step:

- Section 1: Planning and Preparation
- Section 2: Recruitment and Selection
- Section 3: Two Week Pre-employment Training Programme
- Section 4: Three Week Work Trial

Benefits for All



SECTOR EMPLOYABILITY TOOLKIT FLOWCHART





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Skills for Business is an employer-led network consisting of 25 Sector Skills Councils and the Sector Skills Development Agency. Through labour market intelligence, the identification of skills needs at all levels and its influence on the UK's education and learning infrastructure, the network aims to increase productivity in business and public services.