



Business Services Authority

CASE STUDY

NHS Business Services Authority

May 2022

The Challenge

NHSBSA is an arm's length body of the Department of Health and Social Care which provides several support services to the NHS. These include Prescription, Dental and Pension payments, and other transactions such as applications for medical exemption certificates and NHS Learning Support Fund submissions for student nurses.

NHSBSA's Recruiting Managers cover a wide range of disciplines including supporting Primary Care services, services accessed by the general public (Citizen Services), supporting digital delivery for the NHS, supporting project and programme delivery for the NHS and other internal support services such as HR, Finance, Estates, and IT.

Through Training Needs Analysis, it was identified there were a number of differing approaches to recruitment across the organisation. It was also acknowledged that Managers had received limited training in recruitment skills. From there NHSBSA wanted to introduce a recruitment programme that offered a structure for the Recruiting Managers which enabled them to be fully briefed and confident in implementing the internal recruitment process. They needed Recruiting Managers to implement recruitment practices to a high standard and successfully attract and select talented and diverse colleagues both externally and internally, whilst ensuring fairness and equality throughout the process.

The Solution

In May 2021 NHSBSA tendered to find a supplier who could design and write a highly tailored recruitment programme for them which covered four key modules, with the proposed timings as follows:

- Module 1: Understanding the end-to-end recruitment process at the NHSBSA (5 Hours)
- Module 2: Diversity and Inclusion considerations (10 Hours)
- Module 3: Interviewing and assessment techniques (5 Hours)
- Module 4: Drafting job adverts and job descriptions (3 Hours)

The programme was to be developed in two phases. The first phase included co-design and development of the programme. The second phase incorporated train the trainer activities to allow NHSBSA to deliver the training inhouse. They were specific about the learning outcomes for the four modules as well as the documentation requirements for the training materials.

**We enjoyed
working with
the whole team**

The contract was awarded in July 2021 and we ensured we were proactive from the outset. Laura was assigned as Contract Manager and met with NHSBSA personnel. We created a detailed project plan to ensure all actions were captured and kept on track.


We assigned three trainers to the development of the programme who were subject matter experts, and ensured the modules could be designed to the targeted delivery of the project within four months from the execution of the contract as requested.

We conducted scoping activities to ensure we gained a thorough understanding of NHSBSA's recruitment process, systems, and training needs. We conducted focus groups with some of the recruitment managers and met with various stakeholders. This identified certain elements in the process that were causing issues, which included shortlisting, assessment, interview and getting people into post in a timely manner.

Once the scoping activities were complete, we set up four half-day meetings with our trainers and NHSBSA stakeholders to design schemes of work for each of the four modules. The schemes of work included each module's aim, learning outcomes, learning objectives, the subject content for each objective and the teaching and learning methodologies to be used.

NHSBSA commented they found the variety of ideas for the training methodologies to be both innovative and engaging. Themes were linked throughout the modules from job advertisement, shortlisting, assessment, and interview so the programme flowed well. For example, the exercise given to write a job description for a vacant NHSBSA post was done from an existing vacancy. It was then linked to the Shortlisting element where CVs were created for delegates to shortlist as a panel. This then linked to building an assessment relevant to the role and finished with drawing up an appropriate interview question set from the existing bank of competency-based questions. Candidates selected the interview questions using NHSBSA's competencies framework for the vacant role. This was all topped off with levelling activities where delegates watched a clip of a presentation assessment and panel-based interview and scored then levelled together as a panel.

NHSBSA reported they were really pleased with the consistent links to their processes and systems. Diversity and inclusion considerations were a top priority and not only did we design an top quality training piece on this which included understanding unconscious bias, but it was also linked back consistently throughout the programme and the messages drawn from the diversity and inclusion team throughout.



Word about Equality

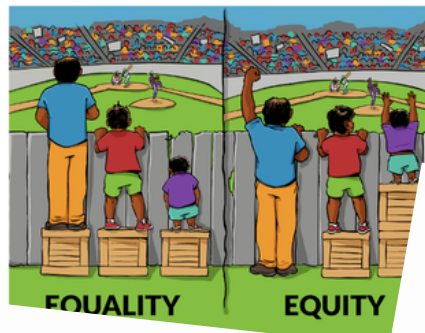
Equality means treating people the same

– or inclusion – taking account of people's needs to ensure they can take part

The NHSBSA Shortlisting Assessment and Interview Skills

Trainer Workbook

MODULE FOUR



NHSBSA The Recruitment Journey

Delivered by <<insert trainer name>>

Diversity and Inclusion Awareness for Recruitment

Delivered by <<insert trainer name>>

The Equality Act 2010 – A Quick Recap

- The Equality Act 2010 protects people from unfair treatment, or discrimination, by employers and service providers.
- It provides a legal framework to protect the rights of individuals and ensure equality of opportunity for all.
- It protects individuals from unfair treatment and promotes a fair and equal society.
- It leads to recruitment...



The Outcome

We designed and delivered a total end to end recruitment training programme for NHSBSA's recruiting managers. We worked hard on engaging with and including all the relevant stakeholders to this project from the onset which really helped pull the programme together.

The result has been reported as being completely authentic to the NHSBSA systems and processes, with the added bonus of us providing highly experienced and knowledgeable trainers in this field. Working in partnership with the client, we were able to share our expertise and, as a result of this and the scoping activities, the four modules flow well. NHSBSA took onboard our recommendations the duration change from the initial brief, so the complete programme looks like this:

- Module 1: NHSBSA Recruitment Journey (5 Hours)
- Module 2: Diversity and Inclusion Awareness for Recruitment (1 Day Course)
- Module 3: Writing Job Descriptions and Job Advertisements (1 Day Course)
- Module 4: Shortlisting, Assessment, and Interview Skills (2 Day Course)

The clear design and guidance provided has made it easy for NHSBSA's trainers to pick up and deliver the training. We ensured we used the correct branding as well as maintaining consistency in formatting and attention to detail in the materials.

We provided NHSBSA with a full package of training materials for the whole programme:

- MS PowerPoint slidedecks
- Editable delegate workbooks which can be used online or printed
- Information guides
- Trainer noted workbooks which allow for their trainers to add more information where necessary
- Fully detailed lesson plans

NHSBSA have now rolled out the programme several times and it has been very well received. Several aspects of their recruitment process have improved and it has resulted in getting the right candidates into posts in a timely manner.

