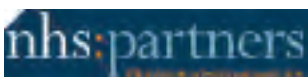





NHS Employers recruitment and retention survey 2005

In association with:



A part of the NHS Confederation
working on behalf of the 

NHS Employers Recruitment and Retention Survey 2005

Introduction

During June and July 2005 NHS Employers conducted a recruitment and retention survey.

Having assumed responsibility for recruitment and retention strategies and NHS Careers from the Department of Health, NHS Employers (the employers' organisation for the NHS in England) wanted to give NHS Trusts the opportunity to influence the NHS recruitment strategy for the first time, and to ensure that work plans for the forthcoming year are tailored to meet the needs of employers.

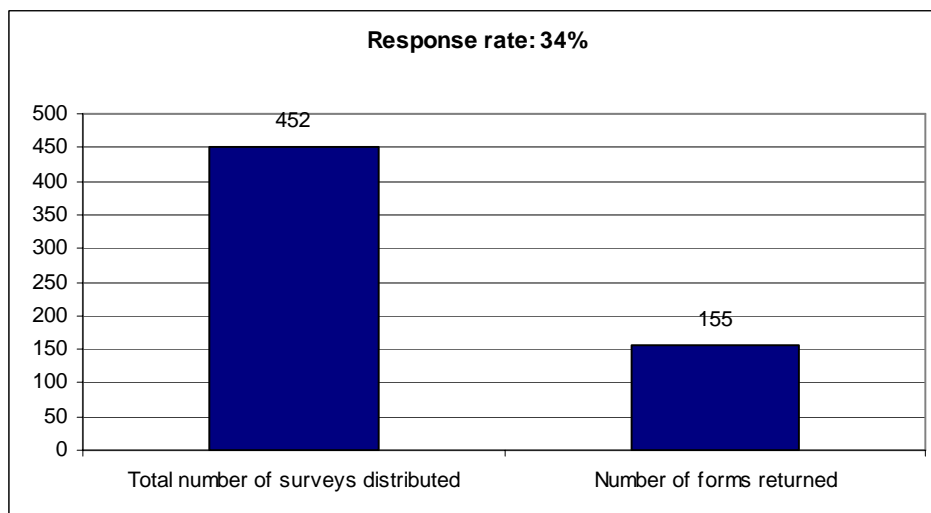
The survey was designed to enable NHS Employers to make sure that their priorities are set by the organisations they serve and to inform a detailed picture of the recruitment and retention issues faced by individual Trusts.

The survey was designed by NHS Employers working with NHS Partners' Research and Information - a professional HR research and consultancy organisation. A paper based survey was sent to 452 HR Leads within the NHS, with an option to complete the survey online. One hundred and fifty-five surveys were returned to NHS Partners' Research and Information by 6th July.

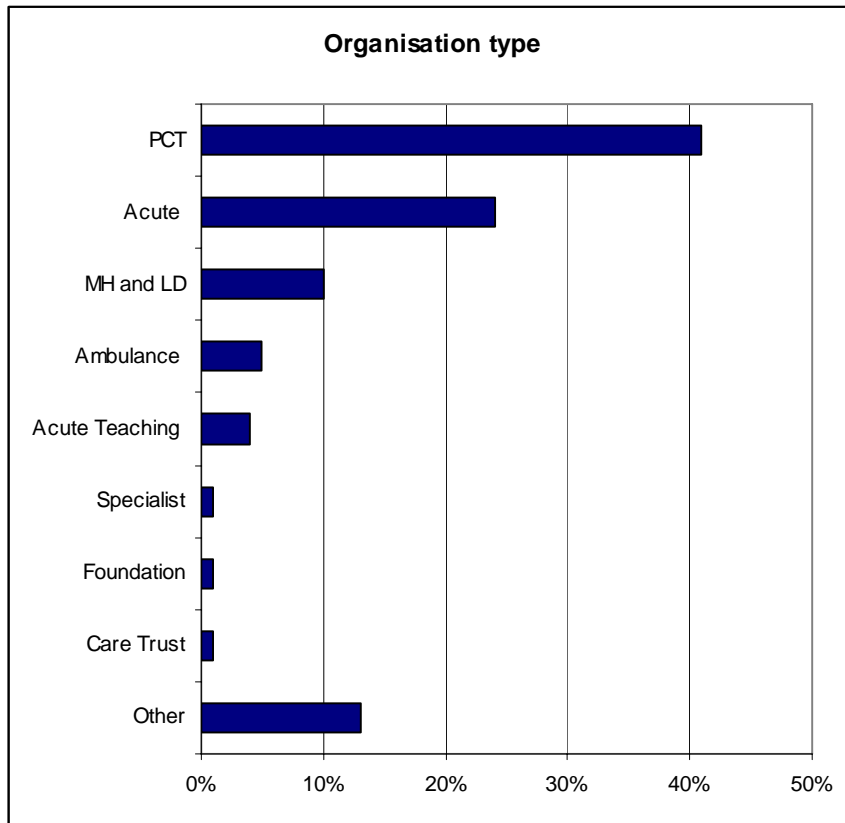
The results of the survey are contained within this report.

Participation Profile

The survey was sent to 452 HR leads of which 155 made a return, i.e. a response rate of 34%.



Respondents specified the type of organisation they represented, 41% were PCTs and 24% were Acute Trusts.



Thirteen per cent of respondents gave another type of organisation, these included;

- Acute, Mental Health and Ambulance Trust
- Central services for 3 PCTs and a Mental Health Trust
- PCT and Mental Health
- District Hospital

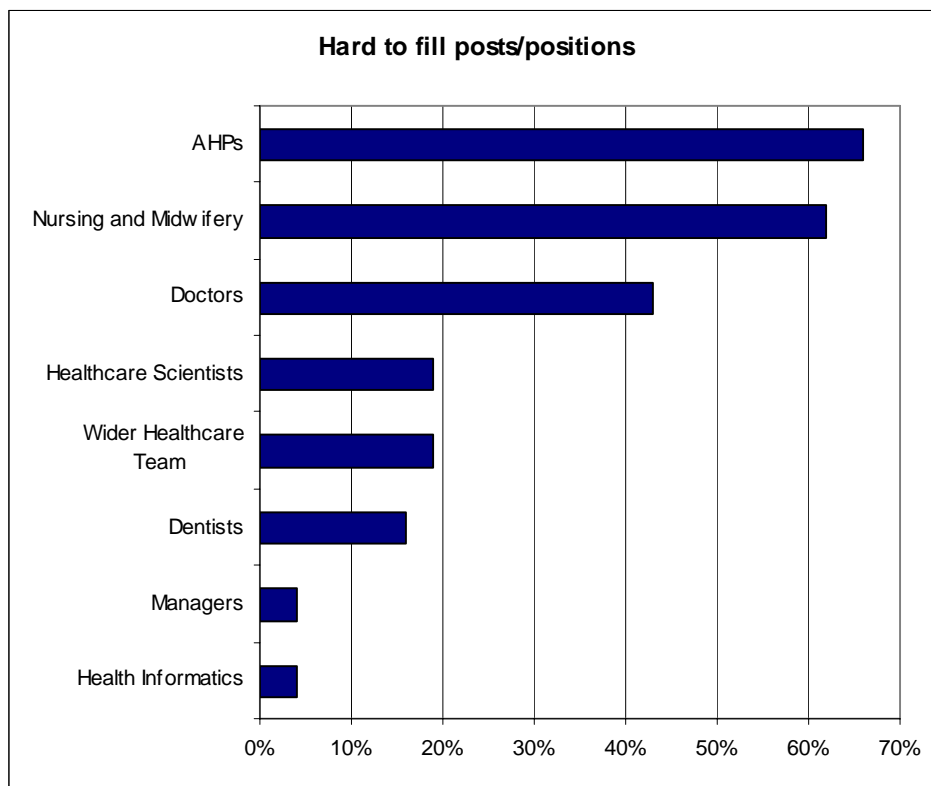
Recruitment

Eighty-six per cent of responding organisations said that they have hard to fill posts/positions, whilst 10% said they did not.

Hard to fill posts

The top three posts/positions that were hardest to fill were identified by these respondents as:

- AHPs (66%)
- Nursing and Midwifery (62%)
- Doctors (43%)



Reasons were given as to why it was hard to fill particular posts and positions, the top responses of these have been displayed by occupation groups:

AHPs

- Low numbers of applicants due to national shortage (34 respondents)
- Lack of qualified/skilled/experienced staff (16 respondents)
- Cost of living (particularly London Area) (10 respondents)

Dentists

- National shortage (10 respondents)

Doctors

- National shortage (10 respondents)

Healthcare Scientists

- National shortage (10 respondents)

Nursing and Midwifery

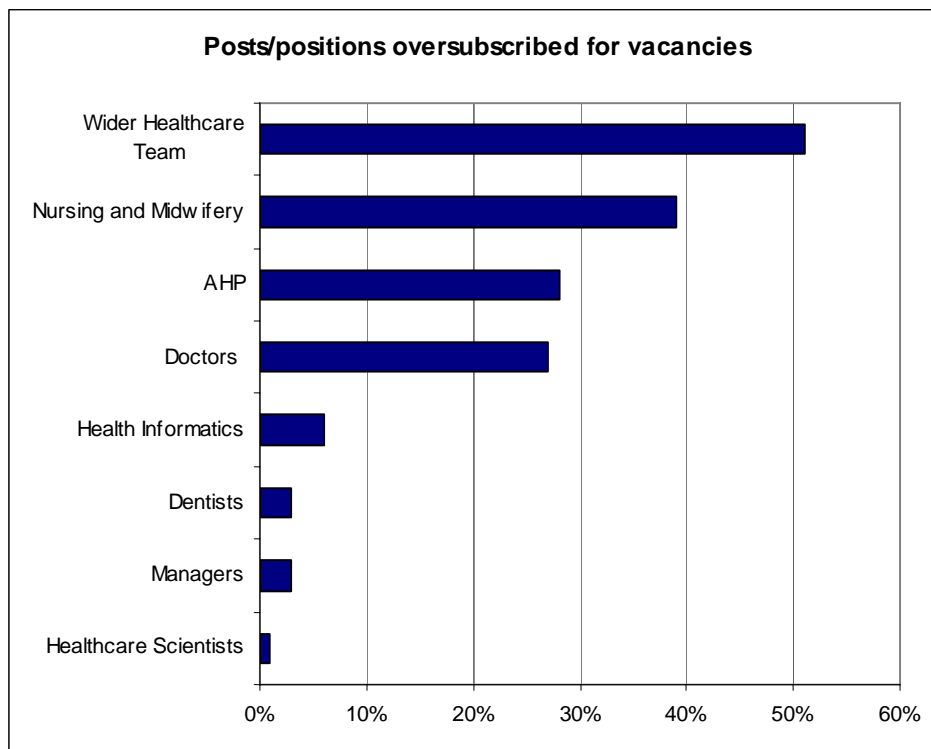
- National shortage (19 respondents)

Oversubscribed posts

Just over 52% of responding organisations stated that they were not oversubscribed for vacancies, whilst 43% indicated that they were.

The top three posts/positions that these respondents were felt to be oversubscribed for vacancies were:

- Wider Healthcare Team (51%)
- Nursing and Midwifery (39%)
- AHPs (28%)



Reasons for vacancies being oversubscribed were given by responding organisations where relevant, these have been displayed by the post/position:

AHPs

- More graduates/students than posts (12 respondents)

Doctors

- Junior Doctor posts, individuals apply for many vacancies, and attracts high numbers of overseas staff (13 respondents)

Nursing and Midwifery

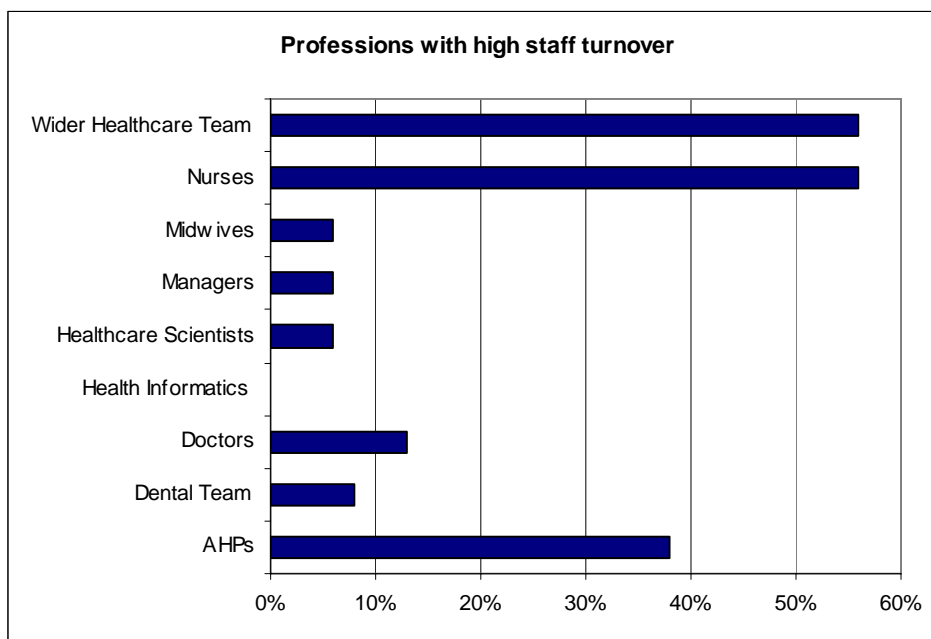
- Health Care Assistants (minimal entry level qualifications with reasonable terms and conditions) (9 respondents)
- Newly qualified nurses (8 respondents)

Wider Healthcare Team

- Admin and Clerical (EREC widens the net considerably) (8 respondents)
- Lower graded posts as fewer qualifications required (9 respondents)

Turnover

Whilst 31% said that they had professions which have a very high turnover of staff some 52% said that they did not. Of those respondents who did have very high turnover for some professions, these were identified as Nurses (56%), Wider Healthcare Team (56%) and AHPs (38%).



Reasons were given by respondents as to why turnover was thought to be high for each profession, the table below outlines the responses¹:

	Location	Development Opportunities	Salary
AHPs	22%	50%	22%
Dental Team	25%	0%	25%
Doctors	33%	33%	0%
Health Informatics	0%	0%	0%
Healthcare Scientists	33%	0%	67%
Managers	67%	33%	33%
Midwifery	100%	33%	0%
Nurses	37%	41%	30%
Wider Healthcare Team	22%	37%	59%

Methods of Recruitment

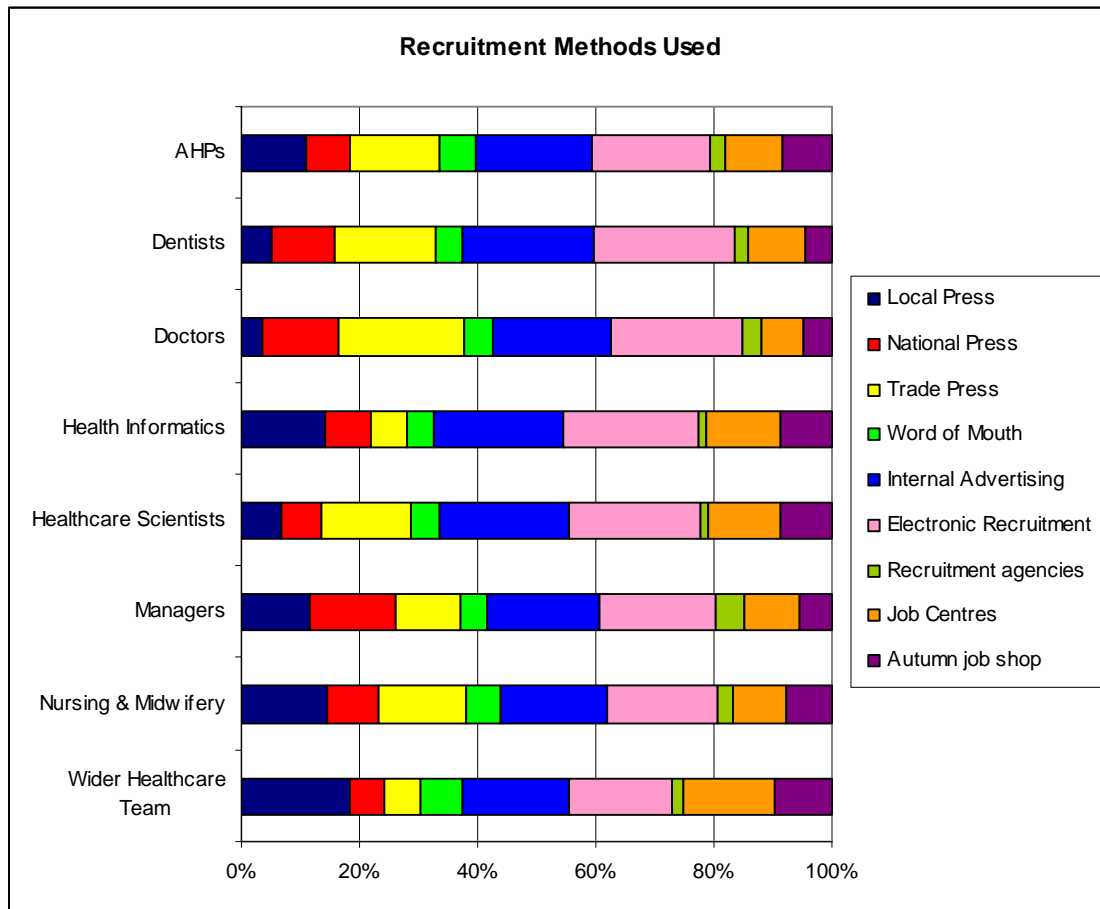
Organisations were asked what methods of recruitment they used for each career group, responses are detailed in the table below. Figures in bold identify the most common recruitment method for a career group. Figures in red identify the most common usage of a particular recruitment method.

¹ Responses have been displayed as a percentage of those that specified an occupational group as having a very high turnover i.e. Location for AHPs has been divided by the number who specified AHPs had a very high turnover.

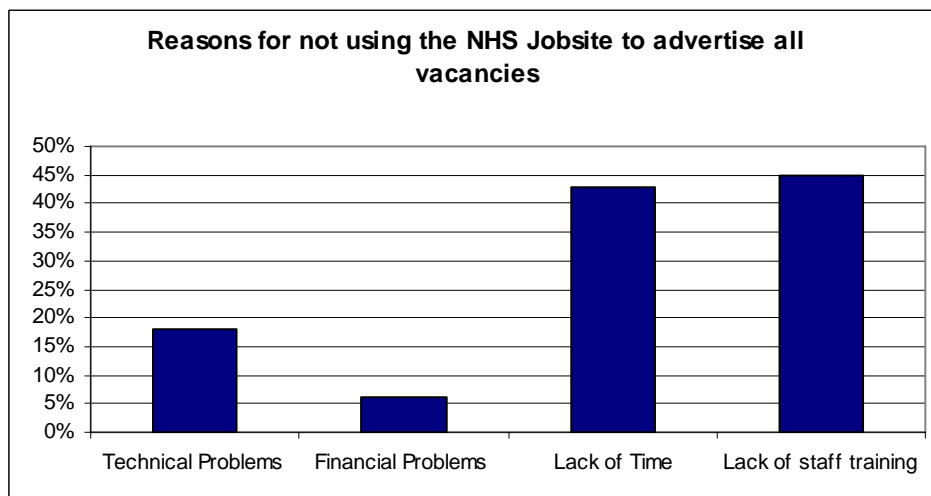
NHS Employers: Recruitment and Retention Survey 2005

	AHPs	Dentists	Doctors	Health Informatics	Healthcare Scientists	Managers	Nursing & Midwifery	Wider Healthcare Team
Local Press	39%	7%	9%	31%	14%	45%	59%	73%
National Press	26%	14%	32%	17%	14%	57%	35%	23%
Trade Press	55%	23%	54%	14%	31%	44%	60%	25%
Word of mouth	21%	6%	12%	10%	10%	17%	24%	28%
Internal Advertising	70%	30%	50%	48%	45%	75%	73%	72%
Electronic Recruitment	72%	32%	56%	50%	46%	77%	76%	70%
Recruitment Agencies	9%	3%	8%	3%	3%	19%	10%	8%
Job Centres	34%	13%	18%	28%	25%	36%	37%	62%
Autumn job shop	30%	6%	12%	19%	18%	22%	41%	38%

- The most commonly used methods of recruitment were internal advertising and electronic recruitment
- The least commonly used methods of recruitment were recruitment agencies and word of mouth
- Electronic recruitment was the most commonly used method across all career groups, with the exception of roles in the Wider Healthcare Team
- The recruitment of managers utilised a broader range of recruitment methods than other career groups



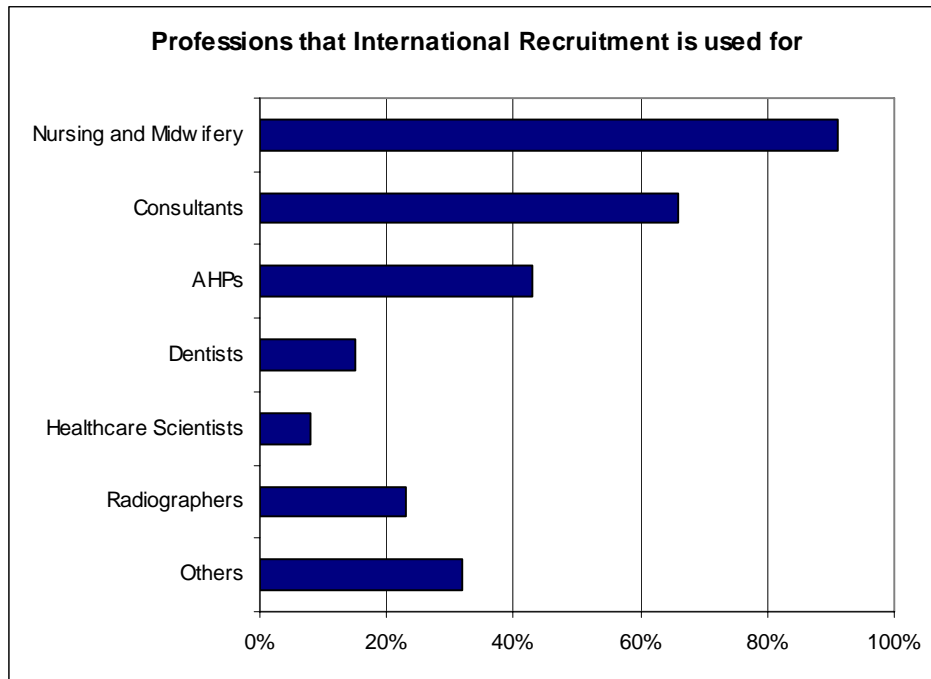
The majority (70%) of responding organisations indicated that they were using the NHS Jobs website to advertise all vacancies, with 28% (44 respondents) indicating they were not. The main reasons given for not using the NHS Jobs website for all vacancies were given as lack of staff training (45%) and lack of time (43%).



International Recruitment

Just over half (53%) of respondents indicated that they use international recruitment, with 43% saying that they do not.

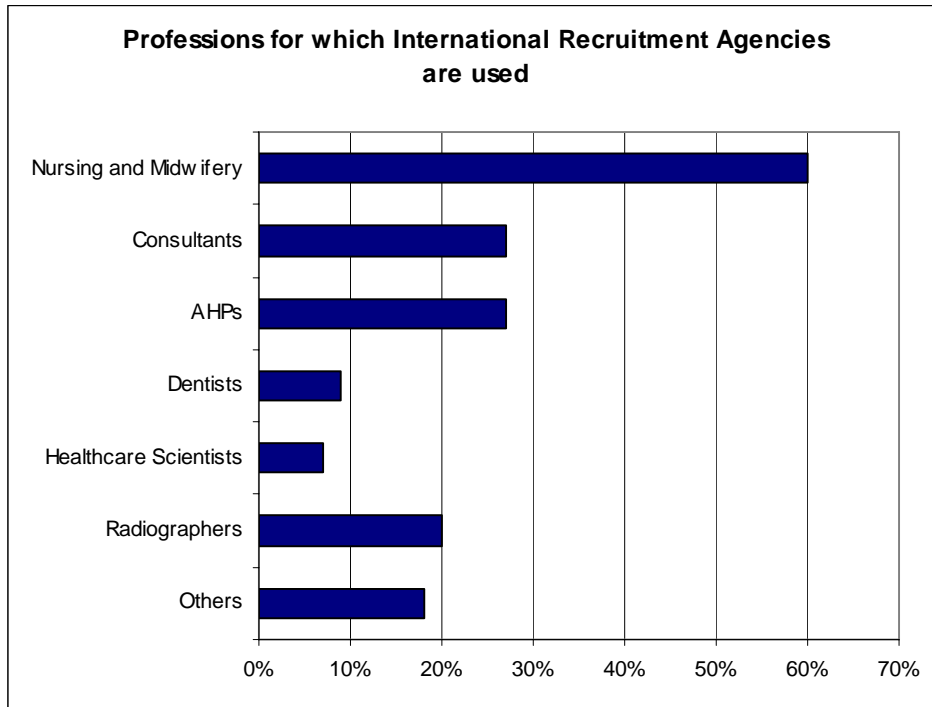
Of those using international recruitment, 91% were using it for recruitment of nurses, 66% for consultants and 43% for AHPs.



Thirty-two per cent of those using international recruitment indicated that they used it for another speciality.

Just over 47% of all responding organisations stated that they use international recruitment in addition to domestic recruitment, with 6% stating that international recruitment is used as a separate initiative.

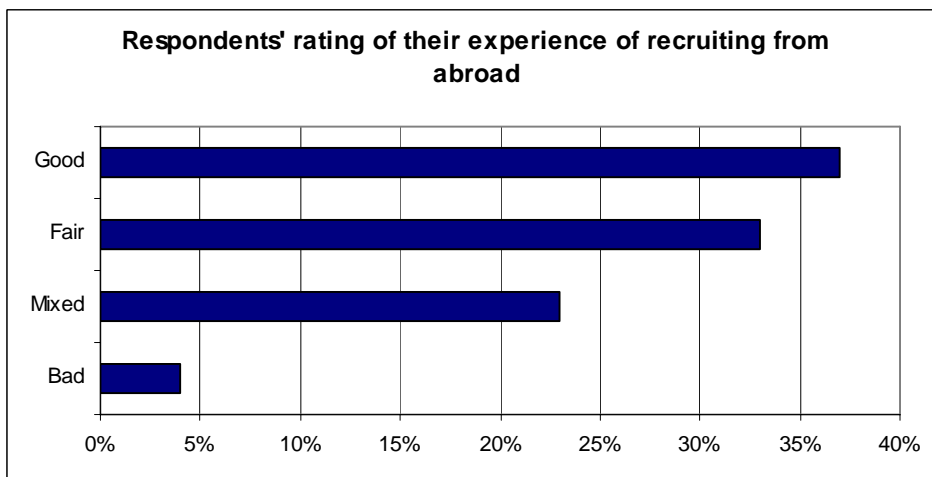
Fifty-five per cent of respondents using international recruitment stated that they use international recruitment agencies. International recruitment agencies were particularly used in the recruitment of Nurses (60% of those using the agencies), Consultants and AHPs (both 27%).



Of those respondents using international recruitment 55% said that they targeted specific countries, the most popular of countries specified were:

- Philippines (16 respondents)
- India (15 respondents)
- Spain (11 respondents)
- Poland (10 respondents)

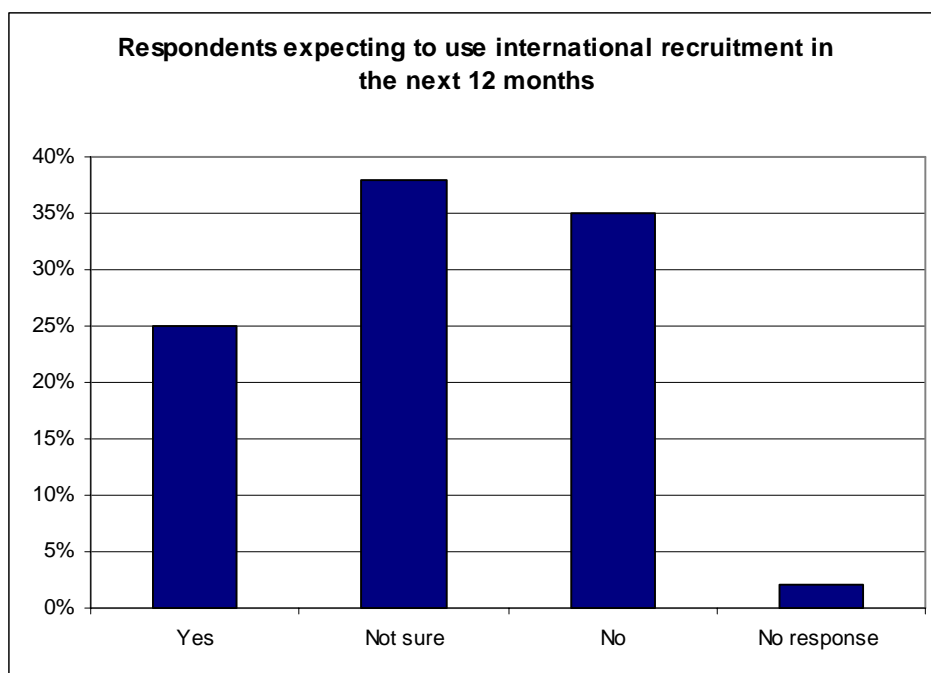
Of those using international recruitment 37% said they would rate their experience as good, 33% fair, 23% mixed and 4% that it was a bad experience.



Respondents gave details of their experiences where there are issues to learn from. The two main issues were around the complexity and length of time the international recruitment process takes and dissatisfaction with recruitment agencies.

Respondents also gave details of their positive experiences. The main responses were around the ability to recruit skilled staff quickly, the retention of staff and the good experiences of using the International Fellowship Scheme.

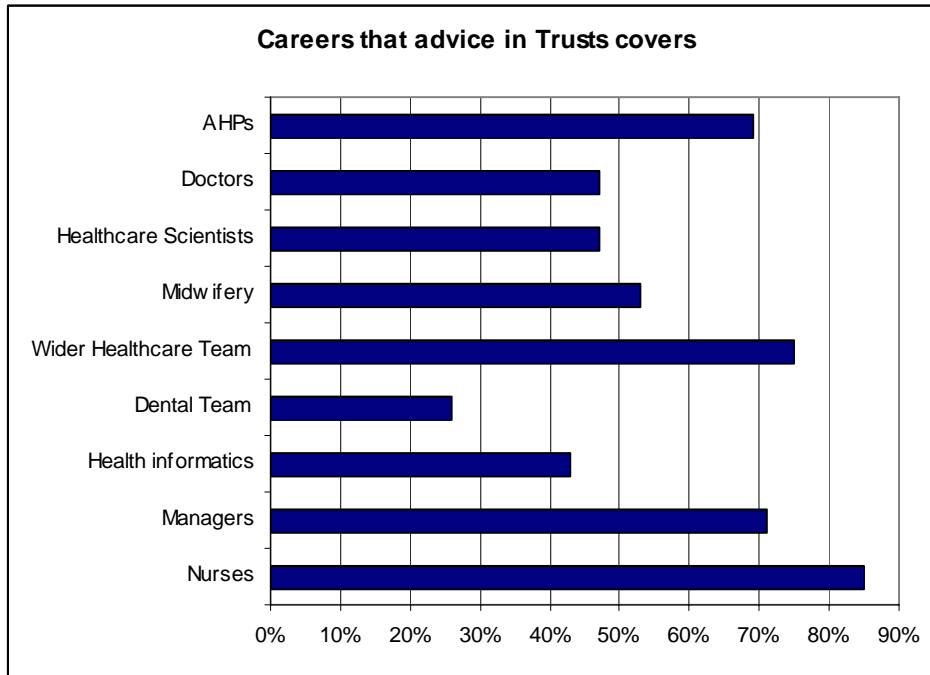
A quarter of respondents indicated that if appropriate they expect to use international recruitment in the next 12 months, whilst 38% were not sure and 35% said they would not be using international recruitment.



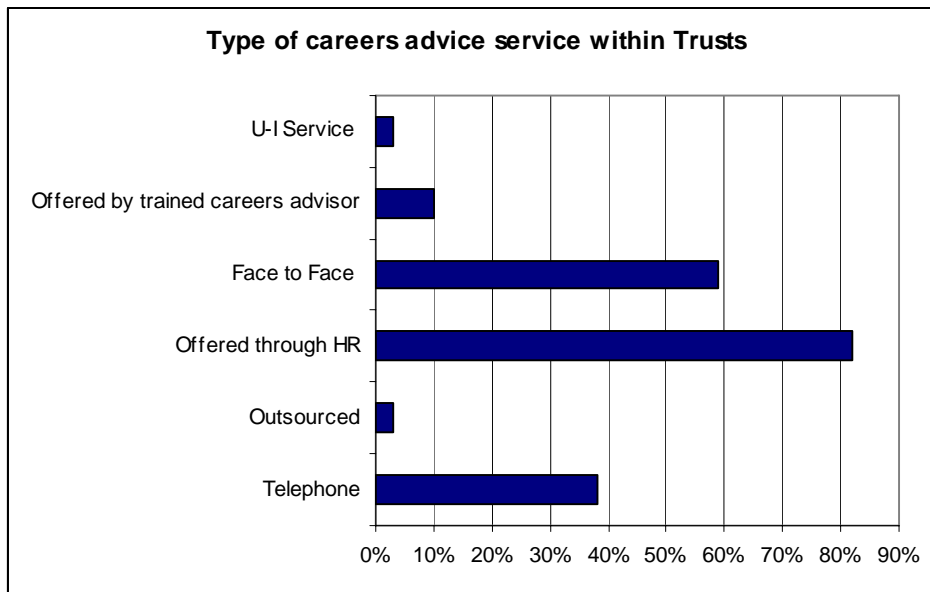
Twenty-one per cent of respondents said that they expect to use international recruitment at the same level as used currently, whilst 3% indicated that they would use it more than they currently do and 6% less than they currently do.

Advice and Training

Around 44% of responding organisations said that they had careers advice within their Trust, these respondents indicated that the main careers this advice covered were Nurses (85%), Wider Healthcare Team (75%) and Managers (71%).



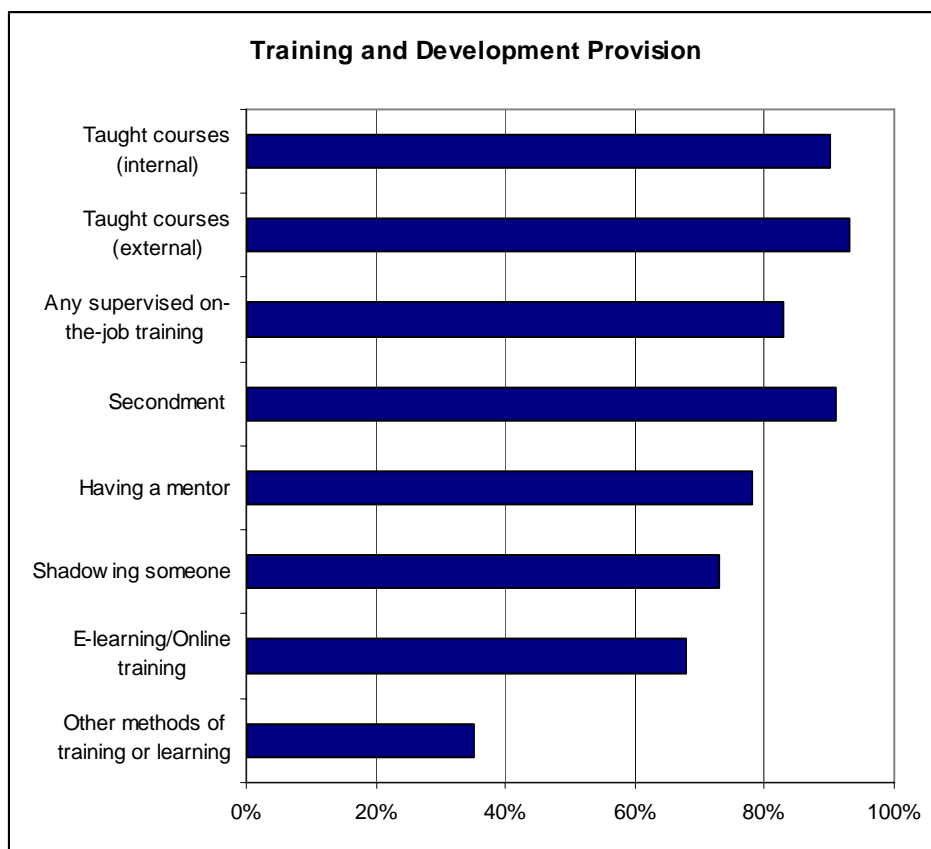
The main types of service that Trusts offered as a career advice service were a service offered through HR (82%), Face to face (59%) and a telephone service (38%).



Responding organisations had provision for a variety of training and development methods for staff, the top five methods cited were:

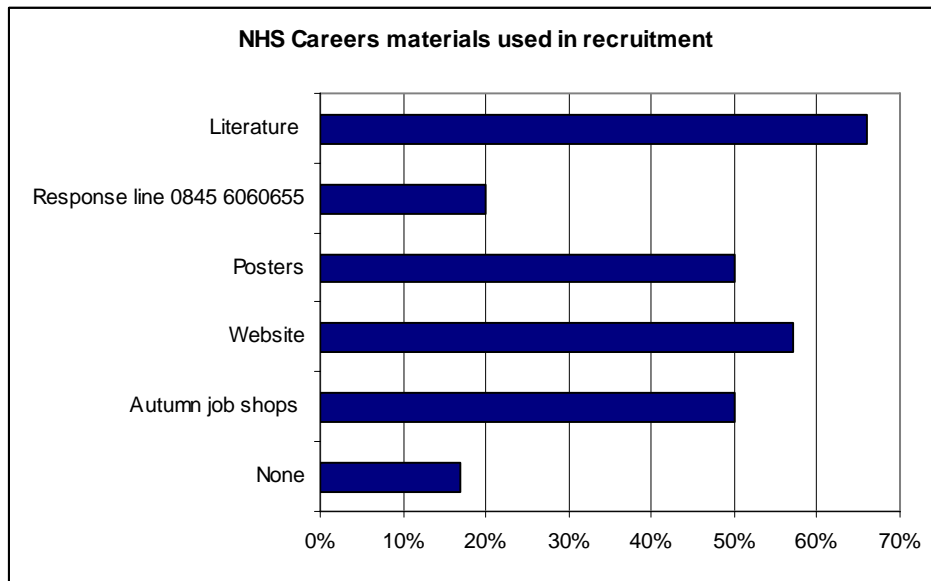
- 1) Taught courses (external) (93%)
- 2) Secondment (91%)
- 3) Taught courses (internal) (90%)
- 4) Any supervised on-the-job training (83%)
- 5) Having a mentor (78%)

Just under 3% of respondents (4 organisations) stated that they had no training or development.



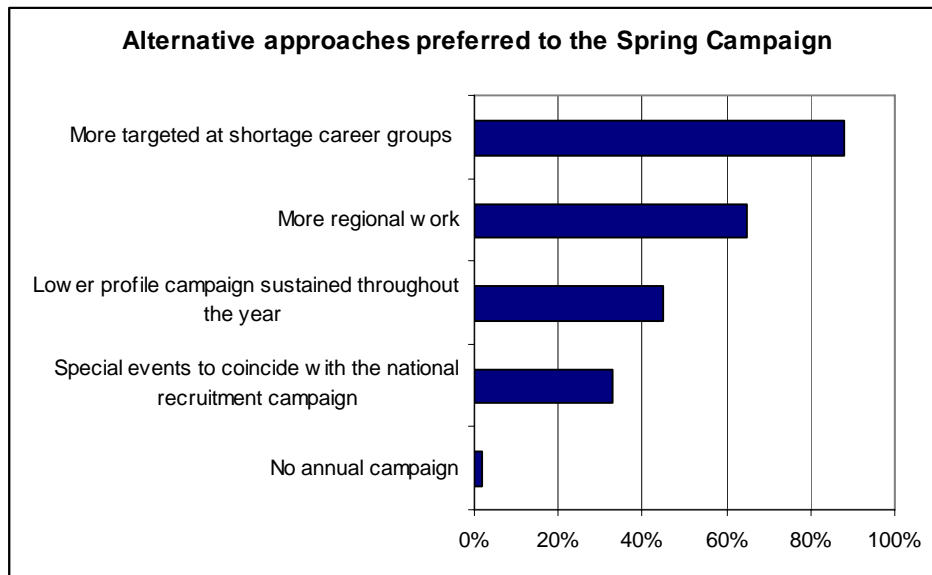
NHS Careers

Respondents used a variety of NHS Careers materials in their recruitment particularly literature (66%) and the website (57%). Just over 17% of responding organisations stated that they used no NHS Careers materials in their recruitment.

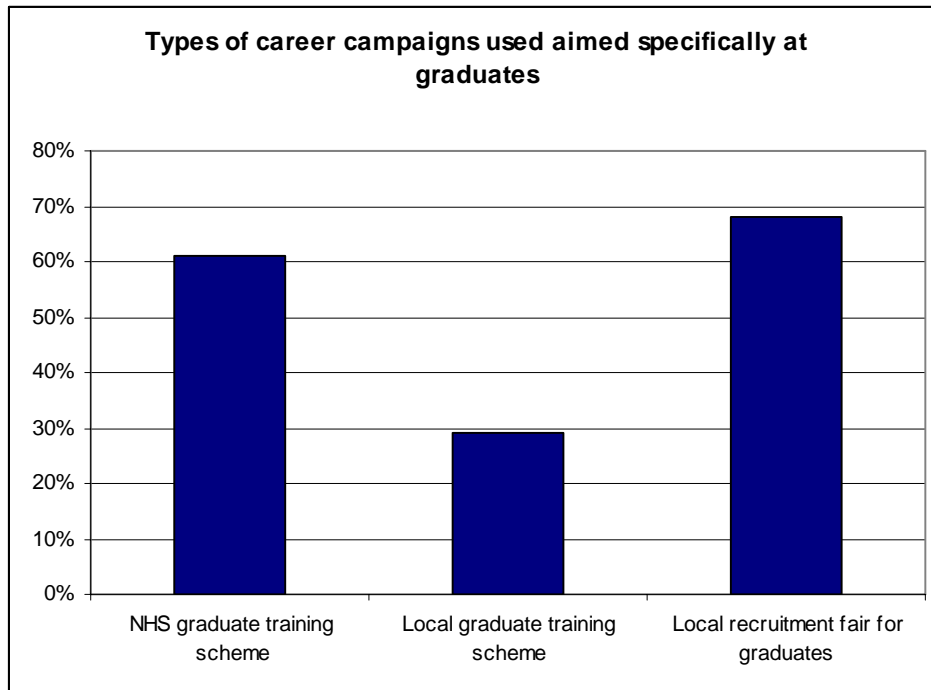


Just under 34% of respondents indicated that the timing of the NHS Careers spring campaign was appropriate for their recruitment needs as it raises awareness of the NHS and helps publicise the variety of posts available within the NHS.

Fifty-five per cent of respondents (86 organisations) indicated that the timing of the NHS Careers Spring campaign was not appropriate for their needs, the majority of these respondents (88%) stated that they would prefer to see more targeting of shortage career groups (88%) and more regional work (65%).



Around a quarter of respondents had a careers campaign specifically aimed at graduates, these organisations indicated that the campaigns took the form of Local recruitment fairs for graduates (68%), NHS graduate training schemes (61%) and Local graduate training schemes (29%).



Over half of all respondents said that they have careers campaigns aimed specifically at schools and colleges. The majority of these took the form of.

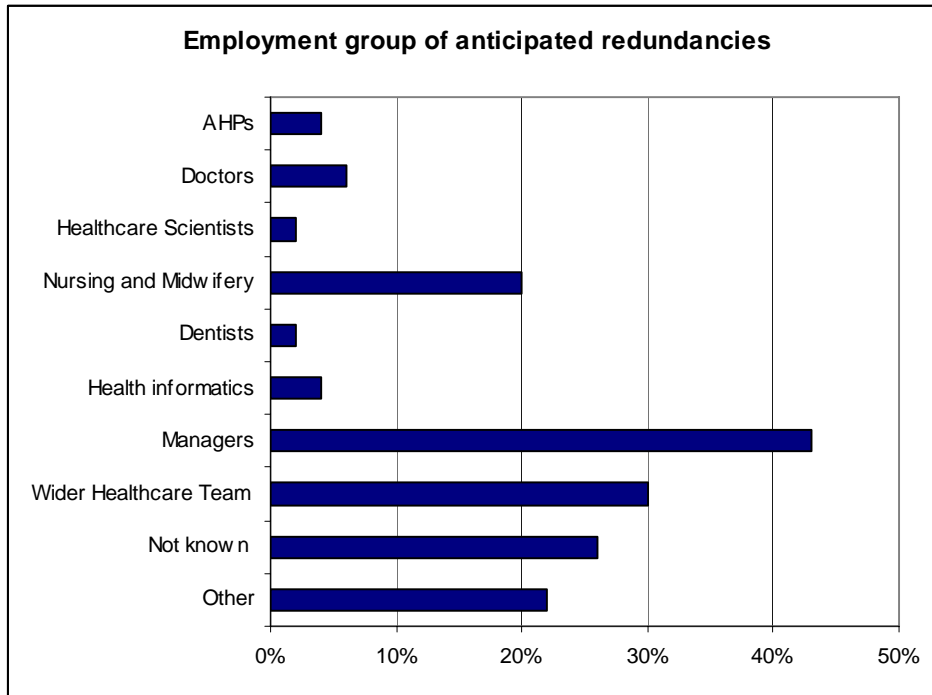
- Recruitment/careers fairs (24 respondents)
- Visit schools / attend events (21 respondents)
- Work experience (20 respondents)
- Careers advisory workshops (10 respondents)

The majority (82%) of respondents said that they had other forms of community engagement ranging from advertising in local job centres and working with Connexions to very specific locally based initiatives such as regional training schemes or events.

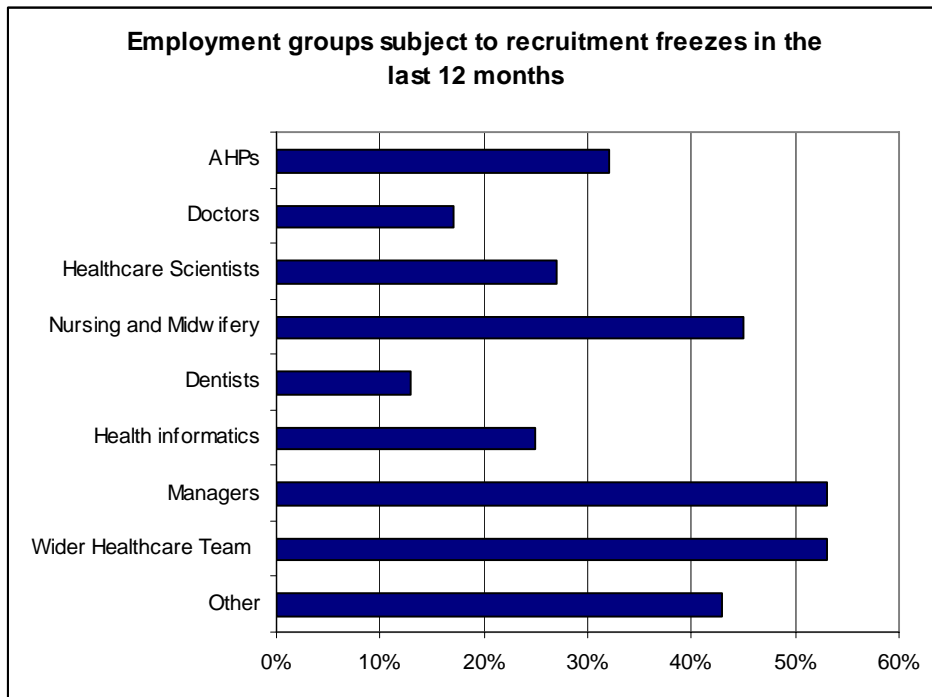
Recruitment Pressures

Whilst 63% of respondents were not anticipating any redundancies in the next 12 months, 10% were and 25% felt that potentially there may be redundancies.

Of those respondents that thought there would be or potentially would be redundancies, the main employment groups likely to be affected were identified as managers (43%) and the wider healthcare team (30%).

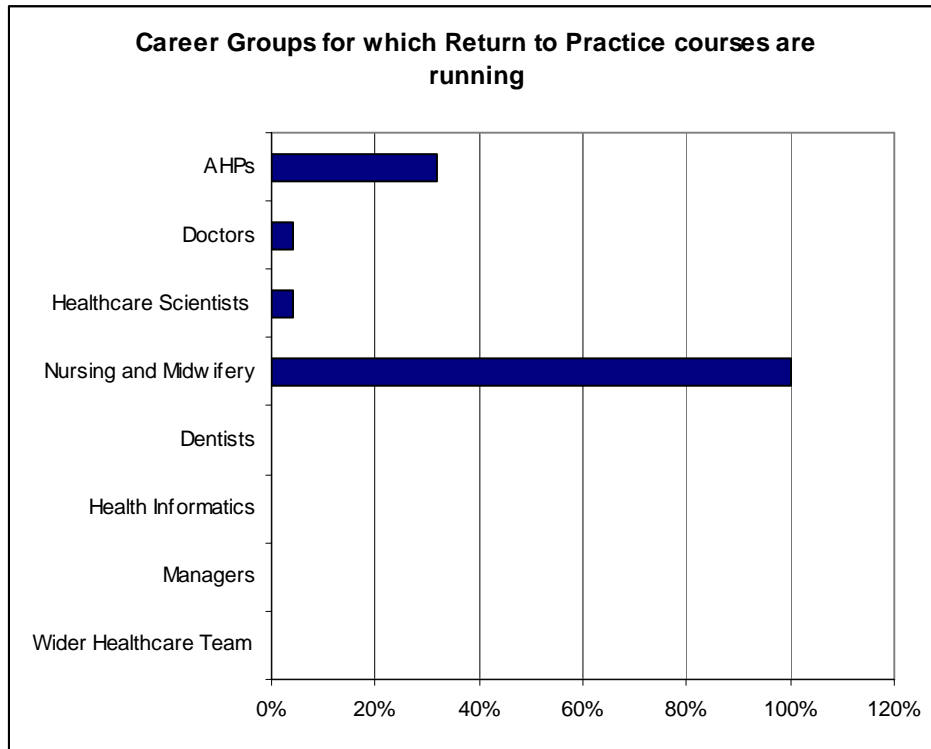


Just under 39% of respondents indicated that they have had recruitment freezes in the last 12 months, the main groups these related to were managers (53%), wider healthcare team (53%) and nursing and midwifery (45%).



Return to Practice

Just under 62% of respondents indicated that they were running Return to Practice courses, all of these respondents stated that they were running return to practice courses for the nursing and midwifery career group, with 32% running courses for AHPs.



Appendix A

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

		Number of Respondents	% of Respondents
Q1a	<i>Do you have any hard to fill posts/positions?</i>		
	Yes	134	86%
	No	15	10%
	No Response	6	4%
	Total:	155	
Q1b	<i>If you do have some posts/position that are hard to fill, then please tick and specify reasons where appropriate</i>		
	(a) AHPs		
	Yes	89	57%
	No Response	66	43%
	Total:	155	
	(b) Dentists		
	Yes	22	14%
	No Response	133	86%
	Total:	155	
	(c) Doctors		
	Yes	57	37%
	No Response	98	63%
	Total:	155	
	(d) Health Informatics		
	Yes	5	3%
	No Response	150	97%
	Total:	155	
	(e) Healthcare Scientists		
	Yes	26	17%
	No Response	129	83%
	Total:	155	
	(f) Managers		
	Yes	5	3%
	No Response	150	97%
	Total:	155	
	(g) Nursing and Midwifery		
	Yes	83	54%
	No Response	72	46%
	Total:	155	
	(h) Wider Healthcare Team		
	Yes	25	16%
	No Response	130	84%
	Total:	155	
Q2a	<i>Do you find you are oversubscribed for any vacancies</i>		
	Yes	67	43%
	No	81	52%
	No Response	7	5%
	Total:	155	
Q2b	<i>If you are oversubscribed for vacancies, please tick and specify reasons where appropriate</i>		
	(a) AHPs		
	Yes	19	12%
	No Response	136	88%
	Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

	Number of Respondents	% of Respondents
<i>(b) Dentists</i>		
Yes	2	1%
No Response	153	99%
	Total:	
	155	
<i>(c) Doctors</i>		
Yes	18	12%
No Response	137	88%
	Total:	
	155	
<i>(d) Health informatics</i>		
Yes	4	3%
No Response	151	97%
	Total:	
	155	
<i>(e) Healthcare Scientists</i>		
Yes	1	1%
No Response	154	99%
	Total:	
	155	
<i>(f) Managers</i>		
Yes	2	1%
No Response	153	99%
	Total:	
	155	
<i>(g) Nursing and Midwifery</i>		
Yes	26	17%
No Response	129	83%
	Total:	
	155	
<i>(h) Wider Healthcare Team</i>		
Yes	34	22%
No Response	121	78%
	Total:	
	155	
Q3a	<i>Do you have any professions which have a very high turnover of staff?</i>	
	Yes	48
	No	81
	No Response	26
	Total:	155
Q3b	<i>If you do have some professions which have a high turnover of staff, then please indicate which ones including the reasons why (Please note more than one reason can be selected)?</i>	
<i>(a) AHPs</i>		
	Yes	18
	No Response	137
	Total:	155
<i>(a) AHPs (Reason Location)</i>		
	Yes	4
	No Response	151
	Total:	155
<i>(a) AHPs (Reason Development Opportunities)</i>		
	Yes	9
	No Response	146
	Total:	155
<i>(a) AHPs (Reason Salary)</i>		
	Yes	4
	No Response	151
	Total:	155

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

	Number of Respondents	% of Respondents
<i>(b) Dental Team</i>		
Yes	4	3%
No Response	151	97%
Total:	155	
<i>(b) Dental Team (Reason Location)</i>		
Yes	1	1%
No Response	154	99%
Total:	155	
<i>(b) Dental Team (Reason Development Opportunities)</i>		
No Response	155	100%
Total:	155	
<i>(b) Dental Team (Reason Salary)</i>		
Yes	1	1%
No Response	154	99%
Total:	155	
<i>(c) Doctors</i>		
Yes	6	4%
No Response	149	96%
Total:	155	
<i>(c) Doctors (Reason Location)</i>		
Yes	2	1%
No Response	153	99%
Total:	155	
<i>(c) Doctors (Reason Development Opportunities)</i>		
Yes	2	1%
No Response	153	99%
Total:	155	
<i>(c) Doctors (Reason Salary)</i>		
No Response	155	100%
Total:	155	
<i>(d) Health informatics</i>		
No Response	155	100%
Total:	155	
<i>(d) Health informatics (Reason Location)</i>		
No Response	155	100%
Total:	155	
<i>(d) Health informatics (Reason Development Opportunities)</i>		
No Response	155	100%
Total:	155	
<i>(d) Health informatics (Reason Salary)</i>		
No Response	155	100%
Total:	155	
<i>(e) Healthcare Scientists</i>		
Yes	3	2%
No Response	152	98%
Total:	155	
<i>(e) Healthcare Scientists (Reason Location)</i>		
Yes	1	1%
No Response	154	99%
Total:	155	
<i>(e) Healthcare Scientists (Reason Development Opportunities)</i>		
No Response	155	100%
Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

	Number of Respondents	% of Respondents
<i>(e) Healthcare Scientists (Reason Salary)</i>		
Yes	2	1%
No Response	153	99%
Total:	155	
<i>(f) Managers</i>		
Yes	3	2%
No Response	152	98%
Total:	155	
<i>(f) Managers (Reason Location)</i>		
Yes	2	1%
No Response	153	99%
Total:	155	
<i>(f) Managers (Reason Development Opportunities)</i>		
Yes	1	1%
No Response	154	99%
Total:	155	
<i>(f) Managers (Reason Salary)</i>		
Yes	1	1%
No Response	154	99%
Total:	155	
<i>(g) Midwifery</i>		
Yes	3	2%
No Response	152	98%
Total:	155	
<i>(g) Midwifery (Reason Location)</i>		
Yes	3	2%
No Response	152	98%
Total:	155	
<i>(g) Midwifery (Reason Development Opportunities)</i>		
Yes	1	1%
No Response	154	99%
Total:	155	
<i>(g) Midwifery (Reason Salary)</i>		
No Response	155	100%
Total:	155	
<i>(h) Nurses</i>		
Yes	27	17%
No Response	128	83%
Total:	155	
<i>(h) Nurses (Reason Location)</i>		
Yes	10	6%
No Response	145	94%
Total:	155	
<i>(h) Nurses (Reason Development Opportunities)</i>		
Yes	11	7%
No Response	144	93%
Total:	155	
<i>(h) Nurses (Reason Salary)</i>		
Yes	8	5%
No Response	147	95%
Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

	Number of Respondents	% of Respondents
<i>(i) Wider Healthcare Team</i>		
Yes	27	17%
No Response	128	83%
Total:	155	
<i>(i) Wider Healthcare Team (Reason Location)</i>		
Yes	6	4%
No Response	149	96%
Total:	155	
<i>(i) Wider Healthcare Team (Reason Development Opportunities)</i>		
Yes	10	6%
No Response	145	94%
Total:	155	
<i>(i) Wider Healthcare Team (Reason Salary)</i>		
Yes	16	10%
No Response	139	90%
Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

Q4 Which methods do you use to recruit? Please list the career group from the list, next to the method

	AHPs		Dentists		Doctors		Health Informatics		Healthcare Scientists		Managers		Nursing and Midwifery		Wider Healthcare Team	
Local Press	60	39%	11	7%	14	9%	48	31%	21	14%	70	45%	91	59%	113	73%
National Press	41	26%	21	14%	50	32%	27	17%	21	14%	88	57%	54	35%	35	23%
Trade Press	85	55%	35	23%	84	54%	22	14%	48	31%	68	44%	93	60%	39	25%
Word of Mouth	32	21%	10	6%	19	12%	16	10%	15	10%	27	17%	37	24%	44	28%
Internal Advertising	108	70%	46	30%	77	50%	74	48%	69	45%	117	75%	113	73%	111	72%
Electronic Recruiting	111	72%	49	32%	87	56%	78	50%	71	46%	119	77%	118	76%	109	70%
Recruitment Agencies	14	9%	4	3%	12	8%	4	3%	5	3%	30	19%	15	10%	13	8%
Job Centres	52	34%	20	13%	28	18%	44	28%	38	25%	56	36%	58	37%	96	62%
Autumn Job shops	47	30%	9	6%	18	12%	29	19%	28	18%	34	22%	63	41%	59	38%

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

		Number of Respondents	% of Respondents
Q5	<i>Are you using the NHS Jobs website to advertise all vacancies?</i>		
	Yes	108	70%
	No	44	28%
	No Response	3	2%
	Total:	155	
Q5b	<i>If you are not using the NHS Jobs website to advertise all vacancies, what is preventing you?</i>		
	<i>(a) Technical Problems</i>		
	Yes	8	5%
	No Response	147	95%
	Total:	155	
	<i>(b) Financial Problems</i>		
	Yes	2	1%
	No Response	153	99%
	Total:	155	
	<i>(c) Lack of Time</i>		
	Yes	19	12%
	No Response	136	88%
	Total:	155	
	<i>(d) Lack of staff training</i>		
	Yes	20	13%
	No Response	135	87%
	Total:	155	
Q6a	<i>Do you use international recruitment?</i>		
	Yes	82	53%
	No	66	43%
	No Response	7	5%
	Total:	155	
Q6b	<i>If you do use international recruitment, which specialities do you use it for?</i>		
	<i>(a) Nurses</i>		
	Yes	48	31%
	No Response	107	69%
	Total:	155	
	<i>(b) Consultants</i>		
	Yes	35	23%
	No Response	120	77%
	Total:	155	
	<i>(c) AHPs</i>		
	Yes	23	15%
	No Response	132	85%
	Total:	155	
	<i>(d) Dentists</i>		
	Yes	12	8%
	No Response	143	92%
	Total:	155	
	<i>(e) Healthcare Scientists</i>		
	Yes	4	3%
	No Response	151	97%
	Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

	Number of Respondents	% of Respondents
<i>(f) Radiographers</i>		
Yes	12	8%
No Response	143	92%
Total:	155	
<i>(g) Others</i>		
Yes	17	11%
No Response	138	89%
Total:	155	
Q6c <i>Is this in addition to domestic recruitment or a separate initiative</i>		
In Addition	73	47%
Separate	10	6%
Both in Addition, and as a Separate Initiative	1	1%
No Response	71	46%
Total:	155	
Q7a <i>Do you use international recruitment agencies?</i>		
Yes	45	29%
No	53	34%
No Response	57	37%
Total:	155	
Q7b <i>If you do use international recruitment agencies, for which specialties?</i>		
<i>(a) Nurses</i>		
Yes	27	17%
No Response	128	83%
Total:	155	
<i>(b) Consultants</i>		
Yes	12	8%
No Response	143	92%
Total:	155	
<i>(c) AHPs</i>		
Yes	12	8%
No Response	143	92%
Total:	155	
<i>(d) Dentists</i>		
Yes	4	3%
No Response	151	97%
Total:	155	
<i>(e) Healthcare Scientists</i>		
Yes	3	2%
No Response	152	98%
Total:	155	
<i>(f) Radiographers</i>		
Yes	9	6%
No Response	146	94%
Total:	155	
<i>(g) Others</i>		
Yes	8	5%
No Response	147	95%
Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

		Number of Respondents	% of Respondents
Q7c	<i>Do you target any specific countries for international recruitment?</i>		
	Yes	45	29%
	No	48	31%
	No Response	62	40%
	Total:	155	
Q7e	<i>How would you rate your experiences of recruiting from abroad?</i>		
	Good	30	19%
	Fair	27	17%
	Mixed	19	12%
	Bad	3	2%
	No Response	76	49%
	Total:	155	
Q8	<i>If appropriate, do you expect to use international recruitment in the next 12 months?</i>		
	Yes	38	25%
	Not sure	59	38%
	No	55	35%
	No Response	3	2%
	Total:	155	
Q9	<i>If you do expect to use international recruitment, at what level? (i.e. numbers of staff)</i>		
	Same as Currently	33	21%
	More than Currently	4	3%
	Less than Currently	6	4%
	No Response	112	72%
	Total:	155	
Q11	<i>Do you have careers advice within your Trust?</i>		
	Yes	68	44%
	No	80	52%
	No Response	7	5%
	Total:	155	
Q12	<i>If you do have careers advice, what careers does it cover?</i>		
	<i>(a) AHPs</i>		
	Yes	47	30%
	No Response	108	70%
	Total:	155	
	<i>(b) Doctors</i>		
	Yes	32	21%
	No Response	123	79%
	Total:	155	
	<i>(c) Healthcare Scientists</i>		
	Yes	32	21%
	No Response	123	79%
	Total:	155	
	<i>(d) Midwifery</i>		
	Yes	36	23%
	No Response	119	77%
	Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

	Number of Respondents	% of Respondents
<i>(e) Wider Healthcare Team</i>		
Yes	51	33%
No Response	104	67%
Total:	155	
<i>(f) Dental Team</i>		
Yes	18	12%
No Response	137	88%
Total:	155	
<i>(g) Health informatics</i>		
Yes	29	19%
No Response	126	81%
Total:	155	
<i>(h) Managers</i>		
Yes	48	31%
No Response	107	69%
Total:	155	
<i>(i) Nurses</i>		
Yes	58	37%
No Response	97	63%
Total:	155	
Q13	<i>If you have a careers advice service, is it one of the following services?</i>	
<i>(a) U-I Service</i>		
Yes	2	1%
No Response	153	99%
Total:	155	
<i>(b) Offered by trained careers advisor</i>		
Yes	7	5%
No Response	148	95%
Total:	155	
<i>(c) Face to Face</i>		
Yes	40	26%
No Response	115	74%
Total:	155	
<i>(d) Offered through HR</i>		
Yes	56	36%
No Response	99	64%
Total:	155	
<i>(e) Outsourced</i>		
Yes	2	1%
No Response	153	99%
Total:	155	
<i>(f) Telephone</i>		
Yes	26	17%
No Response	129	83%
Total:	155	
Q14	<i>What provision do you have for training and development of staff within your Trust?</i>	
<i>(a) Taught courses (internal)</i>		
Yes	140	90%
No Response	15	10%
Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

	Number of Respondents	% of Respondents
<i>(b) Taught courses (external)</i>		
Yes	144	93%
No Response	11	7%
Total:	155	
<i>(c) Any supervised on-the-job training</i>		
Yes	129	83%
No Response	26	17%
Total:	155	
<i>(d) Secondment</i>		
Yes	141	91%
No Response	14	9%
Total:	155	
<i>(e) Having a mentor</i>		
Yes	121	78%
No Response	34	22%
Total:	155	
<i>(f) Shadowing someone</i>		
Yes	113	73%
No Response	42	27%
Total:	155	
<i>(g) E-learning / Online training</i>		
Yes	105	68%
No Response	50	32%
Total:	155	
<i>(h) Other methods of training or learning</i>		
Yes	54	35%
No Response	101	65%
Total:	155	
<i>(i) No training or development</i>		
Yes	4	3%
No Response	151	97%
Total:	155	

Q15 Which of the following NHS Careers materials do you use in your recruitment

<i>(a) Literature</i>		
Yes	102	66%
No Response	53	34%
Total:	155	
<i>(b) Response line 0845 6060655</i>		
Yes	31	20%
No Response	124	80%
Total:	155	
<i>(c) Posters</i>		
Yes	78	50%
No Response	77	50%
Total:	155	
<i>(d) Website</i>		
Yes	88	57%
No Response	67	43%
Total:	155	
<i>(e) Autumn job shops</i>		
Yes	77	50%
No Response	78	50%
Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

		Number of Respondents	% of Respondents
	<i>(f) None</i>		
	Yes	27	17%
	No Response	128	83%
	Total:	155	
Q16	<i>Is the timing of the NHS Careers spring campaign (TV, press, radio advertising) appropriate for your recruitment needs?</i>		
	Yes	52	34%
	No	86	55%
	No Response	17	11%
	Total:	155	
Q18	<i>If the timing of the NHS Careers Spring campaign is not appropriate for you recruitment needs, would you prefer?</i>		
	<i>(a) No Annual Campaign</i>		
	Yes	2	1%
	No Response	153	99%
	Total:	155	
	<i>(b) Special events to coincide with the national recruitment campaign</i>		
	Yes	28	18%
	No Response	127	82%
	Total:	155	
	<i>(c) Lower profile campaign sustained throughout the year</i>		
	Yes	39	25%
	No Response	116	75%
	Total:	155	
	<i>(d) More regional work</i>		
	Yes	56	36%
	No Response	99	64%
	Total:	155	
	<i>(e) More targeted at shortage career groups</i>		
	Yes	76	49%
	No Response	79	51%
	Total:	155	
Q19	<i>Do you do any careers campaigns specifically aimed at graduates?</i>		
	Yes	38	25%
	No	109	70%
	No Response	8	5%
	Total:	155	
Q20	<i>If some of your career campaigns are aimed specifically at graduates, please select the types of career campaigns you use</i>		
	<i>(a) Local recruitment fair for graduates</i>		
	Yes	26	17%
	No Response	129	83%
	Total:	155	
	<i>(b) Local graduate training scheme</i>		
	Yes	11	7%
	No Response	144	93%
	Total:	155	
	<i>(c) NHS graduate training schemes</i>		
	Yes	23	15%
	No Response	132	85%
	Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

		Number of Respondents	% of Respondents
Q21	<i>Do you have any careers campaigns specifically aimed at schools or colleges?</i>		
	Yes	87	56%
	No	62	40%
	No Response	6	4%
	Total:	155	
Q23	<i>Do you have any other forms of community engagement, for instance through Connexions, job centres, etc?</i>		
	Yes	127	82%
	No	25	16%
	No Response	3	2%
	Total:	155	
Q25	<i>Do you anticipate any redundancies in the next 12 months?</i>		
	Yes	16	10%
	Potentially	38	25%
	No	97	63%
	No Response	4	3%
	Total:	155	
Q26	<i>If you are anticipating some redundancies, please give specifics of employment group</i>		
	<i>(a) AHPs</i>		
	Yes	2	1%
	No Response	153	99%
	Total:	155	
	<i>(b) Doctors</i>		
	Yes	3	2%
	No Response	152	98%
	Total:	155	
	<i>(c) Healthcare Scientists</i>		
	Yes	1	1%
	No Response	154	99%
	Total:	155	
	<i>(d) Nursing and Midwifery</i>		
	Yes	11	7%
	No Response	144	93%
	Total:	155	
	<i>(e) Dentists</i>		
	Yes	1	1%
	No Response	154	99%
	Total:	155	
	<i>(f) Health informatics</i>		
	Yes	2	1%
	No Response	153	99%
	Total:	155	
	<i>(g) Managers</i>		
	Yes	23	15%
	No Response	132	85%
	Total:	155	
	<i>(h) Wider Healthcare Team</i>		
	Yes	16	10%
	No Response	139	90%
	Total:	155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

		Number of Respondents	% of Respondents
	<i>(i) Not known</i>		
	Yes	14	9%
	No Response	141	91%
		Total:	
		155	
	<i>(j) Other</i>		
	Yes	12	8%
	No Response	143	92%
		Total:	
		155	
Q27	<i>Did you have any recruitment freezes in the last 12 months?</i>		
	Yes	60	39%
	No	91	59%
	No Response	4	3%
		Total:	
		155	
Q28	<i>If you did have any recruitment freezes, please indicate which groups?</i>		
	<i>(a) AHPs</i>		
	Yes	19	12%
	No Response	136	88%
		Total:	
		155	
	<i>(b) Doctors</i>		
	Yes	10	6%
	No Response	145	94%
		Total:	
		155	
	<i>(c) Healthcare Scientists</i>		
	Yes	16	10%
	No Response	139	90%
		Total:	
		155	
	<i>(d) Nursing and midwifery</i>		
	Yes	27	17%
	No Response	128	83%
		Total:	
		155	
	<i>(e) Dentists</i>		
	Yes	8	5%
	No Response	147	95%
		Total:	
		155	
	<i>(f) Health informatics</i>		
	Yes	15	10%
	No Response	140	90%
		Total:	
		155	
	<i>(g) Managers</i>		
	Yes	32	21%
	No Response	123	79%
		Total:	
		155	
	<i>(h) Wider Healthcare Team</i>		
	Yes	32	21%
	No Response	123	79%
		Total:	
		155	
	<i>(i) Other</i>		
	Yes	26	17%
	No Response	129	83%
		Total:	
		155	

NHS EMPLOYERS: RECRUITMENT AND RETENTION SURVEY, 2005

		Number of Respondents	% of Respondents
Q29	<i>Are you running Return to Practice courses?</i>		
	Yes	96	62%
	No	56	36%
	No Response	3	2%
	Total:	155	
Q30	<i>If you are running Return to Practice course, please state for which careers group?</i>		
	<i>(a) AHPs</i>		
	Yes	29	19%
	No Response	126	81%
	Total:	155	
	<i>(b) Doctors</i>		
	Yes	4	3%
	No Response	151	97%
	Total:	155	
	<i>(c) Healthcare Scientists</i>		
	Yes	4	3%
	No Response	151	97%
	Total:	155	
	<i>(d) Nursing and Midwifery</i>		
	Yes	96	62%
	No Response	59	38%
	Total:	155	
	<i>(e) Dentists</i>		
	No Response	155	100%
	Total:	155	
	<i>(f) Health informatics</i>		
	No Response	155	100%
	Total:	155	
	<i>(g) Managers</i>		
	No Response	155	100%
	Total:	155	
	<i>(h) Wider Healthcare Team</i>		
	No Response	155	100%
	Total:	155	