
Recruitment and Attraction Plan: 2022-2025

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Planning and Resources
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Growing our
Great Community 

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Foreword

We are delighted to present NHS Greater Glasgow and Clyde's first Recruitment and Attraction Plan, which outlines our ambitions to **establish ourselves as a great employer and to be seen as an Employer of Choice** throughout the next three years and beyond.

How we recruit and retain our talent within NHSGGC has changed over the past decade. The notable advancement of technology and the need for a flexible workforce have been the key drivers within this changing landscape. This was tested with radical amendments to recruitment and selection operations during the coronavirus pandemic, the effects of Brexit, and the revision of employment legislation. We will continue to develop our recruitment and outreach approaches, for our local communities and beyond, continuing to attract an ever-increasing diversity of staff into positions at every level. This involves being open and responsive to how we recruit talent at all levels and job families. Talented professionals have also returned to employment to continue their careers within NHSGGC.

As a great employer we must recognise and utilise the skills of our people by developing roles to meet the complexities of healthcare provision, whether that is within our Acute services hospital sites, corporate areas, or our Health and Social Care Partnerships (HSCPs) delivering services through our health centres, clinics, schools and homes in Greater Glasgow and Clyde.

Our Recruitment and Attraction Plan will be delivered using a strategic framework and action plan covering four allied pillars:



Recruitment effectiveness



Recruitment onboarding



Reputation and branding



Retaining talent

We look forward to delivering this ambitious Plan as we establish ourselves as a great employer and recognised as an Employer of Choice.

Anne MacPherson
Director of Human Resources &
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Our Recruitment and Attraction Plan vision and ambition

NHS Greater Glasgow and Clyde (NHSGGC) is an organisation which is renowned for modern high-quality patient care and progressive medicine. It is therefore vital that we continue to aspire to a single vision as we Grow our Great Community.

Vision

The vision for the Recruitment and Attraction Plan is to **establish ourselves as a great employer and seen as an Employer of Choice.**

Ambitions

To help us achieve this vision, we have three ambitions:

1. Attract, retain and value the most skilled, diverse and talented people from our local communities and around the world, proving we are a world-class public sector organisation.
2. Empower our Human Resources and Organisational Development workforce to deliver a digitally-enabled world-class recruitment and onboarding service for our future talent that is inclusive and person-centred.
3. Ensure use of high-quality data to drive forward workforce planning and recruitment initiatives as we strive to be a world-class public service.

Our Recruitment and Attraction Plan sets out how we will achieve these ambitions, ensures recruitment and selection is inclusive and attracts candidates from diverse backgrounds, and develops NHSGGC under our corporate objective of 'Better Workplace'.

As an Employer of Choice, our workforce will want to do great work, and prospective employees will want to be part of our great community and play their part in delivering better healthcare across Greater Glasgow and Clyde.

NHSGGC is the largest health authority within the United Kingdom and the biggest employer within Scotland. Our workforce are continuously being recognised, locally and nationally, for their expertise and delivery of person-centred care across all levels in the organisation.

Many staff have been awarded individual Orders, Decorations and Medals within the UK honours system, in addition to the George Cross which was awarded to all staff within the National Health Services of the UK in 2021. Our highly-talented clinical and non-clinical staff are also regularly recognised as award-winning within their respective professions. The pride that comes with working for an organisation with a reputation for excellence is a key reason why our staff choose to remain within NHSGGC. Over 45 per cent of our staff have over a decade of service within NHSGGC. A handful of these individuals have accrued over 50 years of service.

Whilst we are proud of our achievements, our plans look to address the rising challenges many organisations are facing with recruiting talent from highly-

competitive and increasingly diverse labour markets. Following the COVID-19 pandemic, and the effects of Brexit and changing immigration policies, the volatility of local, regional, national and international labour markets has further increased, adding to the existing recruitment challenges faced across the health and social care sector within Scotland. These challenges have resulted in an increasing reliance on our Staff Banks and agency usage. 532,965 shifts were requested in 2019, whereas 781,779 shifts were requested in 2021 - a 46.7 per cent increase.

Our core values and commitments

The Recruitment and Attraction Plan has been developed in alignment with our overarching NHSGGC strategic framework outlined below:

Our Purpose	To protect and improve population health and wellbeing while providing a safe, accessible, affordable, integrated, person-centred and high-quality health service.	
Our Corporate Values	<ul style="list-style-type: none"> • Care and compassion • Dignity and respect • Openness, honesty and responsibility • Quality and teamwork 	
Our Strategic Aims	<ul style="list-style-type: none"> • Better Care • Better Health • Better Value • Better Workplace 	
Our Corporate Objectives	<ul style="list-style-type: none"> • Well informed • Appropriately trained and developed • Involved in decisions that affect them • Treated fairly and consistently, with dignity and respect in an environment where diversity is valued • Provided with a continuously improving and safe working environment, promoting the health and wellbeing of employees, patients and the wider community 	
Our Workforce Strategy 2021-2025	Health and Wellbeing	<ul style="list-style-type: none"> • Embed a professional health and safety culture • Develop innovative and flexible initiatives to health and wellbeing • Show care and compassion and support an all-round positive, fair and person-centred employee experience • Ensure that staff have influence in the decisions which affect them, and their workplace.
	Learning	<ul style="list-style-type: none"> • Support our workforce to achieve their ambitions through development of career paths • Provide world class learning for all, to maximise personal growth, innovation and quality improvement • Support the growth of our talent and encourage skill development and enhancement.
	Leading	<ul style="list-style-type: none"> • Develop inspiring, confident and empowering leaders • Support our leaders to embed an engaging and person-centred culture

		<ul style="list-style-type: none"> • Ensure that our values are evident in everything that we do • Work in partnership with our professional organisations and Staff Side colleagues.
	Recruitment and Retention	<ul style="list-style-type: none"> • Attract, retain and value the most skilled, diverse and talented people • Provide opportunities for all those accessing employment, breaking down barriers • Establish ourselves as a great employer • Understand what matters most to our people and what they need to deliver safe, patient-centred services.

Our Recruitment and Attraction Plan

Our Four Pillars

Our Recruitment and Attraction Plan has been developed in Partnership and we have engaged across a wide range of staff and stakeholders. Many of the initiatives outlined within this strategy have arisen from its alignment to the [NHSGGC three-year Workforce Plan](#), the [NHSGGC Workforce Strategy](#), the [Integrated Health and Social Care Workforce Plan](#), and the [Health and social care: national workforce strategy](#) (published by the Scottish Government). These actions, feedback, ideas and comments have been considered and combined into four core pillars – referred to as ‘*the 4 Rs*’.

These are:



Recruitment effectiveness



Recruitment onboarding



Reputation and branding



Retaining talent



Recruitment effectiveness

Labour markets are rapidly changing, and globalisation has now been embedded as a norm when considering our future workforce needs. The patients and users we provide services to are from increasingly diverse backgrounds and it's important that our workforce reflects this diversity. Further and higher education within the UK is also much more accessible to all. Therefore, it is important that we are adaptable to these shifting landscapes to ensure we continue to attract, retain and value the most skilled, diverse and talented people.

We know there are areas which are deemed hard to fill and we need to consider new ways to attract the very best people to NHSGGC. This is notably evident within our older people services and selected adult services. We need modern recruitment methods and innovative attraction and selection techniques, be it through Scotland, the UK or the World. We need to continue to ensure that we continue to have the right people, with the right skills in the right place at the right time now and in the future.

To establish ourselves as a great employer and be seen as an Employer of Choice, we will:

- Provide opportunities for all those accessing employment.
- Develop new roles and education pathways to be able to deliver the healthcare of the future.
- Advance our commitment to community wealth building by showcasing NHSGGC as an Anchor Institution.

Recent activity

The implementation of the national NHS Scotland digital recruitment system (Jobtrain) has improved our recruitment advertising global reach and facilitated standardised recruitment processes across all Health Boards in Scotland. The Widening Access to Employment agenda has created new pathways into employment for those facing barriers to employment and/or are under-represented within the workforce. A dedicated international recruitment lead within the Workforce Supply Unit is supporting overseas nurses and refugees into NHSGGC employment.

To realise our pillar on Recruitment effectiveness, we will:

- Use high-quality data to support targeted recruitment campaigns.
- Ensure NHSGGC is recognised as an Anchor Institution within the West of Scotland.
- Develop return to practice programmes for all [job families](#).
- Strengthen our pipelines with academic institutions promoting NHSGGC as an Employer of Choice to graduating students.
- Develop new roles as digitally-enabled healthcare provisions increase.
- Establish an annual recruitment planner to support planning of dedicated recruitment initiatives.
- Develop and promote our Staff Banks.
- Support and promote opportunities for Bank workers to apply for substantive posts.

- Establish a Careers Ambassador programme, encouraging our workforce to promote careers within NHSGGC.
- Demonstrate the many employee pathways available to NHSGGC employees.
- Continuously review and improve our recruitment processes to ensure there are no barriers to applicants with protected characteristics to be recruited into NHSGGC or be recruited into promoted posts.
- Liaise with recruitment advertising partners to establish a cost-effective advertising subscription service for all medical and dental vacancies.
- Further develop the NHSGGC Clinical Development Fellow programme to include additional options for non-clinical training.
- Promote the use of medical and dental clinical placements to encourage substantive employment within NHSGGC.
- Develop an NHSGGC international recruitment programme targeting medical and dental vacancies.
- Review hard-to-fill vacancies ensuring the role comprises of [Good Work](#)* and are attractive.

* **Good work**

Work can and should be a force for good, benefitting people and societies as much as it benefits business and the economy. Measures of GDP and employment rates are important, but we also need to understand whether the jobs we have are good or poor and how they can be improved.

Good work:

- is fairly rewarded and gives people the means to securely make a living
- allows for work–life balance
- gives opportunities to develop and ideally a sense of fulfilment
- provides a supportive environment with constructive relationships
- gives employees the voice and choice they need to shape their working lives
- is physically and mentally healthy for people.

Source:
CIPD (2022) [CIPD Good Work Index](#): London: CIPD.



Recruitment onboarding

The onboarding experience commences at the moment our future talent is attracted to our vacancies. This may be through our recruitment system, the NHSGGC website, advertisements on job forums, social media postings or through 'word of mouth'. It is important our recruitment advertising is targeted through the most efficient and accessible mediums, and that the employee's onboarding journey is timely, efficient and welcoming at all stages. This critical stage provides the opportunity for our new staff to get a realistic picture of the role they are applying for and creates a good first impression of their new team.

To establish ourselves as a great employer and be seen as an Employer of Choice, we will:

- Develop a Recruitment Service in which the staff are proud to be experts in providing digitally-enabled recruitment, and customer-focussed onboarding functions.
- Ensure the onboarding journey for all staff is encouraging, efficient, transparent and timely.
- Deliver high-quality induction programmes to all staff, regardless of their role within NHSGGC.

Recent activity

The implementation of the national NHS Scotland digital recruitment system (Jobtrain) has supported a digital approach to onboarding with candidates managing much of their onboarding administration online. The Recruitment Service have led and supported clinical services with several local and national careers events. A series of actions are underway to review our methods of training delivery, including our statutory and mandatory training modules, to ensure they remain effective for all staff.

To realise our pillar on Recruitment onboarding, we will:

- Develop accessible recruitment and selection training for hiring managers.
- Establish a series of Key Performance Indicators that will be reviewed on a quarterly basis.
- Ensure recruitment materials and literature are regularly reviewed and remains current.
- Develop an NHSGGC policy on recruitment and selection, emphasising the need for increasing workforce diversity is embedded within decision-making processes.
- Establish an interview question bank, available to hiring managers, that would ensure questions do not disadvantage candidates from under-represented groups.
- Test the satisfaction of staff who have recently completed their onboarding journey, to establish areas for development.
- Develop and launch an enhanced induction process for medical and dental staff.
- Ensure the NHSGGC induction programme is dovetailed with recruitment and selection activities to ensure a seamless onboarding process.

- Develop a Values Based Recruitment process for medical and dental vacancies.

Reputation and branding

Building our reputation as an employer of choice and associated branding are some of the most powerful tools available to NHSGGC within the recruitment market. Our messaging needs to be clear, consistent and prominent throughout our recruitment advertising, and a constant throughout the employee's lifecycle.

To establish ourselves as a great employer and be seen as an Employer of Choice, we will:

- Develop a dedicated careers area within the NHSGGC website, which demonstrates why NHSGGC is a great employer.
- Showcase the variety of awards and long-service contributions our NHSGGC workforce have received, demonstrating we are an Employer of Choice.
- Promote the wider benefits of working within NHSGGC including the availability of a wide range of clinical opportunities and sub-specialisation, together with extensive wellbeing support, as well as the lifestyle opportunities within the Greater Glasgow and Clyde area.
- Ensure our vacancies are advertised in an attractive, engaging and accessible manner

Recent activity

NHSGGC has recently introduced the Internal Communication and Employee Engagement Strategy. This will continue to develop a well-informed, safe, inclusive workplace where every employee voice matters. The NHSGGC corporate website has been transitioned onto a new, user-friendly and standardised platform ensuring messages remain consistent across all services within NHSGGC.

To realise our pillar on Reputation and branding, we will:

- Reinforce the benefits of working within NHSGGC.
- Further develop our 'One NHS Family' stories.
- Create a bank of personal testimonials from current employees
- Establish and maintain a central NHSGGC careers website.
- Develop a programme of PR opportunities to tie in with recruitment drives – including the strength and success of NHSGGC medical education.
- Develop our outreach on social media platforms and in our local communities to reflect people from all backgrounds and groups (*"we can be it, if we can see it"*).
- Regularly promote NHSGGC as a great employer.
- Develop a virtual awards shelf, showcasing the many awards NHSGGC has received.
- Support actions within the Internal Communication and Employee Engagement Strategy to ensure alignment of the two strategies.
- Deliver communication using accessible formats, standardised language and phrases.
Represent the full diversity of our workforce and the communities we provide services to in all our recruitment marketing.
- Promote our exemplar projects in partnership with the West of Scotland Innovation Hub.



Retaining talent

There may come a time where our workforce will want to further develop their skills and move to a different role within NHSGGC. This process should be simple and encouraged by our leaders. We also understand each member of our workforce will leave NHSGGC. This will be for a variety of reasons and differing personal circumstances. We need to get a better understanding of why people leave NHSGGC and act upon any emerging trends. This will allow us to develop areas for improvement and to reduce dysfunctional turnover within the organisation.

The number of roles that are being recognised as 'hard to fill' is increasing. It is therefore essential that we support and develop our existing talent into our future leaders within NHSGGC.

To establish ourselves as a great employer and be seen as an Employer of Choice, we will:

- Develop our processes to ensure internal recruitment and lateral movement is timely and efficient for everybody involved.
- Support to workforce to ensure that career conversations take place as part of everyone's PDPs and that any identified and agreed career development is supported.
- Enhance our processes to ensure everyone exiting the organisation is offered the opportunity to provide feedback on their experience within NHSGGC. The information gained from this data will support service improvements.

Recent activity

NHSGGC continues to roll-out the largest apprenticeship and employability programme in NHS Scotland that guarantees employment to each apprentice that successfully graduates from the apprenticeship. Our highly-skilled and expert Practice Education Facilitators continue to establish and develop initiatives that support our Healthcare Support Workers in becoming Registered Nurses. Succession Plans in each Directorate which at this stage identify 'career upward' individuals for senior positions and support their development for these roles. NHSGGC also support pre-registered overseas professionals in obtaining registration with their respective professional bodies, in turn increasing our registered workforce.

To realise our pillar on Retaining talent, we will:

- Develop an efficient and streamlined process for internal recruitment.
- Promote flexible working arrangements available to all employees.
- Tackle the low-skill equilibrium and encourage training and development.
- Increase the use of rotational roles to support professional development.
- Develop a 'change of career' programme to support with retraining and reskilling of our workforce.
- Measure and promote career developments of medical and dental staff within NHSGGC.
- Ensure all job descriptions comprise of 'good work' and are evaluated accordingly.

- Promote the various flexible retirement options available to the workforce.
- Ensure non-training medical and dental staff are included in the NHSGGC Personal Development Planning & Review (PDP&R) process.
- Enable our managers to facilitate a 'flying finish' programme with their staff.
- Establish a digital exit interview platform to replace local initiatives.
- Introduce a range of programmes to support the career development of staff with protected characteristics.
- Ensure all medical and dental staff have access to ePortfolios and education support to focus on educational agreements.
- Phase in a post-recruitment check-in process to seek feedback on the onboarding process and identify any early-career issues to support retention.
- Pilot the use of medical contracts which include participation in the NHS Scotland Global Citizenship Programme.
- Encourage medical leadership training including the [Leadership & Management Programme](#) (LaMP) (or similar) as part of medical succession planning.

Monitoring and governance

Our governance route outlines how we will monitor, deliver and evaluate this Plan.

In line with this proposed strategic framework, there will be an engagement campaign to promote this Plan, and encourage further feedback, recommendations and continuous improvement.

The Plan and associated action plans will be reviewed annually and where required, reports provided to the appropriate governance groups.

Governance route

- Human Resources Senior Management Team (HR-SMT)
- Area Partnership Forum (APF)
- Workforce Equality Group (WEG)
- Corporate Management Team (CMT)
- Staff Governance Committee (SGC)

This is NHS Greater Glasgow and Clyde's first Recruitment and Attraction Plan, and we believe that the pillars set out above help us achieve our ambitions to **establish ourselves as a great employer and seen as an Employer of Choice**.

Indicative action plan and resource requirements

The activities contained within this indicative plan will be undertaken by the Communications, and Human Resources & Organisational Development teams as part of their team objectives and core deliverables between 2022-2025. All activities will be delivered within agreed directorate budgets unless otherwise specified.

Most actions have a defined completion date. However, some actions comprise of programmes of work that will continuously develop and evolve throughout the lifecycle of the Recruitment and Attraction Plan 2022-2025.

The indicative action plan is sorted by the activity *completion date* within each of the four pillars.

Activity	Lead	Completion date	Additional resource requirements
Pillar one: Recruitment effectiveness			
Establish an annual recruitment planner to support planning of dedicated recruitment initiatives.	General Manager, Recruitment Services	December 2022	Nil. Part of business as usual activity.
Develop and promote our Staff Banks.	Staff Bank Service Manager	March 2023	Any proposed costings relating to expansion or development opportunities within the Staff Banks will be presented for consideration.
Establish a Careers Ambassador programme, encouraging our workforce to promote careers within NHSGGC.	Head of Learning & Education	March 2023	Nil. All activities will be undertaken virtually or on-site with no additional associated costs.
Use high-quality data to support targeted recruitment campaigns.	Workforce Planning and Information Manager	March 2023	Nil. Part of business as usual activity.
Promote the use of medical and dental clinical placements to encourage substantive employment within NHSGGC.	Head of Workforce Planning & Resources	June 2023	Nil. Part of business as usual activity.

Activity	Lead	Completion date	Additional resource requirements
Liaise with recruitment advertising partners to establish a cost-effective advertising subscription service for all medical and dental vacancies.	General Manager, Recruitment Services	September 2023	A cost-benefit analysis will be conducted based on current advertising spend.
Continuously review and improve our recruitment processes to ensure there are no barriers to applicants with protected characteristics to be recruited into NHSGGC or be recruited into promoted posts.	General Manager, Recruitment Services	September 2023	Nil. Part of business as usual activity.
Support and promote opportunities for Bank workers to apply for substantive posts.	Head of Workforce Planning & Resources	September 2023	Nil. Part of business as usual activity.
Demonstrate the many employee pathways available to NHSGGC employees.	Head of Learning & Education	December 2023	Nil. Part of business as usual activity.
Develop an NHSGGC international recruitment programme targeting medical and dental vacancies.	Workforce Supply Manager	December 2023	Any proposed costings relating to international recruitment will be presented for consideration.
Strengthen our pipelines with academic institutions promoting NHSGGC as an Employer of Choice to graduating students.	Head of Learning & Education	March 2024	Nil. Part of business as usual activity.
Ensure NHSGGC is recognised as an Anchor Institution within the West of Scotland.	Head of Learning & Education	December 2024	Nil. Any costs associated with print / collateral creation will be covered as part of existing HR / Communications budgets.
Further develop the NHSGGC Clinical Development Fellow programme to include additional options for non-clinical training.	Medical Staffing Lead	December 2024	Any proposed costings relating to programme development opportunities will be presented for consideration.

Activity	Lead	Completion date	Additional resource requirements
Support professional leads in the development of return to practice programmes for all <u>job families</u>	Head of Learning & Education	December 2025	Any proposed costings relating to programme development opportunities will be presented for consideration.
Support professional leads in the development of new roles as digitally-enabled healthcare provisions increase, supporting professional pathways.	Head of Learning & Education	December 2025 (Continuous)	Any proposed costings relating to service transformation will be presented for consideration.
Review hard-to-fill vacancies ensuring the role comprises of <u>Good Work</u> and are attractive.	Head of Workforce Planning & Resources	December 2025 (Continuous)	Nil. Part of business as usual activity.
Pillar two: Recruitment onboarding			
Test the satisfaction of staff who have recently completed their onboarding journey, to establish areas for development.	General Manager, Recruitment Services	December 2022	Nil. Part of business as usual activity.
Establish a series of Key Performance Indicators that will be reviewed on a quarterly basis.	General Manager, Recruitment Services	March 2023	Nil. Part of business as usual activity.
Establish an interview question bank, available to hiring managers, which would ensure questions do not disadvantage candidates from under-represented groups.	General Manager, Recruitment Services	March 2023	Nil. Part of business as usual activity.
Ensure the NHSGGC induction programme is dovetailed with recruitment and selection activities to ensure a seamless onboarding process.	Head of Workforce Planning & Resources / Head of Learning & Education	September 2023	Nil. Part of business as usual activity.
Develop accessible recruitment and selection training for hiring managers.	Head of Workforce Planning & Resources / Head of Learning & Education	December 2023	Nil. Part of business as usual activity.

Activity	Lead	Completion date	Additional resource requirements
Develop an NHSGGC policy on recruitment and selection, emphasising the need for increasing workforce diversity is embedded within decision-making processes.	Head of Workforce Planning & Resources	December 2023	Nil. Part of business as usual activity.
Develop and launch an enhanced induction process for medical and dental staff.	Head of Learning & Education	March 2024	Nil. Part of business as usual activity.
Develop a Values Based Recruitment process for medical and dental vacancies.	General Manager, Recruitment Services	March 2024	Nil. Part of business as usual activity.
Ensure recruitment materials and literature are regularly reviewed and remains current.	General Manager, Recruitment Services	December 2025 (Continuous)	Nil. Part of business as usual activity.
Pillar three: Reputation and branding			
Develop our outreach on social media platforms and in our local communities to reflect people from all backgrounds and groups (<i>"we can be it, if we can see it"</i>).	Deputy Director of Communications	March 2023	Nil. Part of business as usual activity.
Further develop our 'One NHS Family' stories.	Head of Staff Experience	March 2023	Nil. Part of business as usual activity.
Deliver communication using accessible formats, standardised language and phrases.	Head of Staff Experience / General Manager Recruitment Services	March 2023	Nil. Part of business as usual activity.
Represent the full diversity of our workforce and the communities we provide services to in all our recruitment marketing.	Deputy Director of Communications / Head of Workforce Planning and Resources	March 2023	Nil. Part of business as usual activity.
Develop a virtual awards shelf, showcasing the many awards NHSGGC has received.	Deputy Director of Communications	September 2023	Nil. Part of business as usual activity.
Promote our exemplar projects in partnership with the West of Scotland Innovation Hub	Deputy Director of Communications / Head of	September 2023	Nil. Part of business as usual activity.

Activity	Lead	Completion date	Additional resource requirements
	Workforce Planning and Resources		
Establish and maintain a central NHSGGC careers website.	Head of Workforce Planning & Resources	December 2023	Nil. Part of business as usual activity.
Regularly promote NHSGGC as a great employer.	Head of Staff Experience	December 2025 (Continuous)	Nil. Part of business as usual activity.
Support actions within the Internal Communication and Employee Engagement (ICEE) Strategy to ensure alignment of the two strategies.	Deputy Director of Communications / Head of Staff Experience	December 2025 (Continuous)	Additional resource requirements outlined within the ICEE Strategy.
Pillar four: Retaining talent			
Promote flexible working arrangements available to all employees.	Depute Director of HR	December 2022	Nil. Part of business as usual activity.
Promote the various flexible retirement options available to the workforce.	Depute Director of HR	March 2023	Nil. Part of business as usual activity.
Phase in a post-recruitment check-in process to seek feedback on the onboarding process and identify any early-career issues to support retention.	Head of Workforce Planning & Resources	March 2023	Nil. Part of business as usual activity.
Develop an efficient and streamlined process for internal recruitment.	Head of Workforce Planning & Resources	September 2023	Nil. Part of business as usual activity.
Establish a digital exit interview platform to replace local initiatives.	Depute Director of HR	September 2023	Any proposed costings relating to additional software will be presented for consideration.
Introduce a range of programmes to support the career development of staff with protected characteristics.	Head of Staff Experience	September 2023	Nil. Part of business as usual activity.
Develop a 'change of career' programme to support with retraining and reskilling of our workforce.	Head of Learning & Education	September 2023	Nil. Part of business as usual activity.

Activity	Lead	Completion date	Additional resource requirements
Measure and promote career developments of medical and dental staff within NHSGGC.	Medical Staffing Lead	December 2023	Nil. Part of business as usual activity.
Encourage medical leadership training including the Leadership & Management Programme (LaMP) (or similar) as part of medical succession planning.	Head of Learning & Education	December 2023	Nil. Part of business as usual activity.
Ensure non-training medical and dental staff are included in the NHSGGC Personal Development Planning & Review (PDP&R) process.	Head of Learning & Education	March 2024	Nil. Part of business as usual activity.
Pilot the use of medical contracts which include participation in the NHS Scotland Global Citizenship Programme.	Medical Staffing Lead	March 2024	Nil. Part of business as usual activity.
Enable our managers to facilitate a 'flying finish' programme with their staff.	Head of Learning & Education / Head of Workforce Planning & Resources	March 2024	NHSGGC will review additional resource requirements, once the programme has been established by NES.
Support professional leads with increasing the use of rotational roles to support professional development.	Head of Learning & Education	March 2024	Any proposed costings relating to service transformation will be presented for consideration.
Ensure all medical and dental staff have access to ePortfolios and education support to focus on educational agreements.	Director of Medical Education	March 2024	Any proposed costings relating to service transformation will be presented for consideration.
Explore the low-skill equilibrium and develop appropriate programmes, if necessary.	Head of Learning & Education	December 2025 (Continuous)	Nil. Part of business as usual activity.

Activity	Lead	Completion date	Additional resource requirements
Ensure all job descriptions comprise of 'good work' and are evaluated accordingly.	Head of Workforce Planning & Resources	December 2025 (Continuous)	Nil. Part of business as usual activity.