

JANUARY 2019



making
it work

The Scottish Sustainability Plan

Sustaining a Stable Workforce in Our Region

Based on the work of this project, our recommendation for stabilizing the workforce in this region includes

- *Engagement of the local population and rural health and social care teams* have been key features to ensure success. We have piloted our work with one rural and remote health and social care team and with rural communities. Their input has captured features of living and working in these areas and will be part of a digital suite of recruitment vacancy information.
- *Professional development and accessible education* are recognised as pivotal to both recruitment and retention of staff in our rural and remote areas. Our digital information for new and existing staff includes relevant, education sites that can be accessed remotely. Also, knowledge networks including vital library contacts and facilities are included. This information will be part of the recruitment package for new candidates.
- *Strengthening existing recruitment strategies* by (1) reporting on findings from interviewing the public, health and social care staff and HR staff about their perceived needs, challenges, and successes around recruitment and retention; (2) developing innovative approaches to recruitment (such as the use of video and audio material from a professional and community perspective; and, (3) reporting to stakeholders such as HR on how to extend their recruitment pool.

Recommended on-going activities

Chart the workforce by adopting a rigorous systematic and strategic approach to workforce planning including:

- baseline data such as demographics of workforce and anticipated workforce development needs over 5-10 year periods
- working with other stakeholder groups with similar needs
- examining how to extend pool of recruiters including retirees
- using valid and reliable recruitment planning tools
- be flexible and creative to existing hard to fill job vacancies
- developing community leadership roles to participate in Scottish wide policy and debate to ensure rural and remote recruitment challenges for health and social care workers at all levels are addressed
- embed principles of good practice into recruitment and retention activities

Continue to develop creative advertising and marketing such as:

- to ensure recruitment information is realistic, informative and relevant to that vacancy and location
- working within community structures and with other stakeholders to encourage health and social care pathways for local people
- utilise job fairs and plan targeted approach to recruit on the day at events
- continue to modernise and expand recruitment sites (including social media) to offer digital streamlined informative and user-friendly portals to vacancies in partnership with communities and recruiting teams

Continue to develop community engagement strategies toward recruitment and retention issues to:

- support community showcases that introduce health and social care prospects to the public in their localities
- target rural school pupils to consider rural careers
- locate Remote & Rural multidisciplinary education campuses in rural areas
- develop approaches to rural trainee selection that take into account the qualities and attributes that make for good rural practitioners and include training factors that enable, sustain and support rural practice
- support community welcoming activities for new or potential candidates

Continue and expand investment in Organisational recruitment and retention activities at operational levels to ensure:

- HR departments invest in their staff and develop leadership roles within their departments
- HR departments have the resources to develop robust and creative marketing movements
- HR staff (and other stakeholders) have access to training and toolkits that assist authentic partnerships between different stakeholders including whole communities.



making
it work



Northern Periphery and
Arctic Programme
2014–2020



EUROPEAN UNION

Investing in your future
European Regional Development Fund