

## Resource pack to support accelerated recruitment and care certificate delivery



### **A guide for creating your own model for delivery**

This resource pack contains a selection of documents, process maps and guides which aim to navigate you through HCSW2020 campaign and beyond.

Each section represents the processes between the vacancy attraction period through to post induction of a new Health Care Support Worker (HCSW).

## Contents

Use of this document	3
Background	3
Attraction tools to NHS vacancies	4
Supply Pipeline (Talent for Care)	5
Accelerated recruitment requirements and Care Certificate	6
Background to the Care Certificate	7
Care Certificate and accelerated recruitment model	7
Flowchart detailing proposed accelerated process	8
Accelerated Care Certificate – Timeline for recruitment	9
Accelerated Care Certificate linked interview questions	9
What to base the interview process on	9
Responsibility, Empathy, Resilience, Imagination, Treating people with dignity, Adaptability, Integrity, Respect	9
Resilience – supporting learners to meet expectations and raise concerns	10
Accelerated Care Certificate Induction Phase	10
Clinical Assessors for supporting the Accelerated Care Certificate	11
Assessor and learner resources and links	12
Recruitment/interviewing resources and links	13
Directory of larger files/presentations and graphics	15
Contacts in East of England	18

## Use of this document

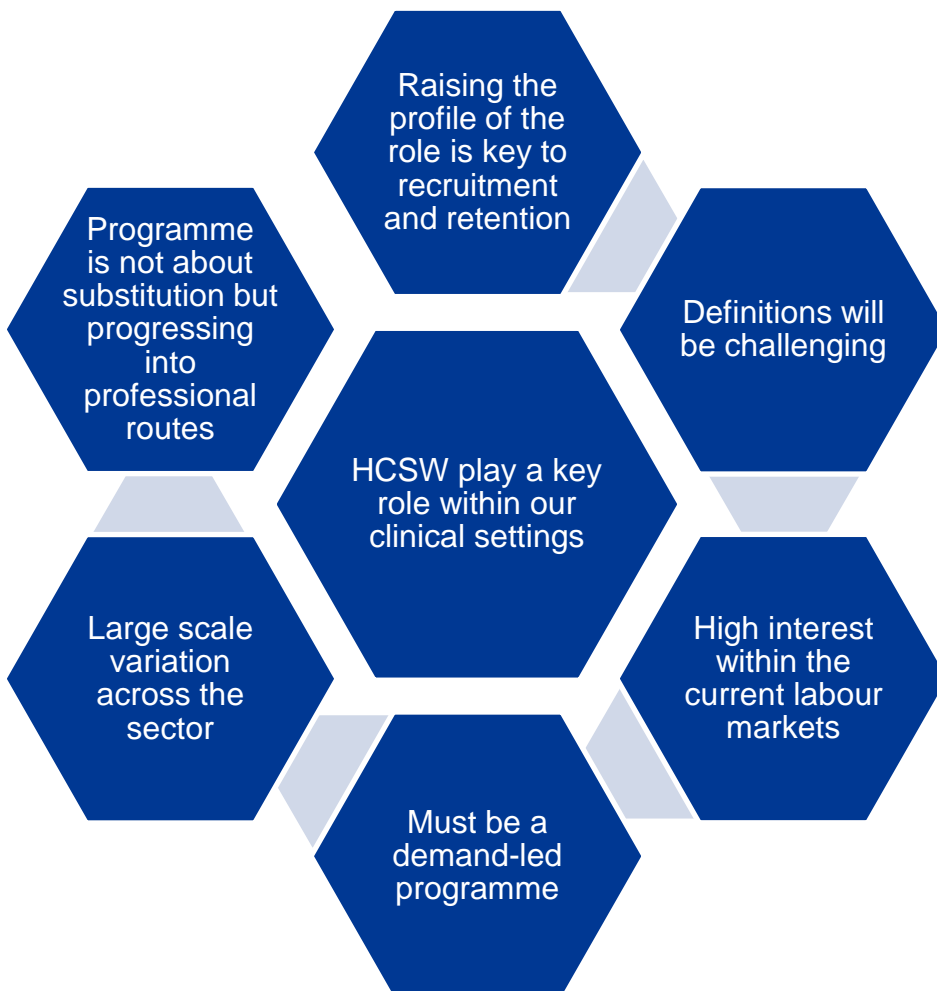
This collection of information and resources is a selection of documents, process maps and guides to navigate through HCSW2020 campaign, its attraction and recruitment options and how to support an accelerated Care Certificate as an initial foundation programme during the induction phase and beyond.

Each section represents the processes between the vacancy attraction period through to post induction of a new Health Care Support Worker (HCSW).

The information contained in the pack relates to each stage and department responsible for recruitment - human resource departments, education teams and line managers, who have a role in selecting the correct applicant for the job and providing a skills base to deliver safe, efficient and compassionate care.

## Background

On 9 September 2020, the Chief Nursing Officer for England launched a new programme to reduce the number of Health Care Support Worker (HCSW) vacancies in the NHS. The outline of the programme is detailed in the diagrams below.



**The HCSW Programme aims to accelerate the significant supply of HCSW by 20/21 to ensure:**

1. HCSW vacancy positions are minimised.
2. Bank/agency staff reliance is minimised.
3. The pre-reg RN programme pipeline is supported.
4. Additional surge capacity is supported; recovery phase, winter preparedness and Covid-19.

## Attraction tools to NHS vacancies

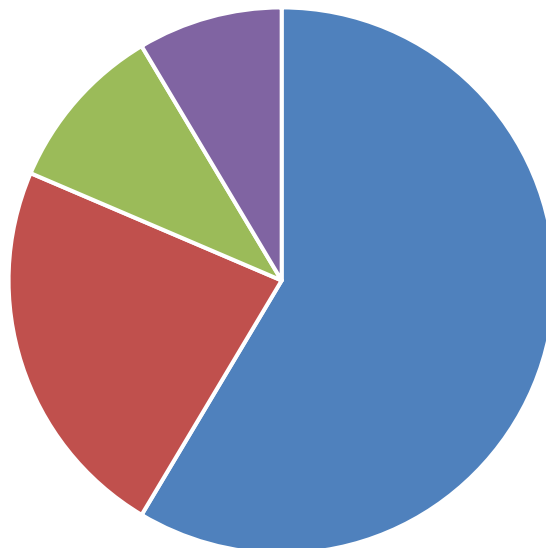
The HCSW2020 campaign is linked with [Indeed](#) as an attraction website which diverts potential employees to NHS Jobs vacancies during this campaign period. More information can be found in the appendix of this resource and on [the NHS Resources page of the Indeed website](#).

In order to maximise the opportunities to provide local people with jobs within their local trusts and organisations, the following information should be used in conjunction with your own HR departmental resources.

Key elements include:

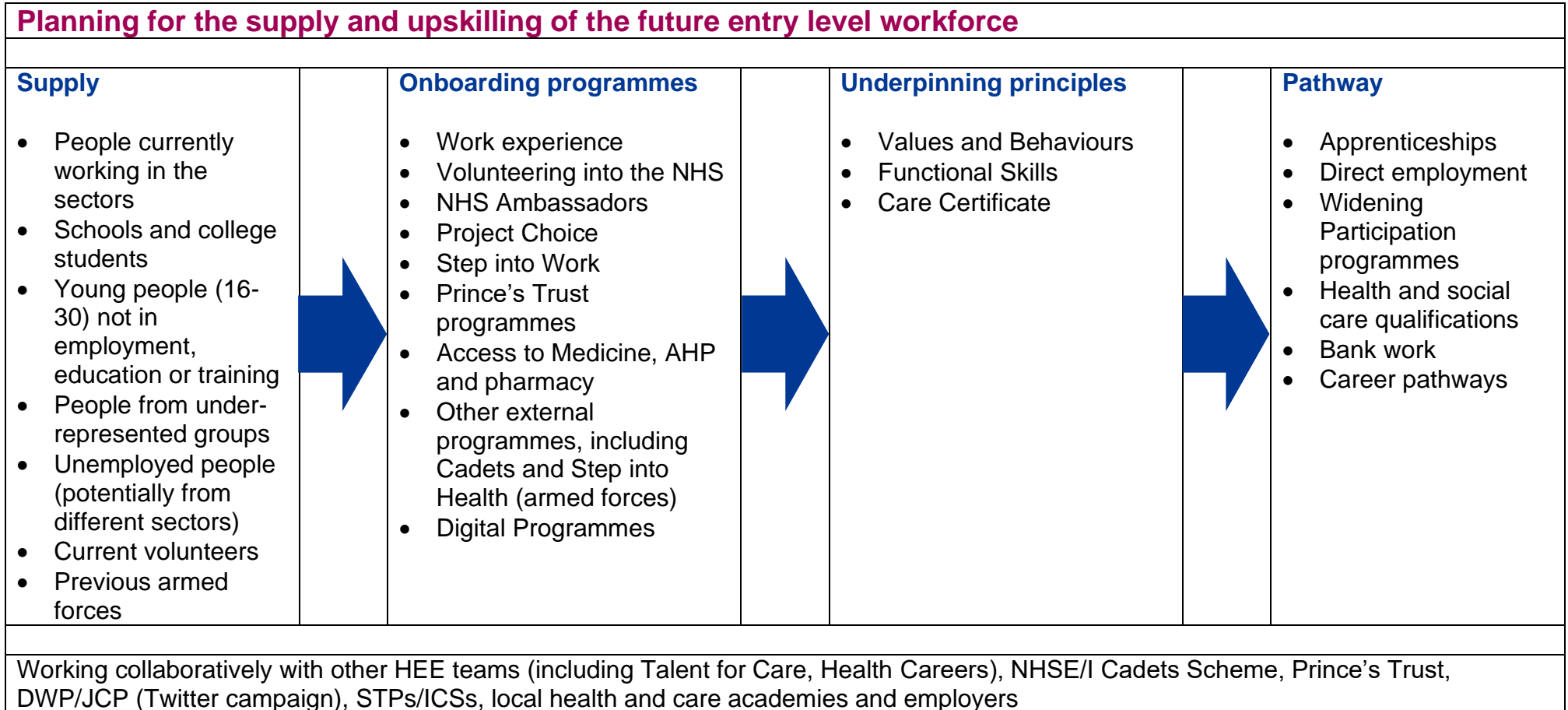
- Considering opportunities relating to the specific backgrounds of those looking for employment.
- How some of these incentives link to pathway and careers in the health and care sector.
- Discussions with senior teams, HR and workforce to establish support worker vacancies, location and type of contract.
- Establish placements which can support work experience, Princes Trust and Kickstart offers.
- Maximise the long-term potential of 'Growing your own' – how to meet immediate needs whilst investing in a potential future workforce.

## Vacancies - Example of how to fill the number of vacancies using different attraction sources

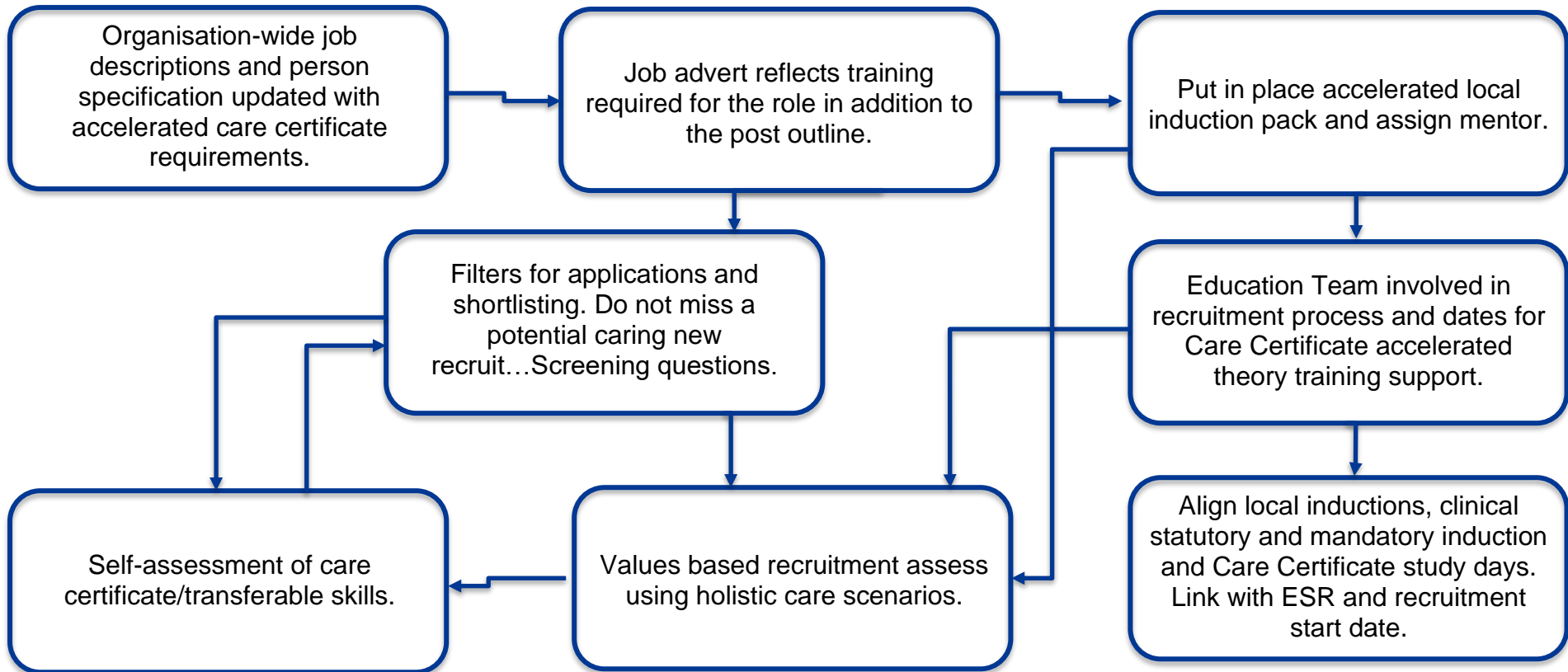


■ Main recruitment source ■ Apprentices ■ Princes Trust ■ DWP

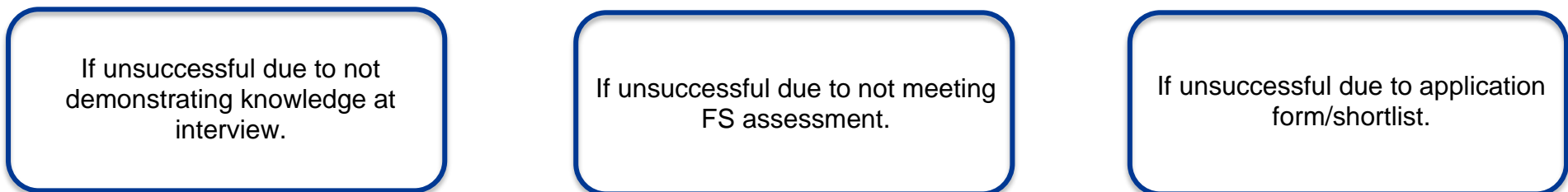
## Supply Pipeline (Talent for Care)



## Accelerated recruitment requirements and Care Certificate



**Hold in virtual pool and support with additional requirements leading to successful future employment.**



## Background to the Care Certificate

The Care Certificate was developed in 2013-14 and launched in 2015 via a three-way collaboration between HEE, Skills for Health and Skills for Care. It provides core learning for those new to health and care and was created to provide core learning with links across both sectors in the health and care sector.

Whilst the theoretical learning is largely induction, the key difference is the focus on observed competence application in practice settings, linking this theory to practical applications.

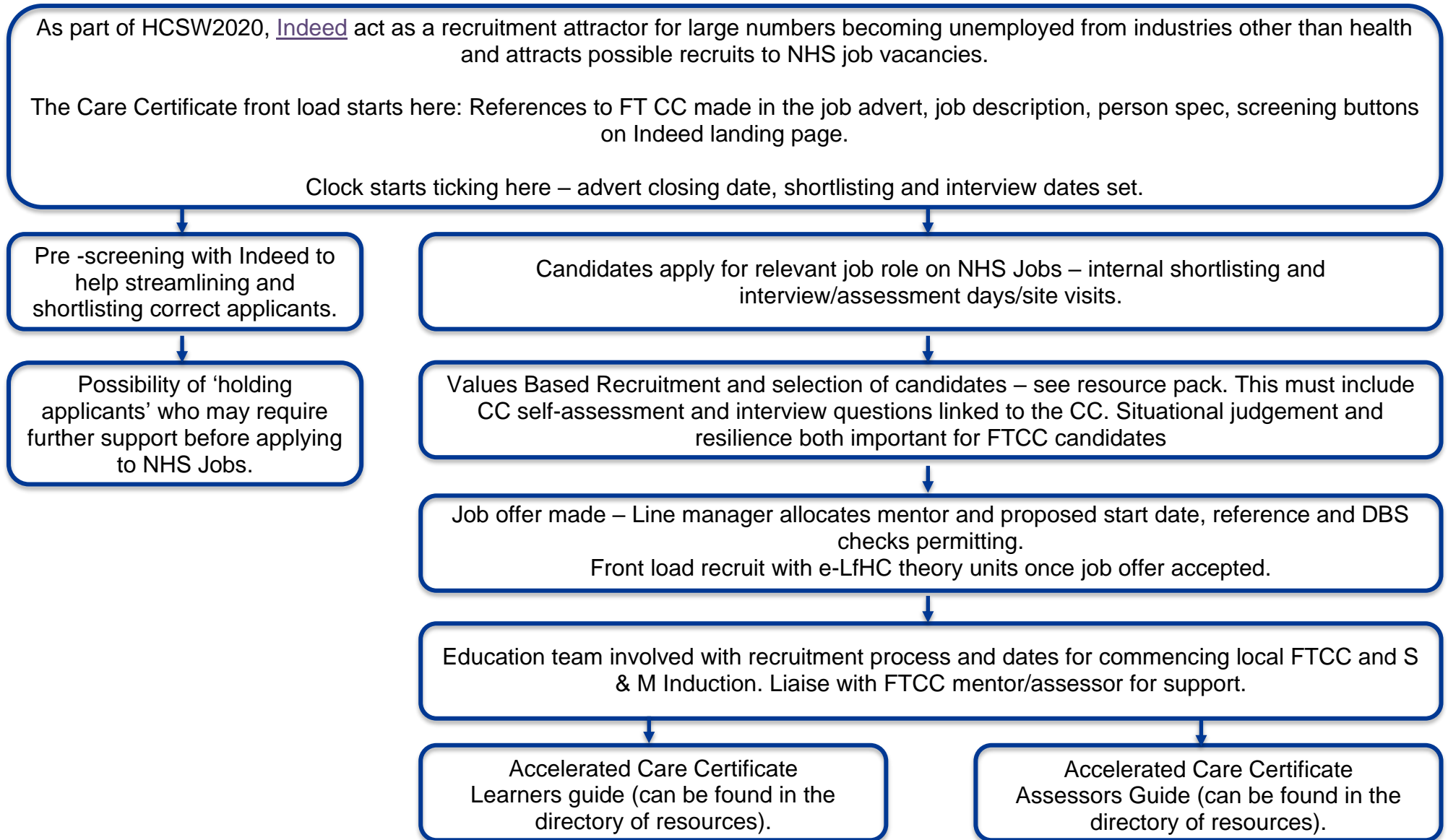
Free resources are available that have been developed to support multi-modal delivery through face to face and remote means. The guide that follows takes you through the Care Certificate journey for both learner and assessor. See the supporting documents and links for the Accelerated Care Certificate.



## Care Certificate and accelerated recruitment model

The provision of an Accelerated Care Certificate (ACC) would align alongside a streamlined approach to accelerated recruitment' – a four to six-week intensive period of induction. This method requires focused, high-quality, intense training and support to ensure that participants can achieve safe practice within this reduced timeframe.

## Flowchart detailing proposed accelerated process





## Accelerated Care Certificate – Timeline for recruitment

- **Job vacancy** confirmed and advert submitted to Indeed/internal HR process.
- **Job description** must include reference to the Accelerated Care Certificate completion as part of an intensive induction period – 4-6 weeks.
- **Screening questions** Indeed to insert ensuring attraction of suitable candidates and expectations clear at the outset with reference to ACC detailed.
- **Dates and timelines** established for closing advert, shortlisting and assessment/interviews days must be included in the advert.
- **Assessment centres** prepared in-house or virtually. Organisations to utilise Skills for Life resources with BKSB.
- **Generic interview questions/values based scenarios** agreed and mapped to job description/person spec with specific specialist area questions depending on job role.
- **Recruitment process** Timelines DBS checks/referencing/OH at interview. Candidate and organisation take responsibility for this process, ensuring accelerated process maintained.
- **Job offer and start date** Use the Care Certificate self-assessment form and start eLfHC modules agreed with education team once knowledge base is assessed.
- **Work based assessor/buddy identified** Approximate start date given, and shadow shifts agreed for the 4-6 weeks duration of Induction.
- **Completion** of a local sign off pack including:
  - a. Local induction to their unit/dept.
  - b. Corporate induction to the organisation.
  - c. Statutory and mandatory training completed.
  - d. Accelerated Care Certificate completed.

This should provide a foundation of information, knowledge and skills for the new starter commencing their job role safely.

## Accelerated Care Certificate linked interview questions

Values Based Recruitment (VBR) - seeking to recruit staff with values that fit with your organisation. Within the NHS, VBR is an approach to help attract and select prospective employees whose personal values and behaviours align with the NHS values outlined in the NHS Constitution. This approach aims to ensure that the NHS has the right workforce, with the right skills, in the right numbers, with the right values, to support effective team working and deliver excellent patient care and experience.

## What to base the interview process on

For values-based interviewing the following words, values and behaviours need to be referred to by the interviewee during interview:

## Responsibility, Empathy, Resilience, Imagination, Treating people with dignity, Adaptability, Integrity, Respect

The easiest way to find out about someone's underlying values is to ask them about how they behave in their everyday lives. Patients and service users experience our values through our behaviours, and a good indicator of how people will behave in the future is how they have behaved in the past.

These values underpin all the training, skills and competences that people already have and make the difference in the delivery of care. Recruiting people with these values ensures that the right people are in place from the start.

Interview questions relating to the Care Certificate and values can be found in the directory of resources questions.

## Resilience – supporting learners to meet expectations and raise concerns

Resilience is an important personal attribute that can have a wide-ranging influence on your wellbeing and performance at work.

[What is resilience?](#) Resilience has been described as the ‘ability to succeed, to live, and to develop in a positive way...despite the stress or adversity that would normally involve the real possibility of a negative outcome’. It is the ability to maintain personal wellbeing in the face of challenge.

Supporting and developing resilience in new starters is vital as it can impact attrition rates during the first three months after appointment, so, addressing it from the point of recruitment is essential. recruitment onwards key

## Accelerated Care Certificate Induction Phase

**Accelerated Care Certificate timetable (example)** Combined responsibility from recruitment team/line manager and education team for seamless timeline.

Approx timeline	Mode of learning	Assessment Method
<p><b>Day one</b>  <b>7.25 study hrs</b>  <b>(excluding breaks)</b>                      Occurs during week 1-4 of employment.                      Workplace mentor identified at job offer.</p>	<p><b>AM</b> Introduction face to face in classroom.</p> <p><b>PM</b> e-Learning for Health Care.                      15 online Standards.                      Register learners.                      Allocated online study time.                      Check computer skills/access to phone/laptop.                      Self-directed learning.</p>	<p>E-learning for Health Care completion.                      Work based assessment (using the Practice Assessment Document).</p>
<p><b>Day two</b>  <b>7.25 study hrs</b>  <b>(excluding breaks)</b>                      Occurs during week 1-4.</p>	<p><b>AM</b> Face to face in classroom.</p> <p><b>PM</b> E-learning for Health Care modules – as above self-directed learning.</p>	<p>E-learning for Health Care completion.                      Work based assessment (using the Practice Assessment Document).</p>
<p><b>Day three</b>  <b>Half Day</b>  <b>4.25 study hrs</b></p>	<p><b>AM</b> Face to Face simulation and practical training elements.                      Time assigned to prepare for sign off with mentor.</p>	<p>E-learning for Health Care completion.                      Work based assessment (using the Practice Assessment Document).</p>

<b>Week 1- 6</b> <b>18.75 hours timetabled study</b> <b>Suggested further 18 hours (3 hrs per week) self-directed study over 6 weeks to achieve theory/e learning modules</b>	Blend of face to face, self-directed online study supported by education team and workplace mentor throughout the 6-week period. Sign off and completion certificate.	E-learning for Health Care completion. Work based assessment (using the Practice Assessment Document). All Theory modules within e-learning for Health Care completed and evidenced holistically in the workplace (connects theory to practice).
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\*\* Statutory & Mandatory training in addition to the 2.5 days delivering the CC.

\*\* Check learner has access to computer and is able to complete online learning.



## Clinical Assessors for supporting the Accelerated Care Certificate

The assessor role is fundamental in the accelerated Care Certificate (ACC) to be achieved. Over the last five years since the CC was implemented, this part of the process has been one of the most challenging.







To achieve required timelines for the ACC the below table could be used as a processing mapping tool in organisations to identify what is needed and put in place an infrastructure for growing more assessors for vocational assessment.



<b>Who can be an assessor?</b>	<b>Understand the ACC and what is being assessed?</b>	<b>Training or recognition of the Assessor role</b>
<ul style="list-style-type: none"> <li>• No requirement for assessors to hold an assessment qualification, employers must be confident that staff are competent to assess.</li> <li>• Understand their accountability and responsibility.</li> <li>• Allocated time and responsibility for specific learner/new recruit.</li> <li>• Assessors shifts allow shadowing with learner.</li> </ul>	<ul style="list-style-type: none"> <li>• Guide to ACC for assessor.</li> <li>• Drop-in sessions for education teams to support.</li> <li>• Introduction to e-Lfhc and log on guide.</li> <li>• Familiar with timelines and goals.</li> <li>• Holistic assessment – suggested scenarios.</li> <li>• Using theory and scenarios on e-Lfhc to understand level of content and knowledge expected.</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching/mentoring training package with ACC threaded as context throughout.</li> <li>• Pearsons Peer Support qualification.</li> <li>• PTTLS - Preparing to Teach in the Lifelong Learning Sector. Investing in L3 or L4.</li> <li>• Introducing Band 4 Associate in education teams.</li> <li>• Introduce retired/returners to support cohorts of new ACC as a specific remit (depending on turnover and frequency of recruitment).</li> </ul>

## Assessor and learner resources and links

Name of resource	Organisation	Description
<a href="#">Assessor Guide</a>		To assess the Care Certificate, you must have a thorough understanding of, and direct experience in, what you're assessing. You must also be confident and competent in workplace assessment. This is a host of resources to support the assessor role.
<a href="#">Assessor Framework</a>		Overview of assessment and the standards and how to assess them.
Toolkits to support e Learning for Healthcare:  <a href="#">Assessor toolkit</a>  <a href="#">Learner Toolkit</a>		Supporting the completion and assessment of the Care Certificate online theory modules.
<a href="#">Holistic assessment in practice</a>		Guide to support holistic episodes of care to capture knowledge and skills.
<a href="#">Training, Assessment and Quality Assurance (TAQA)</a>		Different types of assessment qualifications depending on your needs.
<a href="#">Pearson BTEC Level 2 Award in Peer Mentoring</a> <a href="#">BTEC Specialist qualification</a> <a href="#">First teaching</a>		Qualifications are intended to provide added credibility to peer mentoring through recognition of the valuable role it plays in non-formal teaching and learning.  Developing their own skills, knowledge, understanding and practice, those involved in peer mentoring make an important contribution to the continuous improvement of learning and have a significant impact on achievement.

## Recruitment/interviewing resources and links

Name of resource	Organisation/ Web link	Description
<a href="#">Indeed</a> <a href="#">HCSW campaign</a> <a href="#">NHS resources</a>		<p>Recruitment linked with the specific HCSW2020 campaign and linked to NHS Jobs.</p> <p>Following previous successful collaborations earlier this year, Indeed is partnering with NHS England and NHS Improvement as part of the Healthcare Support Worker 2020 Programme, to help engage a broader audience of candidates from outside traditional healthcare backgrounds.</p>
<a href="#">Values Based Recruitment Framework 2016</a>		<p>VBR will transform the way that our students and employees are recruited, in a single standardised way, to ensure we recruit the best people to give our patients the best care possible.</p>
<a href="#">Recruitment guidance 2014 - present</a>		<p>Information, tools and resources to support you with apprenticeships, widening participation, values-based recruitment and recruiting from outside of the UK.</p>
<a href="#">Case Study – implementing VBR in Barnsley</a>		<p>Case study demonstrating how Barnsley produced guidance and information for candidates.</p>
<a href="#">Guide to VBR Including videos and other resources</a>		<p>Our values define us. They influence who we are, what we believe is important in life, the way we live and how we treat people. In the workplace they are guiding principles linked to behaviours that help people deliver exceptional care and support.</p>
<a href="#">Case Study VBR – Candidate’s guide Norfolk and Suffolk FT</a>		

<a href="#">Resilience – Case study</a>	<p>West Suffolk  NHS Foundation Trust</p>	<p>Competition for healthcare support workers (HCSWs) with larger, better-known hospitals &amp; attrition rates – focused on preparing new starters more effectively in order to make them more resilient. As a result, staff leaving employment within 12 months fell from 27% to 10%.</p>
<a href="#">VBR – Oxford Health Case study</a>	<p> Oxford University Hospitals NHS Foundation Trust</p>	<p>Study regarding Value-based interviewing (VBI) focusing on ‘how’ and ‘why’ an applicant makes choices in the workplace and seeks to explore reasons for their behaviour.</p>
<a href="#">Situational Judgement resource</a>		<p>This is an example situational judgement test (SJT) which will allow you to become familiar with this format of test. SJTs are commonly used by employers as part of their selection process.</p>

## Appendix

### Directory of larger files/presentations and graphics

If you require any of the documents in easy-to-read accessible formats, then please email [carecertificate@hee.nhs.uk](mailto:carecertificate@hee.nhs.uk).

File	Description	Uses
<a href="#">Indeed – NHS attraction and recruitment tool</a>	Indeed Supporting the HCSW2020 recruitment campaign and linking with NHS jobs.	HR/Recruitment/Workforce teams. Overview – Communications and meetings with teams.
<a href="#">Webinar slides East of England</a>	HCSW2020 Workshop 19 & 21 October 2020.	Overview - Communications and meetings with teams.
<a href="#">Work Experience Learning event slides</a>	Overview of work experience offers HEE.	Support attractions routes and employment offers.
<p>Accelerated Care Certificate:</p> <p><a href="#">Guide for Employers/Assessors</a></p> <p><a href="#">Guide for Learners/new employees</a></p> <p><a href="#">Practical Assessment Document (example word document to adapt)</a> with thanks to Maggie Orr at CNWL for creating this document.</p> <p>Two PDF versions of timeline guides – this is what they could look like (timescales to be agreed by your own organisation):</p> <ul style="list-style-type: none"> <li>• <a href="#">Accelerated Care Certificate timeline guide Employers - Assessors for adapting</a></li> <li>• <a href="#">Accelerated Care Certificate timeline guide for adaptation - Learners</a></li> </ul> <p><a href="#">Self-Assessment and Transferable skills for use at interview</a></p>	<p>Overview supports blended learning approach. More guides to follow Please contact <a href="mailto:carecertificate@hee.nhs.uk">carecertificate@hee.nhs.uk</a> for any further support.</p>	<p>Education leads/line manager/recruiter.</p>



<p><a href="#">In depth example timetable</a></p> <p><a href="#">Roles and responsibilities</a></p> <p><a href="#">Timetable overview</a></p> <p><a href="#">eLfH e learning registration guide</a></p> <p><a href="#">Access to reports and learning dashboard.</a> This is currently just a link but a guide will follow.</p>		
<p><a href="#">Virtual Work Experience toolkit</a></p>	Getting disadvantaged people into work.	Support a percentage of vacancies through this route if placements identified.
<p><a href="#">The Princes Trust word document</a></p>	The Prince's Trust - a vetted pool of young people to fill your HCSW vacancies and provide a potential future pipeline of staff into your nursing workforce.	HR/recruitment teams/senior nursing teams and placements with education leads.
<p><a href="#">Associate Educator Job Description - Imperial Health Care Trust</a></p>	JD from Imperial Health showing the way associate educators can support learners.	Identifying the need for such a role in education teams and benchmarking supporting its development in other areas.
<p><a href="#">Accelerated Care Certificate learner guide</a></p>	Visual to show milestones in accelerated processes.	All new recruits.
<p><a href="#">Accelerated Care Certificate Assessor guide</a></p>	Visual to show milestones in accelerated processes.	Assessors.
<p><a href="#">Health Education England Career Navigator Job Description</a></p>	Example of how Career Navigator role could be used to support employment across a region.	Identifying the need for such a role in STP/Regions and benchmarking.
<p><a href="#">Preparation for Work slides</a></p>		Useful for recruitment and selection.
<p><a href="#">Candidate Recruitment Journey info graphic</a></p>	Pathway which could be adapted for each recruitment drive.	Useful for recruitment and Selection.



<a href="#">Situational Judgement scenarios</a>	Suggestions for topics to demonstrate problem solving and level of knowledge.	Useful for recruitment and selection.
<a href="#">Care Certificate &amp; Recruitment introduction</a>	Start of slide deck detailing requirements for Care Certificate and recruitment process.	Useful for recruitment and Selection.
<a href="#">Sample interview questions/guide</a>  <a href="#">Sample interview questions</a>		Useful for recruitment and selection for those in the accelerated recruitment process who are going to undertake an Accelerated Care Certificate.

## Contacts in East of England

<b>Name</b>	<b>Role</b>	<b>Support area/Contact details</b>
Sue Hatton	Regional Senior Nurse Health Education England East of England	<a href="mailto:sue.hatton@hee.nhs.uk">sue.hatton@hee.nhs.uk</a>
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