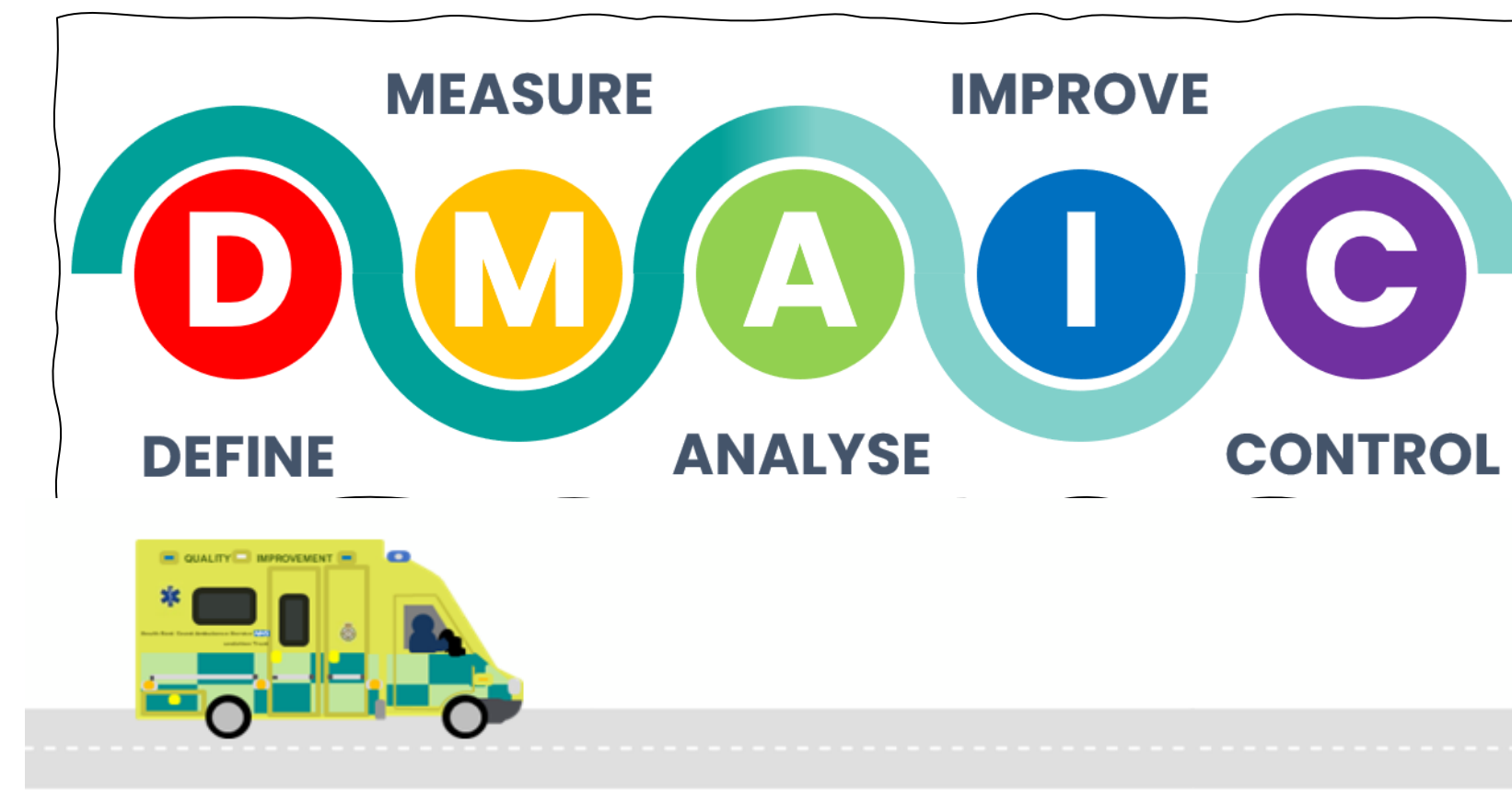# QI Project: Our Recruitment process

A QI project was commenced in August 2023 utilising the DMAIC framework. The purpose of the project is on improving the recruitment process for Emergency Medical Advisors (EMAs) and 111 Health Advisors (HAs).

MEASURE   IMPROVE

DMAIC

DEFINE   ANALYSE   CONTROL

NHS
South East Coast Ambulance Service
NHS Foundation Trust

For more information, please contact Quality.Improvement@secamb.nhs.uk

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Define

It is unclear how the current Time to Hire (TTH) metric was derived and we are not meeting our EMA and 111 HA's whole time equivalent (WTE) target. The project team is made up of colleagues from across the organisation including Recruitment, Emergency Operations Centre (EOC)/Operations, Business Intelligence (BI) and QI teams.

To date a process map of the recruitment process has been put together identifying where there are delays and inefficiencies in the process.

Stakeholder feedback was gathered from new starters, the recruitment team and line managers, with a satisfaction of

3.43 out of 10

The following problems have been established:

High volume of unsuitable candidates
High candidate dropout rate
Low application volume

The TTH metric also needs to be reviewed to ensure that the criteria for measurement is clear.

Measure

A review of data shows that we hired

Less than **25%**

of total applicants from 1st April 2022 – 31st March 2023 between 111 and 999 Handler vacancies

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Current HA	
% of applicants that apply and progress to shortlisting	75.00%
% of applicants that are shortlisted and progress to interview	56.00%
% of applicants that pass interview and had a conditional offer	52.00%
% of applicants who had a conditional offer and accepted offer	64.00%
% applicatns that accept conditional offer and pass training	70.97%
Applicants that apply and then pass training	**9.92%**

Current EMA	
% of applicants that apply and progress to shortlisting	78.00%
% of applicants that are shortlisted and progress to interview	60.00%
% of applicants that pass interview and had a conditional offer	63.00%
% of applicants who had a conditional offer and accepted offer	64.00%
% applicatns that accept conditional offer and pass training	58.65%
Applicants that apply and then pass training	**11.07%**

Analyse

We undertook a root cause analysis to identify contributary factors. Some of these are:

1 Quality of Adverts
2 Length of applications
3 Lack of Progression from call handler roles
4 Lack of enhanced TRAC training
5 DBS Issues
6 Lack of Recruitment team budget for advertising
7 Adverts on limited platforms
8 Overwhelming paperwork

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Improve

Several improvements are underway:

1 Psychometric testing
2 Open days in the 2 EOC's
3 Portal has been set up to ease uploading of right to work documentation
4 Implement revised timescales for each part of the process
5 Targeted social media campaigns
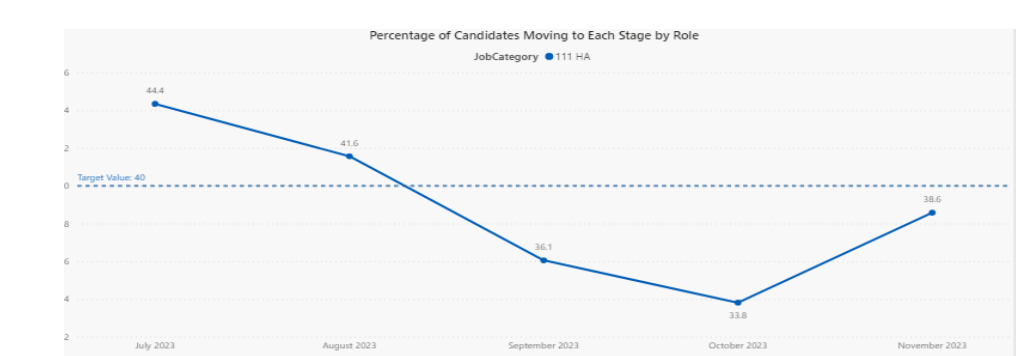6 Unique ID to link recruitment and training data.

Control

Increase in volume of applications since project start (111)
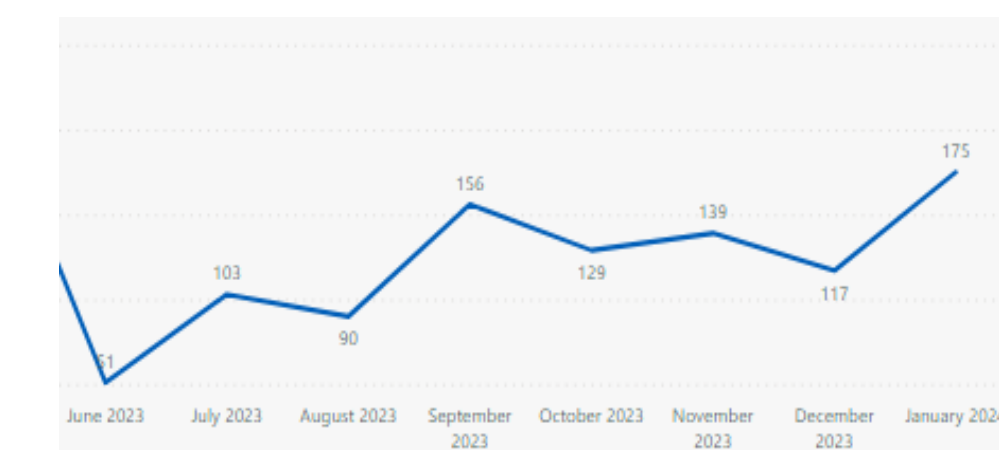
Increase in volume of applications since project start (EMA)

Conditional Offer to booked start date also shows improvement (111)

There were 209 EMA applications in January 2024 which is over a 60% increase on January 2023 figures!