Appendix A - Workforce Strategy On a Page – November 2017

Deliver a well led, capable and motivated workforce

Recruit- To attract and retain high calibre, skilled and experience staff who share our values			**Retain**- To reduce unwanted change by providing a clear workforce plan and supporting staff to deliver			**Manage Well** – to improve patient experience by ensuring staff can perform at their optimum level improving efficiency and productivity within a robust performance management process		
Resourcing	Recruitment	Equality and Diversity	Workforce Planning	Training	Behaviour	Engagement	Leadership	Support & develop
To review and expand current employment opportunities by enhanced partnership with the local community and increased opportunity and roles embedded in future workforce plans	To provide a high quality, efficient and effective recruitment service which provides a professional, high centile scoring experience to all candidates. Measured by pipeline KPI and candidate experience	To demonstrate the equality and diversity of Trust employment opportunities in response to annual WRES action plans and further staff feedback	To understand the reasons for workforce change and develop plans which deliver the Trust Strategy and reduce unwanted change	To maximise the potential of the apprenticeship levy at all levels of the organisation.	To identify and agree the behaviours related to our agreed values that expect and those that we will not tolerate.	To demonstrably improve staff engagement through proactive promotion and response to staff surveys and feedback and to provide opportunities for ideas generation and participation	To develop and launch a talent management framework with supporting development opportunities to support the current and future leadership, at all levels, of the Trust	To ensure our reward and recognition framework recognises the unique contribution from QEH staff, including a comprehensive health and well-being programme as well as support for ill health
To review the impact and influence on all elements on at least an annual basis developing at PDSA approach to Strategy implementation								

Appendix B - Refreshed Workforce Strategy On a Page – November 2018

Deliver a well led, capable and motivated workforce

Recruit- To attract and retain high calibre, skilled and experience staff who share our values			**Retain**- To reduce unwanted change by providing a clear workforce plan and supporting staff to deliver			**Manage Well –** to improve patient experience by ensuring staff can perform at their optimum level improving efficiency and productivity within a robust performance management process		
Resourcing	Recruitment	Equality and Diversity	Workforce Planning	Training	Behaviour	Engagement	Leadership	Support & develop
To review the HR department size and support to meet Model Hospital median performance and ensure appropriate HR Interventions are supported.	To provide a high quality, efficient and effective recruitment service which provides a professional, high centile scoring experience to all candidates. Measured by pipeline KPI and candidate experience	To demon-strate the equality and diversity of Trust employment opportunitie s in response to annual WRES action plans and current legislation and best practice	To review and expand current employment opportunities and roles embedded in future workforce plans and to understand the reasons for workforce change and develop plans which deliver the Trust Strategy and reduce unwanted change	To provide innovative and accessible training opportunities and methods appropriate to individual and organisation needs. To maximise the potential of the apprenticeship levy at all levels of the organisation.	To embed agreed behaviours related to our values that we expect and those that we will not tolerate.	To demonstrably improve staff engagement through proactive promotion and response to staff surveys and feedback and to provide opportunities for ideas generation and participation	To implement Evidence based leadership interventions to support key areas of identified need.	To develop and launch a talent management framework with supporting development opportunities to support the current and future leadership, at all levels, of the Trust
To review the impact and influence on all elements on at least an annual basis developing at PDSA approach to Strategy implementation								

Appendix C – Refreshed Workforce Strategy - Operational Plan deliverables November 2018

Deliver a well led, capable and motivated workforce

Recruit- To attract and retain high calibre, skilled and experience staff who share our values			**Retain**- To reduce unwanted change by providing a clear workforce plan and supporting staff to deliver			**Manage Well –** to improve patient experience by ensuring staff can perform at their optimum level improving efficiency and productivity within a robust performance management process		
Resourcing	Recruitment	Equality and Diversity	Workforce Planning	Training	Behaviour	Engagement	Leadership	Support & develop
HR Structure • Core • OH Recruitment and Retention Committee work plan and groups Audit of HR practice and KPI for case management Induction HR Newsletter	International Student Fast Track Behaviour and Values based KPI Customer Feedback	Workforce Race Equality Standard Workforce Disability Equality Standard Sexual Orientation Monitoring Standard Equality Strategy Equality and Diversity Mandatory Training Corporate Identity of Equality & Diversity	Annual submission Sustainable Workforce programme	E- Learning Innovative Statutory Mandatory training delivery Stat Man trajectories Mapping of required competences Apprenticeship Levy	Ask and Act Health and Well being – "Be Well" Raising Concerns Values Awards Culture Diagnostic	FFT and Staff Survey Feedback JSCC Partnership Working	Culture change based interventions Triumvirate Leadership Band 7 Band 6 Leadership and OD Strategy priorities Leadership & OD Committee workplan and groups	Values based appraisal – All and medical Talent Map
To review the impact and influence on all elements on at least an annual basis developing at PDSA approach to Strategy implementation								