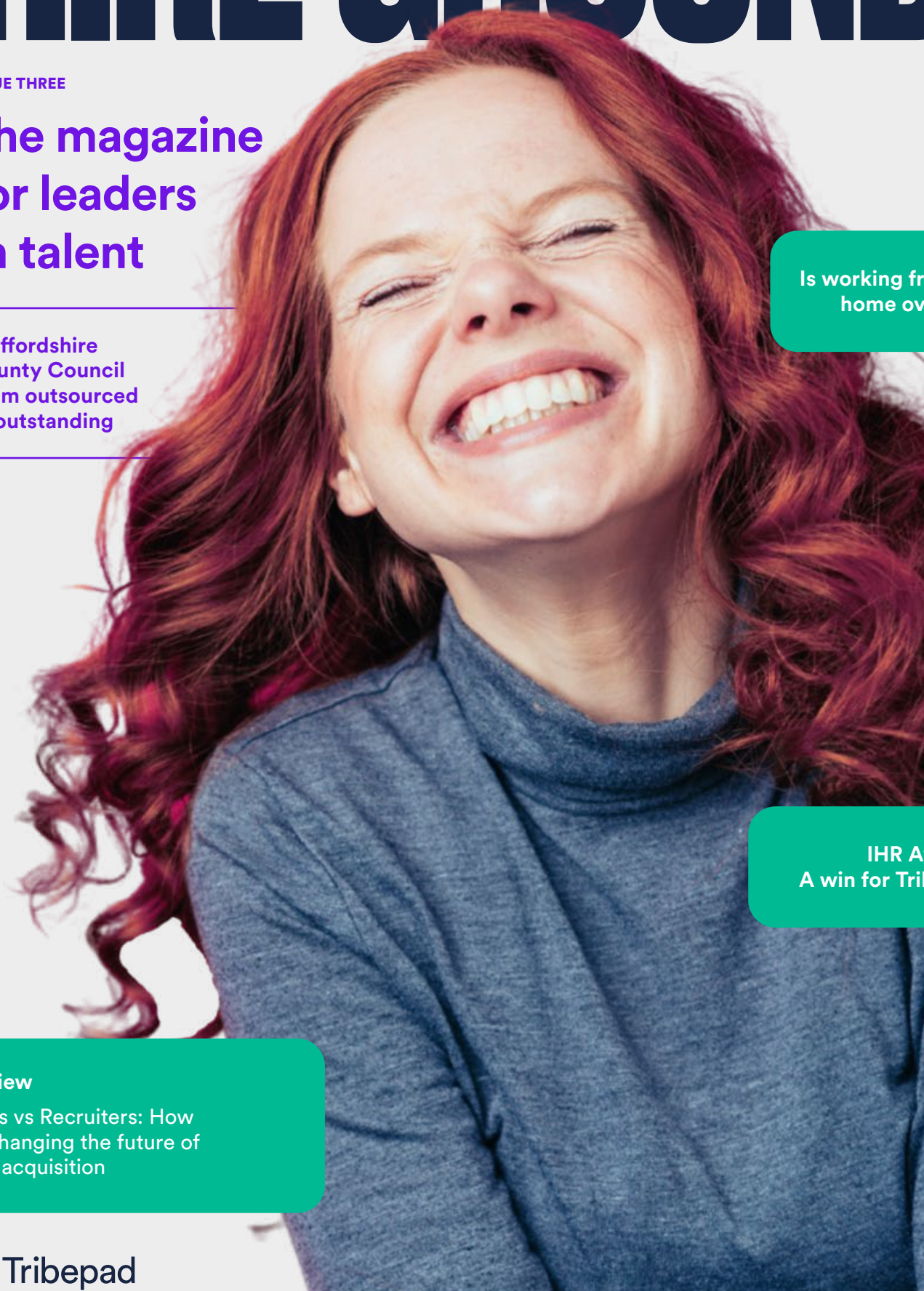


HIRE GROUND



ISSUE THREE

The magazine for leaders in talent

Staffordshire
County Council
From outsourced
to outstanding

Is working from
home over?

IHR Awards
A win for Tribepad

The View

Robots vs Recruiters: How
AI is changing the future of
talent acquisition

Introduction

Three issues in, and we've another packed Hire Ground magazine here for you. Within these pages you'll find a deep dive into pay transparency, find out how Royal Devon approach recruitment and have benefitted from working with Tribepad, the excitement of winning an In-house Recruitment Award, some opinions on working from home, and a few comments on how mistakes can spur us on to bigger and better things.

Have a read and let us know what you think!

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Government axes pay parity pilot: a backwards step for fair wages



Dean, Sadler, CEO of Tribepad

As seen in [Business Age](#)

Dean Sadler is the CEO and founder at specialist recruitment software provider Tribepad. Prior to Tribepad, after travelling the globe and working as a bus driver, Dean started a PhD in computing before joining a startup called Plusnet. He wrote the billing and CRM platform, became CIO and helped grow the business from a handful of employees to over 700, through IPO then exiting via a sale to BT. Pondering life after Plusnet, Dean was looking for a real world problem which could be addressed by technology and hit on the recruitment industry as being ripe for disruption. And so Tribepad was born.

On International Women's Day, 8 March 2022, the Government Equalities Office launched an ambitious pilot project on pay transparency aimed at dismantling barriers for women in the workplace. This initiative was designed to address a persistent issue: women frequently enter employment on

lower salaries than men, a disparity that tends to persist and worsen over time as salary history is used as a benchmark for new roles. According to a study by the [Fawcett Society](#), 58% of women believe they have received lower salary offers because they were asked about their salary history during the recruitment process.

The Government's pilot sought to mitigate this problem by requiring participating employers to list salary details on job adverts and refrain from asking applicants about their salary history. This approach was based on robust evidence indicating that such practices provide a more equitable platform for women to negotiate their pay. When the pilot was announced, the Government stated, *"Evidence shows listing a salary range on a job advert and not asking applicants to disclose salary history provides a firm footing for women to negotiate pay on a fairer basis."*



Former Minister for Women, Baroness Stedman-Scott, emphasized the importance of this initiative, noting, *“The UK can only grasp its full potential by championing its brightest and best, and ensuring everyone, regardless of their background, has the opportunity to succeed. We believe that increased pay transparency will build on positive evidence of the role information can play when it comes to empowering women in the workplace. It is essential that we keep women at the forefront of the levelling up agenda as we recover from the pandemic and rebuild together.”*

As recently as 6 March 2024, the current Minister for Women reaffirmed the Government’s commitment to the pilot. Testifying before the Women and Equalities Committee on the impact of the rising cost of living on women, she highlighted the significance of the pilot, stating, *“One of the things we are doing is a pay transparency pilot, because it also disadvantages women when pay bands are not advertised and they have to go in to negotiate what they think might be on offer—and men tend to be much better at that.”*

Despite this strong backing and the clear benefits of the initiative, the Government has now announced that it is abandoning the pay transparency pilot. In a letter to the Chair of the Committee, which has been made public, the Minister explains, *“Following careful thought, the Minister for Women and Equalities has paused work on the Pay Transparency Pilot.”*

A recent [workingmums.co.uk](https://www.workingmums.co.uk) poll of over 500 mums on pay transparency shows the majority of mums (74%) would avoid applying for a job where no pay is stated and nearly a quarter (22%) are put off applying if a pay range, rather than a specific salary.

The decision to halt the pilot is profoundly disappointing. It signals a retreat from a proactive stance on gender pay equity at a time when such measures are critically needed. The pilot represented a tangible step towards addressing systemic pay disparities that disadvantage women. By requiring salary details to be transparent in job adverts and eliminating the practice of basing salary offers on previous pay, the pilot could have set a new standard for fair pay practices across the UK.

This abandonment is not just a setback for women but for the broader goal of achieving a fair and equitable workplace. Pay transparency is a proven mechanism to empower women, reduce the gender pay gap, and promote equality. The Government’s reversal undermines these goals and raises questions about its commitment to tackling gender-based economic disparities.

While the Government has not explicitly detailed the “potential implications” behind its decision, one can speculate that, given the recent challenges in controlling inflation, the concerns may be related to potential wage inflation. The fear might be that



salary transparency and the removal of salary history from negotiations could drive up starting salaries, leading to higher overall wage costs. Employers might worry that such transparency would necessitate offering higher starting salaries to attract top talent, subsequently driving up wage costs across the board. This concern, while understandable from a financial perspective, overlooks the broader benefits of fostering a fair and equitable job market where all candidates have the opportunity to be compensated fairly for their skills and contributions, irrespective of gender or previous salary history.

Regardless, employers who truly value Equity, Diversity and Inclusion (ED&I) can take independent action to uphold these principles within their organisations. Employers can voluntarily implement pay transparency by clearly listing salary ranges in job advertisements and ensuring that salary negotiations do not rely on candidates' previous pay history. This proactive stance can help mitigate pay disparities and foster a fairer recruitment process. Additionally, employers can conduct regular pay audits to identify and address any inequities, ensuring that compensation practices are both equitable and transparent. By taking these steps, employers can continue to champion ED&I, demonstrating their commitment to creating an inclusive workplace where all employees are valued and compensated fairly.

That's why we're committed to making recruitment fairer, faster and better for everyone. In-house recruitment teams should reflect on their practices by asking several critical questions to ensure they are promoting equity and fairness.

- Are our current recruitment and salary negotiation practices perpetuating pay disparities?
- How can we integrate salary transparency into our job postings to ensure fairer negotiations?
- What steps can we take to eliminate bias in our hiring processes, especially regarding salary history?
- Are we conducting regular pay equity audits to identify and address disparities?
- How can we create a more inclusive hiring process that supports diverse candidates?

By addressing these questions, in-house recruitment teams can proactively advance DE&I within their organizations and promote a more equitable workplace.

You wouldn't put items in your supermarket basket or get on a train without knowing what the cost is. So why do we allow companies to not put a price on things? The very act of applying for a role costs the candidate time, effort and money - irrespective of gender. In fact, the only places where price isn't shown is in the luxury goods stores - and applying for, or having a job, shouldn't be seen as a luxury. Until everyone knows the price of things - including work - the most vulnerable in society will continue to be on the back foot.

It is crucial to advocate for continued progress. The abandonment of this pilot must not mean the end of efforts towards pay transparency. Employers, policymakers, and advocates must continue to push for measures that promote fairness and equity in the workplace. Only through persistent and collective action can we ensure that all individuals, regardless of gender, have the opportunity to succeed and be compensated fairly for their contributions.

Is working from home over?

As published in [TechRound](#)

We're seeing an increasing raft of return to work mandates. The pandemic saw a shift in how we work and where we work, with remote working and online calls becoming the norm. But more and more companies, including [Boots, Deutsche Bank and the Civil Service](#) are now demanding employees are in office four or five days a week, citing team relationships, productivity and efficiency as the reason.

Not everyone is happy. Flexible working has been a game changer for parents or those with caring responsibilities. It's opened up opportunities for people living outside of the big cities. And it's saved on commuting costs, and even home costs, with people moving away from expensive places like London to cheaper places to live.

But what is best for business? Could implementing a strict return to work policy actually see companies losing out on the best talent? A recent study by [Great Place To Work](#) indicates that enforcing return-to-office mandates and limiting employees' choice of work location may adversely affect businesses. The report, based on a survey of 4,400 US workers, highlights a strong correlation between flexible work locations and positive employee experiences. A [prominent study](#) that monitored over 60,000 Microsoft employees during the first half of 2020 revealed that remote work led to a 10% increase in productivity and output - although sadly this is because of putting in more hours.

Where big companies go others tend to follow – but they don't have to. Entrepreneurial and innovative companies who want to win out in the long term can start to forge their own path. Organisations need to think about their own workforce and who they want to attract. They need to look within and ask what is truly necessary, and if they're just returning to the way things were

because it's what they know. When recruiting, consider your target audience and what they want - and whatever you do, don't lure them in under false promises.

According to the [Salary, Security and Purpose report](#), where we asked 2000 people their views on jobs market in the financial crisis and what they are hoping for, a quarter (26%) are concerned about losing flexibility to work from home, rising to a third (33%) of 25-34 year olds.

We asked them what they would want from a job. The responses were split with 56% say a hybrid role is of high appeal, vs 51% saying office is. Those who are in the early or middle stages of their career and who are more likely to have families in the 25-44 year old age group are most likely to want hybrid/home at 67%, vs only 37% of those over 55. Many innovative companies base their success not on location, but skills and creativity of their staff – which is easier to harness when you can cast the geographical net wider. It's great to have people in the same room to build relationships, but some of the best work can be done asynchronously for efficiency, or when people are at their best and most energetic.

Meeting in the middle seems to be a smart answer. Hybrid working works because it is indeed the best of both worlds, and takes into account working preferences and the needs of the business. At Tribepad we love getting together for a natter and some drinks, but also recognise people have lives and a career is an aspect of that, and we want to ensure they can flourish in all areas of their lives.



Dean, Sadler, CEO of Tribepad



Editor's Question

Mistakes. We've all made them. Sometimes they can be brushed under the carpet, a minor inconvenience, others are embarrassing 'ground swallow me up' moments, and some have a big impact.

What has been your biggest failure during your career and how has it helped you succeed?

This editor's question in [Intelligent CXO](#) got us thinking about how sometimes the lows can transform into highs. What mistakes have you made and how have they got you to where you are now? Let us know!

Dean Sadler, CEO of Tribepad shared his:

It was 9:15am on June 16, 2000, and I was working at Plusnet, where I began my career. Someone in customer support asked me to do something quickly as I was dropping into the office for 15 minutes. It was my 30th birthday and had plans to go out for the day with my future wife.

Best laid plans, but eight hours later I'm still in the office fixing the problems I caused with a missing where clause in an SQL statement. I had managed to change the password for over 450,000 customers in less than two seconds. And of course, within a minute the phone system went nuts as people couldn't connect to the Internet until I restored a previous backup of that table. It caused huge problems for customers who couldn't work or play at home, for businesses who used Plusnet to operate effectively and for Plusnet who prided

themselves on great customer service – and were failing to deliver. All because of me.

The following day I started to automate the entire backend platform so that I would never have to write an SQL statement again and that's how Plusnet became one of the most automated ISPs in the UK at the time. It's something that I insisted on at Tribepad, and we pride ourselves on having efficient and effective technology that delivers against business objectives.

So, what did I learn? Firstly, to check and check again when creating code or systems that impact other people. Diligence is key in all industries, and especially in any sector that is customer facing and affects real people with real issues. Secondly, to document the process so it's easy to go back and find out where there have been issues. As well as this, it was clear to me the value that comes from automation and writing programmes that reduce friction, leave minimal room for error and how this can be so powerful for businesses and the people they serve. Which is what we do at Tribepad and have seen its benefits for staff, customers and their clients.

It might have been my worst birthday ever, but she still married me, and it set me and the business up for success, so there are silver linings all round. I now try not to work on my birthday. It's better for the soul.



Robots vs Recruiters: How AI is changing the future of talent acquisition

The impact of AI in recruitment: Sven Elbert weighs into the AI conversation

AI is recruiters' superhero cape, but with great power comes great responsibility. We spoke to Industry Leading Analyst Sven Elbert to discuss the impact of AI in recruitment, demystify the hype, and help organisations understand how to integrate AI into their own hiring processes in an ethical, sustainable way that's good for everyone.

Recruitment is no stranger to the technology hype cycle. Blockchain. 5G. Internet of Things. And now, AI. But with the **AI recruitment market valued at \$630.5 million in 2022** and projected to grow to \$839.5 million by 2028, it's obvious AI is going to shake things up.

But there's a huge amount of noise out there. How will AI impact recruitment, exactly? Is AI coming for recruiters' jobs? How is AI already changing hiring?

And most important, how can talent teams ensure they're preparing for these changes in a sensitive, ethical way that's good for everyone?

Tribepad's Neil chatted to Industry Leading Analyst, Sven Elbert, to answer these questions. Ready to demystify AI in recruitment? Read on for key takeaways from the session. Or dive into more detail by [watching the fifth episode of The View](#).

Will AI replace recruiters?

AI in recruitment is poised for explosion

Sven shares some recent research into how recruiters are engaging with AI at the moment:

- 34% of organisations are exploring how they could use AI
- 40% of organisations have started their AI journey
- 8% of organisations are using AI in an advanced way

These figures show the appetite for AI in recruitment is certainly there, but maturity is still low.

Sven likens AI to an enthusiastic new intern that's great at sorting files but needs the team around and above them to understand the bigger picture. AI can't function without recruiters: it's a tool, like any other tool you use. He expands:

"AI is great at tasks like sifting through resumes and scheduling interviews, but it hasn't mastered the art of the firm handshake; the smile you deliver as you seal a contract. Recruitment is a human-to-human interaction."

In other words, AI has loads of value handling the boring, manual, administrative bits you probably don't enjoy anyway. Which frees your time to focus on the strategic, people-to-people bits that probably attracted you to recruitment in the first place.

AI can help you get out of your own way, to be more productive, efficient, and faster—so you can add more value doing what you enjoy most.

In essence, AI is great at tasks that are repetitive, predictable, and involve navigating large datasets. That's the stuff you probably don't want to be wasting time on anyway.

Using AI in recruitment: examples

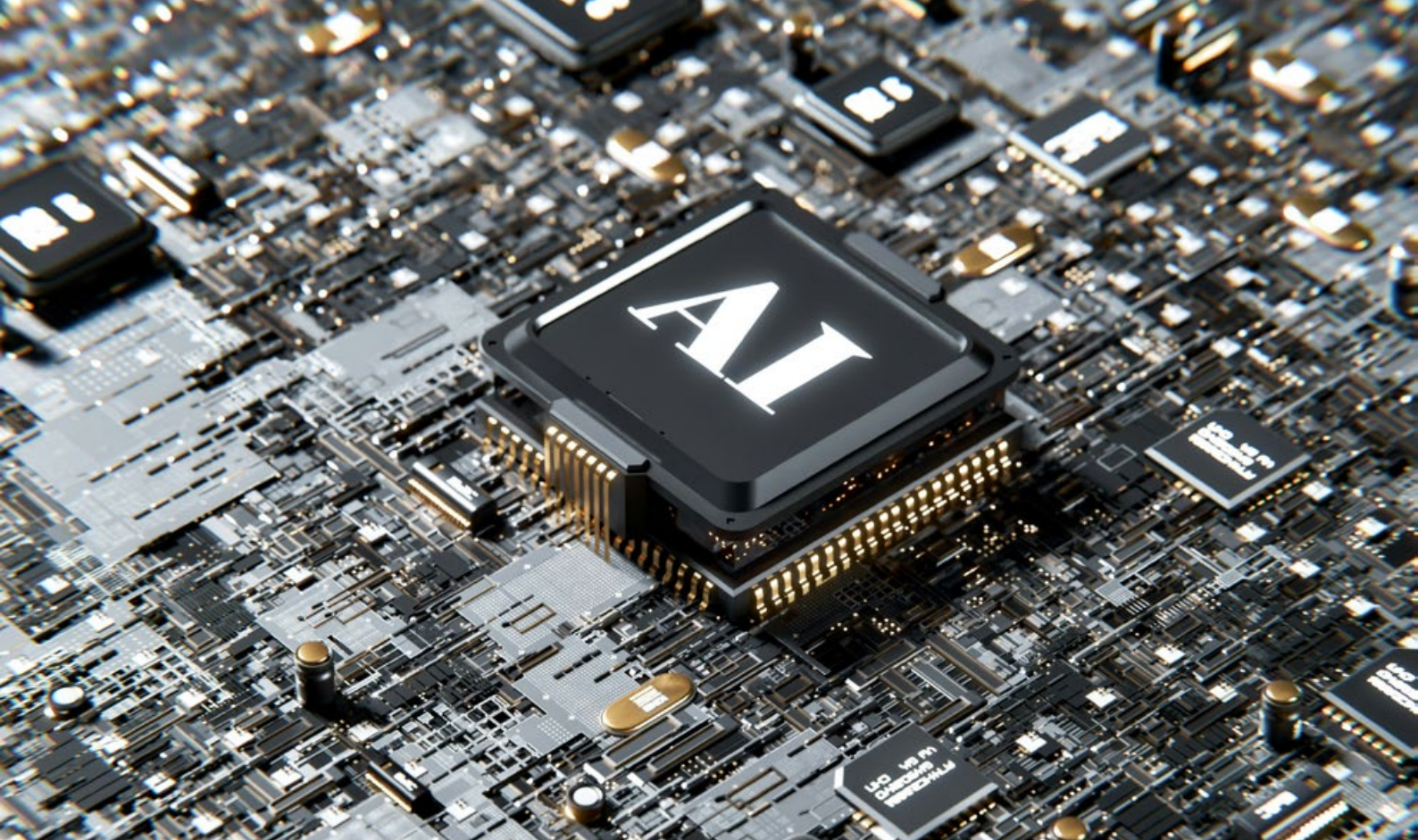
- Parsing CVs
- Sorting, scoring, ranking CVs against set criteria
- Searching and suggesting CVs from your database
- Writing and posting job adverts
- Identifying possible candidates who haven't applied
- Predicting job success by analysing various datasets
- Scheduling interviews
- Transcribing and analysing video interviews
- Recommending personalised jobs to candidates
- Keeping candidates informed
- Answering some of candidates' and managers' questions
- Automating recruitment workflows
- Surfacing data from recruitment reports
- ... and so on

Recruiters are great at tasks that are personalised, unpredictable, and creative:

- Defining role requirements
- Setting assessment criteria
- Developing recruitment strategy
- **Designing an authentic EVP**
- **Developing your employer brand**
- Adding **creative flair to job adverts**
- Developing on-brand ideas for careers content
- Coaching candidates to prepare for interview
- Evaluating candidates person-to-person
- Comparing multiple candidates who are an 'on paper' fit
- Handling challenging questions from candidates and managers
- Spotting **outside-the-box talent pools** based on market knowledge
- Supporting, inspiring, and building rapport with candidates
- **Managing relationships with managers**
- Interpreting the **significance of recruitment reports**
- ... and so on.

There's understandably a lot of anxiety about how AI could impact recruitment. And this evolving tech certainly will ring the changes.

But look at the verbs on this list and take heart. AI can parse; sort; search; transcribe; automate. But recruiters define; determine; develop; interpret; inspire.



For most recruiters, that's much more aligned with the work you want to be doing. Do you prefer scheduling interviews, or coaching candidates to help them shine?

If AI can help us get better at joining the dots between data, recruiters are the ones creating those dots. As Sven succinctly summarises: "Is AI coming for our jobs? I would say yes. But only in a good way".

How could AI impact jobseekers and candidates?

AI isn't only changing how recruiters recruit. It's also having a big impact on how jobseekers and candidates find their next role.

Neil asked a roomful of recruiters recently whether they'd seen candidates applying with help from AI, and everyone raised their hand.

Tools like [LazyApply](#) are totally transforming how candidates apply for jobs — using AI to automatically apply for 1000's of jobs with a single click. With advanced algorithms to avoid detection from job boards and recruitment platforms.

AI is making recruitment feel a little like a cat-and-mouse game. Jobseekers are racing to accelerate,

automate, and streamline the jobseeking process, while recruiters race to protect the integrity of assessment and screening, so you can trust you're still getting the best candidate for the job.

This tension risks recruitment becoming adversarial, but that's not the best outcome for anyone. At its best, recruitment is collaborative: we're all on the same side. Jobseekers want to find a great-fit role where they thrive; recruiters want to find great-fit new hires that thrive.

John Lewis is a great recent example of this attitude 🙌. They recently announced they'll be posting their interview questions for every role online with a view to helping candidates put their best foot forwards.

The beauty of this isn't just that it helps candidates. It also helps recruiters go deeper at interview with more probing questions that uncover greater depth and nuance about candidates than simply how well they interview.

We see a lot of panic about AI in recruitment — understandable, since it's still such early days for the technology. Change always brings more operational and strategic challenges than business-as-usual.

But we believe AI stands to benefit everyone, making the recruitment process fairer, faster, and better for recruiters and jobseekers alike.

To realise the true power of AI in recruitment, though, there needs to be some deep consideration into how these tools are developed and impact processes. And that's not always happening.

Ethical AI development is a must

AI developments are coming thick and fast. Seemingly every HR tech provider is racing to keep up with Silicon Valley's huge swathes of investment into AI recruitment tools.

Sven says his conversations with vendors steer onto AI within a couple of minutes, if that. He's besieged.

That's not to say many of these tools aren't brilliant – Sven talks about “huge potential” in the AI recruitment market at the moment. But it's critical for organisations not to get swept up in the hype.

For instance, Sven shares recent research that says 30% of recruiters using AI for recruitment haven't considered the ethical implications and how AI might impact bias. That's an astounding admission.

As you embark on this exciting journey, it's critical to challenge your vendors to ensure you really understand that how your recruitment tools use AI.

Some pointers to integrating AI in the recruitment process:

Transparency. AI can't be a black box. Make sure you understand why and how the algorithm draws its conclusions about candidates. Recruiters must make final decisions, not an algorithm.

Safeguards. Ask your vendors what safeguards they've got to make sure AI remains a positive for everyone. Do they have tests to see how the AI acts and reacts to different situations, for example?

Regulation. Regulation of AI hasn't yet caught up with development. Sensible organisations will ensure they're built compliance architecture around AI before leaping ahead with AI tools, to keep everyone safe.

Escalation. AI doesn't replace humans, it supplements them (louder for those in the back.) To that end, processes using AI should have a clear escalation chain ending with human interaction. For example, AI chatbots must escalate to a recruiter where it can't answer a question with 100% certainty.

AI is going to be a wild ride. To make sure you can enjoy the journey, it's important to move forwards with caution.

AI is recruiters' superhero cape – but don't it wisely

It's an explosive time for AI in recruitment, but the industry is still finding its feet. AI has enormous potential to make hiring more effective and more enjoyable for everyone — faster; fairer; less faffy; more human.

But there are also undeniable challenges here that need careful thought and consideration.

We're as excited as anyone about the power of AI. Like many other providers, there's lots of AI development on our roadmap. But we're also acutely aware of the need for sensible, ethical investigation, to make sure AI changes recruitment for the better for everyone.

[Watch this episode of the view here](#)



CASE STUDY

Staffordshire County Council

From outsourced to outstanding

“I’ve deployed a few recruitment systems over the years, and Tribepad has certainly been the best I’ve worked with. Without a shadow of a doubt. It’s not only a new system but a totally new way of working. Recruitment has now become a key pillar for Staffordshire County Council’s successes: the whole culture around recruitment has shifted massively.”

Jason Gracey, Strategic Resourcing Manager, Staffordshire County Council

Context

Staffordshire County Council has heaps to offer. The organisation’s 5,000 employees enjoy a career packed with pride and purpose, making a real difference to people’s lives across the county. But coming out of COVID, Strategic Resourcing Manager Jason Gracey and his team realised they needed to do more to compete for ever-harder-to-hire talent. Or they simply wouldn’t attract the people they needed to keep delivering great services for their communities.

Over the past 18 months, the council has transitioned from outsourcing recruitment to develop a thriving in-house function that partners with and supports managers and senior

stakeholders across the organisation. Tribepad has been the foundation, bringing visibility, consistency, speed, and simplicity to the recruitment process.

Before

In the process of transitioning from outsourced to in-house recruitment, Staffordshire County Council was struggling with inconsistent processes, snowballing workloads, and a sub-par candidate experience that didn’t do them justice.

Managers were losing hours on inefficient, repetitive processes and juggling overlapping systems and spreadsheets.

Candidates were frustrated by a messy, patchy journey with different third parties, with no consistent communication.

Leaders were asking for insights that recruitment just didn't have, because they lacked data to prove and improve ROI.

The council is fiercely proud of the work they do to serve Staffordshire and they're a brilliant, passionate, dedicated team. But without the right tools, their recruitment function was letting them down. The (limited) stats they had told the story:

- Application volume was too low and falling - 7.6 average applications per role.
- 43% of candidates weren't completing applications after starting.
- Anecdotal feedback from candidates was poor.
- After the pandemic, it was clear something had to give or the council wouldn't be able to compete for talent, and their constituents would be the ones who suffered. That's where Tribepad came in.

Now

Since implementing Tribepad:

- Time-to-hire has decreased 30% from 46 to 32 days.
- Application volume has increased by 113%.
- Applications-per-role have increased by 130%, from 7.6 to 17.5.
- Application completion rate has increased by 18%.
- Fill rate has doubled year-on-year.
- Offer rate has doubled year-on-year.

And most importantly candidate satisfaction has risen to 8.5/10 and new hire NPS has reached an impressive 78 (not bad, on a scale of -100 to +100). Happier candidates, happier hiring managers, and happier constituents.

One of the biggest downsides of outsourcing recruitment is a lack of visibility. The council wanted to improve their recruitment function but they didn't have data, so they didn't know where to start. When Jason joined Staffordshire County Council after many years in the private sector, he knew that needed to change. Or the council couldn't.

Using Tribepad Insights and a handy data visualisation integration, the team can now pull up sophisticated data instantly using simple graphs, like:

- Applicant breakdown by gender, ethnicity, age, religion, disability and sexual orientation.
- Application metrics like total volume, applications over time, application volume by job category, and application conversion.
- Recruiting metrics like advert volume, positions by grade and year, and positions as % of total workforce.
- Efficiency metrics like time-to-hire, time-to-hire by recruitment stage, and source of hire.
- Campaign metrics like views, open rate, click-through rate, cost-per-click, engagement rate, and ROI.

Thanks to Tribepad, the team now have bird's eye insights into their whole recruitment funnel – so they can see where to improve and where to double-down. This has been instrumental in boosting recruitment's visibility and credibility across the organisation, making it easy to show off achievements to the C-suite.

Results

The results speak for themselves. Fill rate and offer rates have doubled year on year, with lots of fabulous feedback, a brand boost for candidates and positive internal PR. The resourcing team has grown to nine people full time and there is now more time to focus on the brand ambassador programme. Time to hire is down by nearly a third, applications are up, and there has been a ripple effect to social media following and engagement. Outsourced to outstanding.



Tribepad Masterclass Episode 4:

Insights from Hannah Foster

Chief People Officer at Royal Devon University Healthcare NHS Foundation Trust

Tribepad Masterclasses are designed to bring you insights from great leaders making a difference. In this episode Neil Armstrong interviews Hannah Foster, the Chief People Officer at Royal Devon University Healthcare NHS Foundation Trust. Hannah shares her experiences and insights into the challenges and opportunities within the NHS, particularly in terms of recruitment, digital transformation, and organizational culture.

Hannah has a diverse background, having worked in various sectors and for companies such as Flybe, Church of England, and Pearson and sees this as a strength, knowing that the principles of customer experience and digital transformation are applicable across different industries. Her career transition to the NHS was driven by a sense of public service and a desire to bring her wide-ranging expertise to a challenging environment.

Reflecting on her move, Hannah says, *“I’ve always been in public service. I do feel a sense of vocation. I do believe in public good. I know I came here with that intent.”*

Challenges and opportunities

The NHS is one of the largest employers in the world, with Royal Devon alone employing around 50,000 people across numerous sites. With this

comes the complexity of managing such a vast and diverse workforce, especially in a geographically challenging area like Devon. The vast distances in the rural south west, means that the importance of digital transformation and the integration of electronic patient records to improve efficiency and patient care can’t be overestimated.

Recruitment and retention strategies

With such a large recruitment need, and various challenges arising, Hannah has had to implement a number of innovative approaches to getting the best people in the door - and keeping them. These include targeted marketing, direct recruitment efforts, and the use of digital tools to attract talent. The organisation also focuses on providing comprehensive support to new hires, including international recruits, to ensure they feel welcomed and supported.

She mentions:

“We have undertaken lots of projects including dedicated affiliate marketing, looking into the private sector, and building relationships with people who might be future candidates. Really it was about nurturing candidates and selling a role.”

NHS Long-Term Workforce Plan

The NHS long-term workforce plan focuses on three core areas — training, retaining, and reforming — with 2.4 billion pounds worth of investment committed over 5 years, underscoring the NHS's commitment to addressing its workforce challenges comprehensively. Hannah highlights the importance of each area and the need for a balanced approach, underscoring the significance of the People Promise. Royal Devon use this as their EVP and have a proactive cultural development roadmap that includes broad topics like wellbeing, employee experience, inclusion, and patient safety, to outline how the people team will deliver the promise to the workforce.

As Hannah puts it, *“the long term workforce plan just does not work if we don't retain better. That's your bread and butter.”*

Some of the most important elements to boost retention have been providing holistic wellbeing support; providing long-term career development support; reducing admin so clinical staff can focus on clinical tasks and using better technology that's attractive for the general population.

Hannah points out:

“Half our hires in the past year aren't from the NHS, but from the general population. You're not designing recruitment technology for people who are used to the NHS, but for the 16-year-olds coming out of college.”

Staff wellbeing is a top priority for Hannah, particularly in high-stress environments. The focus is on creating a supportive culture where staff feel valued and are encouraged to speak out about their experiences and challenges. For all organisations it's important, but in the NHS ensuring that staff have the resources and support they need is essential for maintaining high standards of care and operational efficiency.

Technology and digital transformation

Hannah points out that technology plays a crucial role in the NHS's future, especially in improving efficiency and reducing paperwork. But this comes with the challenges of integrating various digital systems and the importance of interoperability.

The recruitment strategy is designed to be proactive, ensuring a steady pipeline of candidates. This approach has helped Royal Devon attract high-quality hires, even in high-risk areas where recruitment is typically challenging.

Importance of international hiring

International recruitment is crucial for the NHS, but it comes with ethical considerations and the need to support a diverse workforce. Hannah explains how Royal Devon balances international hires with local training programs to build a sustainable workforce.

“It's critical not to deplete the developing world's healthcare workforce, that's not moral. Plus there are social mobility and inclusion considerations from a UK perspective. Devon has some areas of huge coastal deprivation, so we should look at developing employment here to benefit people in the area.. Historically, you'd often focus on one geography and we'd hire a cohort of people together who have the same cultural heritage. What's happening lately is we'll get a very diverse cohort from four or five countries, so there's a whole intercultural understanding piece needed to help people feel welcome and understood.”

The organisation has also implemented various support systems to help international employees integrate into the community, and the organisation has more diversity than the local population.



The goal is to create a seamless flow of information that enhances patient care and operational efficiency. The integration of digital systems is critical for managing the NHS's extensive and complex operations.

"How as a people function can we work smarter, because we cannot do any more to work harder?, Hannah asks. Investing into the right technology will be one critical piece of the puzzle. As Hannah puts it: "The technology question is massive, both in the clinical area and in the enabling functions area. There's lots of inappropriate segregation and siloes and lack of operability with ESR, for example. It's a big steam ship to turn around but it needs to happen."

To meet their long term workforce plan, Royal Devon are pioneering on digital transformation. In fact, we couldn't be prouder that they've become the first trust in the country to break the mould and use Tribepad for their end-to-end recruitment.

Recruiting for the NHS brings challenges – we all know that. But many trusts are making brilliant progress to modernise and transform their hiring, often overcoming huge hurdles to do so. It's progress like this, from the brilliant, committed, passionate people we see working so hard within healthcare, that should make us all feel hopeful about the future of our most important public services.

A win for Tribepad

We're delighted that we've won the In-house Recruitment Supplier Award for ATS for Enterprises (1000+ employees). This accolade celebrates Tribepad's commitment to revolutionising recruitment processes with our innovative software solutions, leading to measurable improvements in hiring practices.

Founded in 2008, Tribepad has made significant strides in enhancing the recruitment experience for enterprises of all sizes, helping organisations like Tesco, the NHS, and Subway achieve efficient, bias-free hiring practices. This award recognises Tribepad's impact on the industry, marking them as a top provider in enterprise-level Applicant Tracking Systems (ATS).

Dean Sadler, CEO of Tribepad says: *"The right job is life changing. That's why recruitment matters: for people, for business, for progress. And it's why Tribepad do what we do. We believe the right tech is a springboard for recruitment that's a true force for good. We use software to empower people finders to free their potential, remove barriers, and improve experiences – to hire the right people into the right jobs where they'll thrive. We're not just tech vendors. We're allies, advocates, and change-makers for the UK in-house recruitment industry and people who want to do hiring differently."*

The IHR Supplier Awards rigorously assess organisations and solutions on the effectiveness of technological solutions in addressing key industry challenges. Tribepad focus on faster and fairer recruitment that minimises bias, leaves hiring managers and candidates feeling empowered, and is easy to use and friction free, with inclusive and accessible processes. Tribepad stood out for its comprehensive ATS platform, Tribepad Pro, which integrates ATS, Customer Relationship Management, Video Interviewing, and Onboarding into a seamless hub that simplifies and enhances recruitment operations.

Key achievements Include:

- 92% increase in application volume for Well Pharmacy, demonstrating improved candidate attraction.
- 47% decrease in cost per application (CPA) for Compass Group, enhancing recruitment cost-efficiency.
- Reduction in time-to-hire by 30% at Staffordshire County Council, streamlining their recruitment process.
- Improved diversity by 44% at Milton Keynes Council, highlighting significant enhancements in inclusivity.

The IHR Supplier Awards judging panel said: *"Tribepad clearly demonstrates and understands the challenges enterprise businesses are trying to solve, and the ways they help to break down the barriers to these problems. The organisation makes a real difference to enterprise recruitment teams, not just through improved metrics and insights, but by helping improve internal perception of the hiring process. Tribepad's recruitment platform makes a true impact on both enterprise recruitment, and their customers' ability to positively influence ED&I in their business."*

Tribepad's success is also backed by substantial client satisfaction and technological ease of use, ensuring that enterprises can manage recruitment with unparalleled efficiency and flexibility. The award further highlights Tribepad's role in supporting the NHS's COVID vaccination recruitment program, which earned them a UK Business Hero award.

This award comes as a testament to Tribepad's philosophy of 'people first, product second, profit third,' reflecting our commitment to ethical business practices and social responsibility, including our work towards BCorp certification and various environmental initiatives.



News round-up

Associate at US bank said to die after working 120 hour weeks

[Read more >](#)

A US banker has died with claims that he was working 120 hour weeks. It raises questions around the importance of looking at your resourcing levels and when it's time to hire extra staff to meet the needs of your business.

Limited progress on racial diversity

[Read more >](#)

According to comparison website Windö, limited progress has been made on race-related equality, diversity and inclusion (ED&I) targets as the four-year anniversary of George Floyd's murder approaches. Only 18 out of 500 global companies have made significant improvements in Black workforce representation, falling short of the ED&I commitments made by company leaders. It's crucial that organisations put in steps to meet their policies and commitments, walking the talk.

AI is changing recruitment

[Read more >](#)

Ninety-six percent of HR leaders say AI will have a positive impact on talent recruitment and retention, according to Zippia, and data from LinkedIn shows 65% of recruiters are already utilizing the technology. Exclusive research from EBN found that 12% of employers plan to implement AI tools to support hiring strategies over the next 12-18 months. How are you using AI?

Are Generation Z lazy or just misunderstood?

[Read more >](#)

As Gen Z enters the workforce, companies are having to adapt their recruitment and retention strategies. We saw from our Salary, Security & Purpose report that they want different benefits and expect different hiring practices. How are you focusing on the next generation of staff?

Menopause in the workplace

[Read more >](#)

A recent study has revealed that nearly 7 in 10 (69%) percent of menopausal women in the UK encounter discrimination in their workplaces. This comes alongside findings that nearly eight out of 10 menopausal women are currently employed, according to the Faculty of Occupational Medicine. Don't push out great workers because they enter a new phase of their life

Should you be paid less if work from home?

[Read more >](#)

A new report has found that during the first quarter of 2024 — compared with the last quarter of 2023 — in-person roles increased about 7%, to account for 89% of high-paying jobs. The study also found that remote work availability dropped 33%, with just 9% of six-figure career opportunities offering it, and the percentage of high-paying roles in excess of \$100,000 available on a hybrid basis fell by 40%.



Dates for your diary

22nd - 24th October 2024

LGA Annual Conference and Exhibition
Harrogate

7th November 2024

Bristol Live Exhibition
Bristol

12th - 13th November 2024

SPDS Annual Conference
St Andrews

27th November 2024

IHR Awards
London

25th February 2025

In-House Recruitment Expo
Excel Centre London

Dean's view:

"Where big companies go others tend to follow – but they don't have to. Entrepreneurial and innovative companies who want to win out in the long term can start to forge their own path. Organisations need to think about their own workforce and who they want to attract. According to the Salary, Security and Purpose report, where we asked 2000 people their views on the jobs market in the financial crisis and what they are hoping for, a quarter (26%) are concerned about losing flexibility to work from home, rising to 33% of 25-34 year olds.

"56% say a hybrid role is of high appeal, vs 51% saying office is. 25-44 year olds are most likely to want hybrid/home at 67%, vs only 37% of 55+. Many tech companies base their success not on location, but skills and creativity of their staff – which is easier to harness when can cast the geographical net wider. It's great to have people in the same room to build relationships, but some of the best work can be done asynchronously for efficiency, or when people are at their best and most energetic.

"Hybrid working works because it is indeed the best of both worlds, and takes into account working preferences and the needs of the business. At Tribepad we love getting together for a natter and some drinks, but also recognise people have lives and a career is on aspect of that, and we want to ensure they can flourish in all areas of their lives."

We don't bite, honest.

How about a chat?

Learn how Tribepad
can help your business
transform recruitment

[Book a discovery call](#)