

King Edward's Hospital Fund for London
Hospital Administrative Staff College

Report on the Recruitment of School Leavers into
Administrative Posts and their Deployment for
Training Purposes

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I N T R O D U C T I O N

This survey originated from tutorial discussions at the Hospital Administrative Staff College, at a time when we were concerned with the difficulty experienced by hospital authorities in recruiting grammar school leavers in the London area. It was decided to seek information about the problem from the Regional Training Officers, and at the same time ask how these young recruits were deployed during the first couple of years of their careers. In some cases the Regional Training Officers mentioned methods that had been developed by particular Hospital Management Committees in their regions, which were followed up by direct requests for further details. A complete list of all officers and their authorities who replied is appended, and the College is very grateful to them for their trouble and co-operation in providing such useful and lengthy information; many sent copies of brochures and other publicity material (a total weight of 2½ lbs. of paper was received).

Naturally, many of the practices and methods described were common to several authorities, and these are summarised under a 'General' heading. The rest of the report deals with methods that are perhaps more out-of-the-ordinary, and which, it is hoped, will provide valuable food for thought for senior officers who have to tackle these problems.

M.W. Cuming
Tutor in Personnel Management

GENERAL

There is obviously a growing awareness within the hospital service of the need to use recruitment methods which will compete with those employed by industry in attracting school leavers. The days are gone when one could recruit a grammar school boy simply by waiting until the end of the summer term and writing to his headmaster. The recruitment effort starts much earlier, in the spring, and even this may be preceded by participation in careers conventions held at schools at any time of the year. This effort is usually accompanied by publicity material, which in some cases consists of glossy brochures, printed in several colours and including numerous photographs. In addition, wide use is made of Government pamphlets and active association with the local education authorities, particularly with youth employment officers. Arrangements are made in many places for visits to hospitals by parties of school children; these usually include seeing the various specialist departments, with their senior officers giving short explanatory talks. While this rarely results in vacancies being filled, at the same time it obviously helps in the long term to acquaint young people with the possibilities of worthwhile careers in hospitals.

Generally speaking, candidates for administrative trainee posts must possess the basic educational qualifications which allow them to become student members of the I.H.A. But the experience of authorities in trying to recruit school leavers of this educational standard varies greatly between different parts of the country. In the Home Counties, for example, several group secretaries said that their best efforts through personal contact, letters to schools, press advertising, etc. brought little response. On the other hand, Mr. T.A. Jones, the Liverpool Regional Training Officer, sent me a copy of a circular letter from the Director of Education for the City of Liverpool pleading with organisations in that area to do their best to find employment for school leavers (1,000 who had left school in July 1962 were still without jobs 8 months later, with another 3,500 due to leave during 1963).

R E C R U I T M E N T

With the problem appearing in so many different forms, therefore, the most positive method of reporting seems to be that of quoting 4 examples of schemes, some of which go to rather greater lengths than the widely used methods described in the opening paragraph.

Birkenhead Hospital Management Committee

This is a good example of the thorough application of conventional methods.

Hospital careers are advertised in special careers editions of the local papers; the advertisement usually includes a form to be completed asking for details of a specific career. The Birkenhead local authority periodically organises careers conventions. On these occasions the Management Committee erect a stand which has some attractive centre piece, e.g. an operating theatre scene, complete with equipment and dummies dressed as theatre staff or patients. The stand is bedecked with careers' information and members of the staff of various professions attend to discuss with school leavers and parents the opportunities in their particular career, e.g. nursing, radiography, administrative and laboratory. As well as senior staff, younger members of the staff, e.g. student nurses and administrative trainees are in attendance; care must be taken to select individuals who are enthusiastic about their own work and who can talk to the young people at their own level.

Arrangements may be made for visitors to the stand to go to a hospital in the Group to see something of the work involved; in this way they obtain an insight into the actual working conditions.

Personal contact with the headmasters has been cultivated, as has close liaison with the youth employment officers in the area.

Chester & District Hospital Management Committee

Chester H.M.C. makes a concerted effort to recruit new entrants by arranging annual vocation courses. In about February each year, all the grammar schools in the area are circulated, telling them that the hospital is prepared to take Sixth Form students into the various departments of the hospital for about 7 to 10 days during the Easter holidays.

The response is very good and in 1963 90 pupils attended. Many of these were interested in nursing, and were therefore attached to the School of Nursing, but the remainder were allocated to the

following departments:

administrative and clerical (particularly medical records dept.); occupational therapy; pharmacy; general catering and special diet kitchens; x-ray; pathology laboratory; cardiography and orthoptics.

They are given no specific duties and the main idea is to attract this type of recruit into the hospital service.

Central Wirral Hospital Management Committee.

Mr. W.J.B. Groves, the Group Secretary, made the following points:-

- "(a) Many years ago we abandoned the conventional form of advertising for such school leaver vacancies.
- (b) Strong links have been established with all the local schools of various grades and on many occasions heads of departments and myself attend schools and address school leavers on the variety of careers available in the hospital service.
- (c) Careers conventions started in the county of Cheshire and more than a hundred have been held to date. The "Clatterbridge Circus" consisting of up to twelve heads of departments covering the full range of careers offered in the hospital service, from administration to medicine, is invariably represented at such careers conventions.
- (d) The group is very much put on its mettle to recruit staff in view of its proximity to the Unilever and Imperial Chemical Industries plants; in other words, we pursue an aggressive recruitment policy.
- (e) I am personally a member of the Wirral Youth Employment Committee, which brings me in touch with both other employers and representatives of employees, as well as the educational establishments.
- (f) Clatterbridge Hospital runs a weekly news-sheet known as the Clatterbridge Chronicle: all vacant posts are advertised therein and we are not ashamed of the old fashioned tag "like father, like son". In other words, there are quite a number of two generation combinations employed in the hospital.

- (g) Once a year the hospital holds an Open Week for schools, primarily as part of its recruitment campaign for nursing staff. This is always over-subscribed and children travel, by coach at their own expense, considerable distances to have "a day at the hospital". An exhibition is prepared setting out the career of nursing and, of recent years, this has been extended to cover the full range of careers in the hospital service.

I believe Clatterbridge Hospital was the pioneer in the arrangement of "works courses" and these have been run now for many years. This is a similar institution to that run by industry, the difference being that whereas industry pays a small salary, the hospital service merely provides the use of overalls and meals "whilst on duty". Each year the course is heavily subscribed and takes place during the Easter holiday. The course covers the following departments:-

Administration
 Catering
 Diagnostic Radiography
 Dietetics
 Electrocardiography
 Medical Records
 Medical Records - Radiotherapy
 Nursing
 Occupational Therapy
 Pathology (medical laboratory technology)
 Pharmacy
 Physiotherapy
 Radiotherapy Radiography
 Supplies. "

A start has been made on job descriptions and certainly as far as administrative and clerical staff are concerned, they are provided with a job description of their duties.

Mr. Groves feels that the authorities who are not recruiting staff may not be facing up to the realities of our modern society. "There is undoubtedly a 'snow ball' effect in that good school leavers attract more good school leavers, and this in turn livens up the hospital, particularly if it is harnessed to a worthwhile social project. For example, at this hospital, the great social activity of the year is the annual Christmas pantomime, which this year is to be given in a local theatre and involves well over 100 people in its production of 5 performances. Sporting activities which were hitherto unknown, e.g. football, and cricket teams, have now become more possible."

Birmingham Regional Staff Advisory Committee

Based on an examination of the Personnel Register, it was decided that to fill future vacancies of G.A. and above, there would be a need to recruit only 16 young persons a year throughout the region for the next 5 years. Since it was hoped that some National or Regional Trainees would come into the area, it was decided to restrict intake to 10 persons.

As part of the campaign for recruiting these young persons, all those who applied to join the scheme were invited with one of their parents to a careers evening at the General Hospital in Birmingham. During the evening the 100 or so in attendance split into parties and visited all the departments of the hospital with an experienced officer. After these visits the Secretary of the United Birmingham Hospitals talked about the hospital service and the careers it offered, a Finance Officer discussed careers in accountancy and the Regional Training Officer enlarged upon opportunities for training.

Mr. K.F. Bales, the Regional Training Officer, was not convinced that the publicity campaign had really got through to Sixth Form boys of G.C.E. 'A' Level, and thought that in future they should stress "hospital management" rather than "administration", for at the moment few young people or careers advisors seems to have much idea of what the job is really about. A film showing a hospital manager at work and the various activities of his own department would be very useful.

T R A I N I N G

Here are five schemes which seem typical of the many methods of training which have been developed up and down the country.

East Liverpool Hospital Management Committee

Four appointments are designated as "trainee posts":-

Group H.Q. Supplies Office.
Broadgreen Hospital, Medical Records Dept.
Newsham General Hospital, General Office.
Joint Finance Dept.

The occupants of the posts remain for 9 months and are then transferred to one of the other posts for further experience. When possible an exchange is also arranged with a trainee from the Regional Hospital Board so that the experience of both Group and Board trainees is increased. The trainee from the Finance Dept., however, only occupies one of the other appointments and then returns to the Finance Dept.

North Liverpool Hospital Management Committee

A special point is made of including the secondment of staff from the R.H.B. in any scheme of job rotation for clerical trainees. In this case there are three training posts - one in the general hospital office, one in the medical records department, and the third a supernumerary secondment from the R.H.B.; circulation includes various other departments to give an insight into the general background of hospital life.

Birkenhead Hospital Management Committee

The Management Committee has six posts which are earmarked for trainees. These are working jobs within the establishment and are not surplus in any way. Trainees spend approximately six months in each of the posts, which have been selected with a view to giving as broad an experience as possible during the first 2 or 3 years. The posts are - one in medical records and out-patients dept., one in the general office of a general hospital, one in the general office of a special hospital (geriatric and psychiatric), one in the establishment section of the Central Office, one in the supplies section of the Central Office, and one in the finance section of the Central Office.

Each trainee is released one day a week to study at the Liverpool College of Commerce for I.H.A. examinations.

Central Wirral Hospital Management Committee

It has been found that 12 months is not long enough to give the new recruit sufficient background to move from one department to another. Annual rotation has, therefore, been abandoned in favour of an arrangement whereby there are two training posts, A and B, in each department; after 12 months the recruit passes from post A to post B, thereby remaining in the same department but changing duties.

South East Metropolitan Regional Hospital Board

A number of student apprentices in Hospital Administration and Accountancy are recruited annually in the South East Metropolitan Region (i.e. Kent, East Sussex and South East London). As they are supernumeraries who are trained in specially selected posts, they must be prepared to move from one work location to another during their training period.

Training programme: Hospital Administration

Part I (2 years 1 month)

1.	Acute Hospital	General Office	1 month
2.	Acute Hospital	Casework	2 months
3.	Psychiatric Hospital	Casework	2 months
4.	Group H.Q.	Purchasing	3 months
5.	Group H.Q.	Provisioning	2 months
6.	Group H.Q.	Finance	5 months
7.	Group H.Q.	General Admini- stration	4 months
8.	Psychiatric Hospital	General Office	2 months
9.	Acute Hospital	General Office	2 months
10.	Regional Board H.Q.	Secretary's Office	1 month
11.	Annual leave (two weeks in each year)		

Part II (11 months)

One or two assignments to posts of responsibility in which the apprentice would receive further training to match his ability and aptitudes.

Training programme: Accountancy

Part I

1.	Accounts and Invoice Section	5 months
2.	General Office of a Hospital	1 month
3.	Cashiers and Incomes Section	5 months
4.	Salaries and Wages Section	5 months
5.	Internal Audit	5 months
6.	Accountancy Section	5 months

9.

Part II

- | | | |
|-----|---|-----------|
| 7. | Treasurer's Office at Regional Board H.Q. | 5 months |
| 8. | Costing | 5 months |
| 9. | Technical Assistant to a Finance Officer
or a Deputy Finance Officer | 12 months |
| 10. | Annual leave will be taken during any
attachment except 2. | |

I N D U C T I O N

Many authorities are now running induction courses as one method of trying to help recruits overcome their sense of strangeness and create in them a sense of belonging to the hospital service. The length of these courses varies enormously; details of those sent to the College as the result of this survey show a range of from one day to 5 days.

Three examples of these induction courses are given below with a statement of the aim of each of them and details of the programme.

Birmingham Regional Staff Advisory Committee

"The aim of this course is to provide members with an opportunity to learn something of the structure and organisation of the hospital service and in particular how hospitals are organised, so that the patients receive the best possible treatment."

Programme for Walsall General Hospital
Induction Course

9.45 - 10.00 a.m.	Reception and Coffee.
10.00 - 10.20 a.m.	Introductory talk: "The organisation of the Walsall General and Manor Hospitals".
10.20 - 1.00 p.m.	Visit to Walsall General and Manor Hospitals.
1.00 - 2.00 p.m.	LUNCH
2.00 - 4.00 p.m.	Visit to Manor Hospital (Contd.)
4.00 - 4.30 p.m.	Tea and discussion

Programme for Birmingham Regional Hospital Board.

2.00 p.m.	Reception.
2.15 - 2.35 p.m.	Film:- "Hospital Team in Action"
2.35 - 3.15 p.m.	Discussion on film and hospital visits.
3.15 p.m.	TEA
3.30 p.m.	Talk:- "Organisation of the National Health Service with particular reference to the Hospital Service."
4.00 p.m.	Final Discussion.

Liverpool Regional Hospital Board

- "1. This course is for those who have entered the Hospital Service comparatively recently and is intended to give a brief insight into the workings of the National Health Service organisation as a whole.
2. The Committee believes that an appreciation of the existence of other sections and departments, and of their work, will be of benefit, not only to the service, but also to the individual, and hopes that it will stimulate interest in the various branches of the Hospital Service, all of which offer opportunities which are both satisfying and financially rewarding to those who are prepared to fit themselves to occupy the senior positions."
3. A recommended book list relating to the National Health Service is included for future reference.

Programme - 1st day

9.00 - 9.10 a.m.	Assemble
9.10 - 9.30 a.m.	Introduction
9.30 - 10.30 a.m.	The Role and Functions of a Regional Hospital Board.
10.30 - 11.00 a.m.	BREAK
11.00 - 11.30 a.m.	Film: "Your Very Good Health."
11.30 - 12.30 p.m.	The 1946 National Health Service Act and its implication.
12.30 - 1.30 p.m.	LUNCH
1.30 - 2.30 p.m.	The Group H.M.C. Concept.
2.30 - 3.45 p.m.	Film: "On Call to a Nation"
3.45 - 4.00 p.m.	BREAK
4.00 - 4.45 p.m.	The Whitley Council.

Programme - 2nd day

9.00 - 9.15 a.m.	Assemble
9.15 - 10.00 a.m.	Communications
10.00 - 10.30 a.m.	BREAK

(Continued/...)

Programme - 2nd day (contd.)

10.30 - 11.30 a.m.	The Hospital Secretary
11.30 - 12.30 p.m.	Hospital Supplies.
12.30 - 1.30 p.m.	LUNCH
1.30 - 2.30 p.m.	Financing the Hospital Service.
2.30 - 3.00 p.m.	BREAK
3.00 - 4.00 p.m.	The Future: The District General Hospital.
4.00 - 4.30 p.m.	Summing-up

Oxford Regional Hospital Board

An Induction Course for recent entrants was held on 23rd - 27th September, 1963, and the programme is given on the following page.

Monday, 23rd September	Tuesday, 24th September	Wednesday, 25th September	Thursday, 26th September	Friday, 27th September
10.00 <u>Course assemblies and coffee</u>	9.15 <u>Nursing Services</u>	9.15 <u>Visit: Coach departs for Stoke Mandeville Hospital</u>	9.15 <u>Financing the Hospital Service</u>	9.15 <u>Communications in Hospital - An Introduction</u>
10.45 <u>Introduction and Welcome</u>	10.30 Coffee	10.30 Coffee and Welcome.	10.30 Coffee	10.30 Coffee
11.00 <u>The Future Development of the Health Service</u>	11.00 <u>The Role of the Hospital Administrator</u>		11.00 <u>The Teaching Hospital</u>	11.00 <u>Education and Training</u>
LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
2.00 <u>Human Problems of Management - I.</u>	2.00 <u>Some Aspects of Hospital Planning</u>	1.45 Depart for St. John's Hospital, Stone.	2.00 <u>Problems of a Catering Officer.</u>	2.00 <u>Summing-up and Conclusions</u>
3.30 Tea	3.30 Tea		3.30 Tea	
3.45 <u>Human Problems of Management - II</u>	3.45 Discussion Group - I	4.30 Depart for Oxford	4.00 Discussion Group - II	Disperse
6.00 Sherry Party		Theatre Visit (Optional)		

13.

C O N C L U S I O N S

The problem of attracting school leavers into the hospital service has been solved in many places. In areas of full employment, descriptions of successful recruitment schemes draw clear attention to the ineffectiveness of such traditional methods as press advertising and merely sending notices to schools through the mail. What they do emphasize is the importance of personal contact between senior officers and headmasters, aggressive recruitment policies, and willingness to tell and show youngsters as much as possible about hospital work when they are looking for jobs.

When they arrive, considerable time and trouble must be spent in receiving them and in introducing them to their training. Proper induction, after all, not only helps recruits to overcome their sense of strangeness and secure acceptance by their fellows, but, in the case of school leavers taking their first jobs, may colour their attitude towards work for the rest of their lives.



A P P E N D I X A

This report has been written as the outcome of information supplied by the following officers;

P.H. Beahan	Training Officer	Sheffield Regional Hospital Board.
K.F. Bales	Training Officer	Birmingham Regional Staff Advisory Committee.
G.C. Bateson	Secretary	East Liverpool Hospital Management Committee.
T.V.R. Colville	Training Officer	South East Metropolitan Regional Hospital Board.
G. Davison	Training Officer	South West Metropolitan Regional Hospital Board.
J. Dawber	Secretary	Birkenhead Hospital Management Committee.
R. Forrester	Training Officer	Manchester Regional Hospital Board.
J. Griffiths	Training Officer	Oxford Regional Hospital Board.
G.W. Heathfield	Secretary	North Liverpool Hospital Management Committee.
L.W. Hunt	Secretary	Durham Hospital Management Committee.
W.J.B. Groves	Secretary	Central Wirral Hospital Management Committee.
T.A. Jones	Training Officer	Liverpool Regional Hospital Board.
L.R. Lorimer	Secretary	Bradford 'A' Group Hospital Management Committee.
L.V. Pollard	Secretary	Chester & District Hospital Management Committee.
J.M. Smith	Training Officer	Newcastle Regional Staff Advisory Committee.
W.H. Thompson	Principle Assistant Secretary	Leeds Regional Hospital Board.