
Our Workforce, stability and agility....

*....Intelligence on joiners and leavers**

**Caveat – this is a snapshot of our new approach and not a thorough analysis*

People and OD Intelligence and Insights January 2023



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Four areas of focus today

- Labour market conditions and trends
- Our new approach to joiners and leavers – the impact
 - What is our new joiner data intelligence telling us right now?
 - What is our leaver data intelligence telling us right now?
- How are we responding to the intel – the role of workforce planning
- Monitoring, measuring and evaluating the use of our intelligence



Labour market conditions and trends

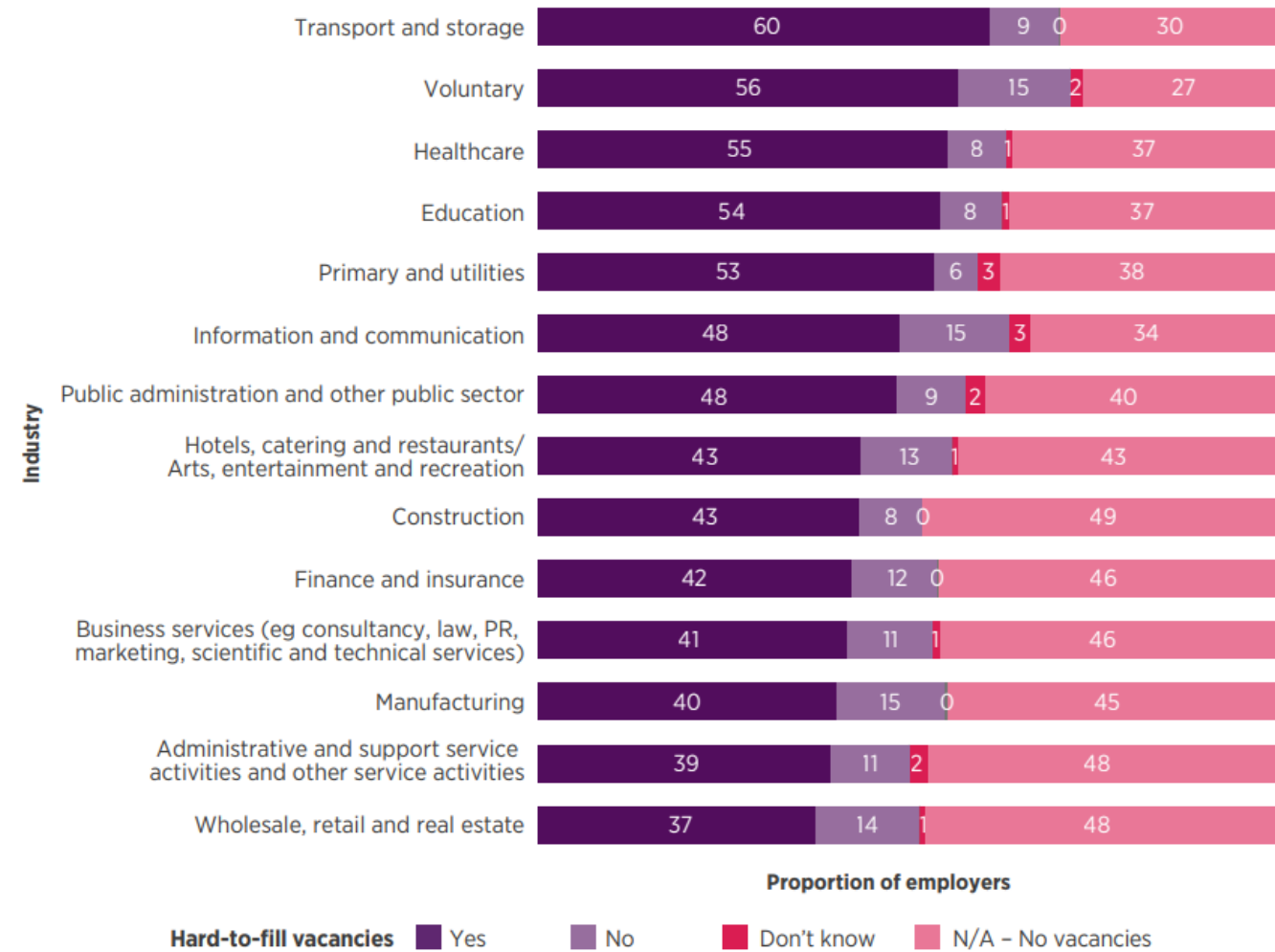


- Unemployment is at its lowest point in the UK since 1974
- Less workers from the EU are choosing to apply to work in the UK – *a snap shot of our organisations data coming up*
- In today's labour market, employees are in the driver's seat
- Understanding why people join and leave will ensure we develop approaches to retain our current talent and attract future talent
- Trends are illustrating Health is one of the most challenging sectors

Employers with hard-to-fill vacancies (%)

Labour market trends on job vacancies

Figure 7: Employers with hard-to-fill vacancies, by industry (%)

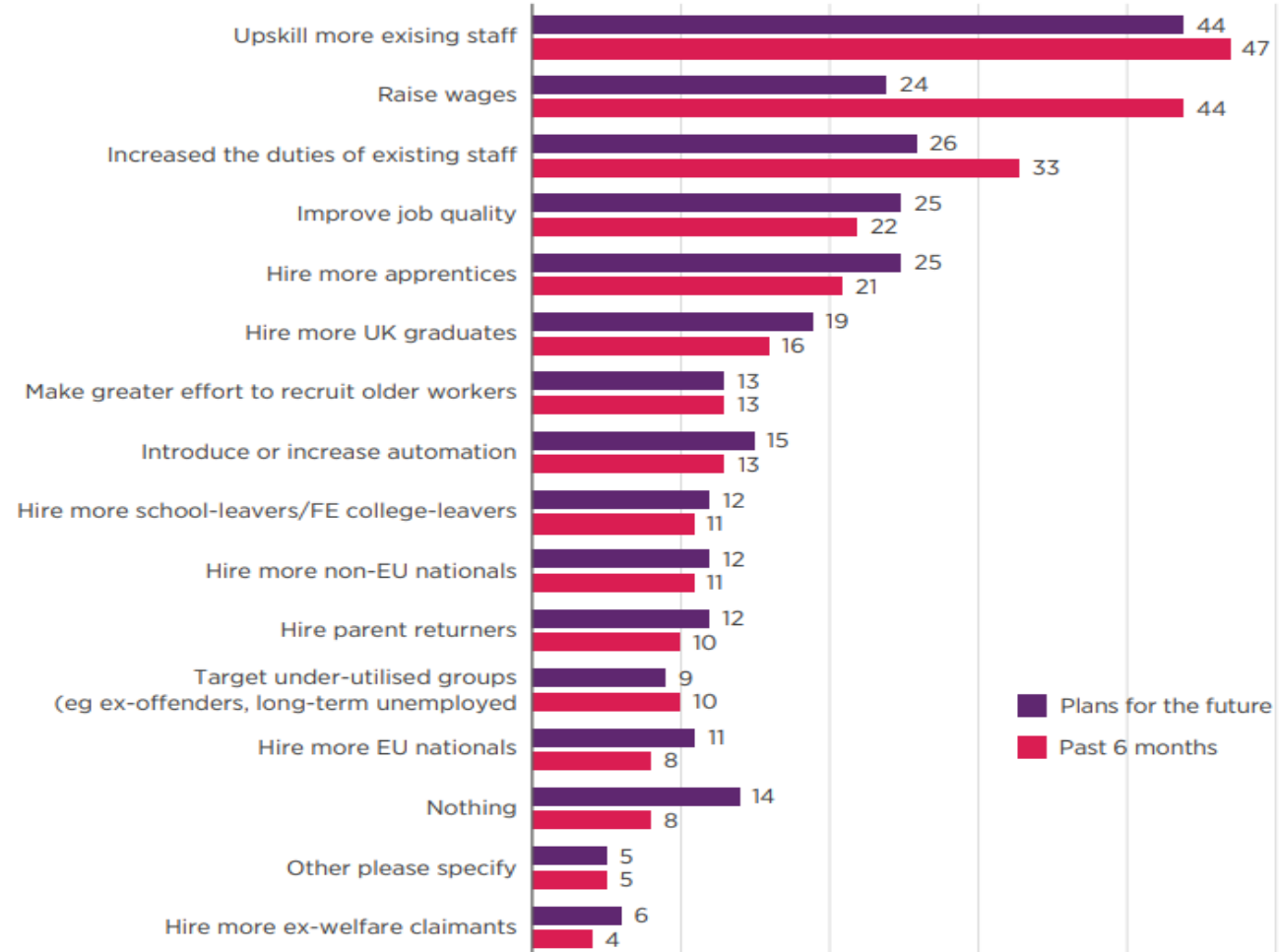


Labour market trends on job vacancies

Employer responses to hard-to-fill vacancies

The top response to hard-to-fill vacancies has been to upskill existing staff (47%), followed by raising pay (44%). However, fewer employers plan to raise wages in the future in response to hard-to-fill vacancies (24%) (see Figure 9).

Figure 9: Employers' planned response to hard-to-fill vacancies (%)



Applicant origins

- Through our own team analysis we have looked at applicants by the Country of origin (not to be confused with nationality).
- For the period between **Nov 21 and Oct 22** we received a total of **6,548** applications

Applicant data

- **81.31%** - the largest proportion of applicants resided in the UK
- **10.08%** - the second largest proportion of applicants resided in Nigeria
- **0.83%** Only 50 applicants resided in an EU country

Appointment data

Country	Number of Applicants	%
United Kingdom	665	99.40%
Brazil	1	0.15%
Jersey	1	0.15%
Lebanon	1	0.15%
Nigeria	1	0.15%
Grand Total	669	

Our New Approach to joiners and leavers*

- Leavers

- Quantitative ESR data, alongside qualitative data captured from leavers via MS Forms questionnaire

- Joiners

- Quantitative ESR data, alongside qualitative data captured from joiners via Microsoft Forms questionnaire

- Market and Data Analysis

- The intelligence we have from our own starter and leavers analysis will be reviewed in line with market trends

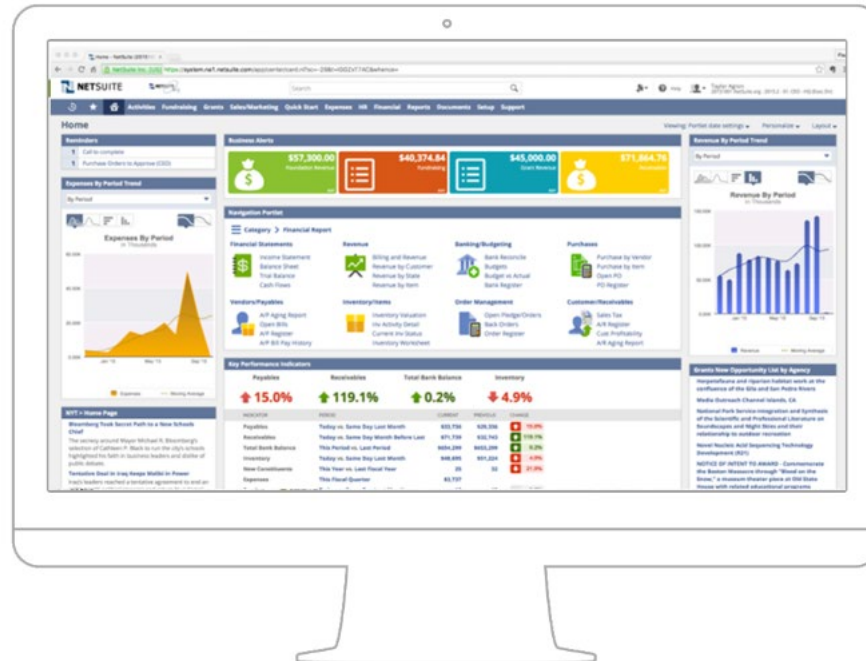
- Workforce Stability index

- by directorate Vs Basic Leaver percentage

**staff intranet 19/12 news article*

Joiners – what we know to date

Starters & Leavers Dashboard: PHW Starters Dashboard - Tableau Server (cymru.nhs.uk)

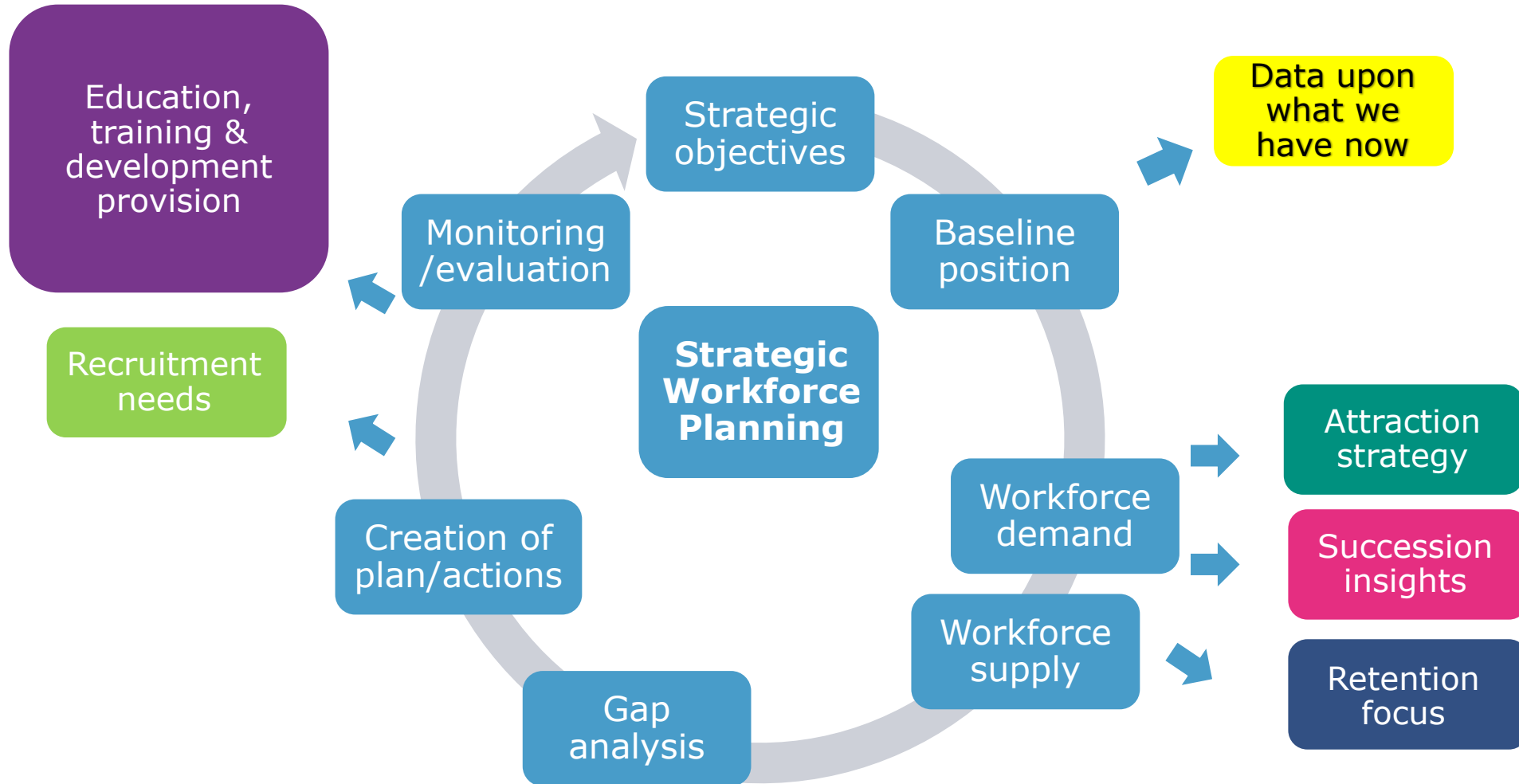


Leavers – what we know to date

[Starters & Leavers Dashboard: PHW Leavers Dashboard - Tableau Server \(cymru.nhs.uk\)](#)



How are we responding - the role of Workforce Planning



Monitoring, measuring and evaluating the use of our intel

- Through workforce planning we'll understand the talent we require
 - IMTP objectives delivery as a measure
- Examine our leaver hotspots for certain roles
 - monitor levels, subsequent interventions and impacts
- Utilizing our LinkedIn Recruiter License
 - agency finder fee savings
- Our work with Arden University
 - Increased diversity as a measure
- Linking the work to inform our EVP/ People Promise
 - leavers and joiners views, have they changed / did we change?
- Grow a data culture to complement our K&R directorate
 - What is the data telling us, how we use it and the impact



Thank you for listening – any questions?

