Tapping into Talent

Recruiting from the Armed Forces wounded, injured & sick community

Delivered in partnership between military organisations and the NHS
Today’s webinar

• Chair: Gemma Wright – Armed Forces Programme Lead, NHS Employers

• Palmer Winstanley – East and North Hertfordshire NHS Trust

• Tommy Watson – Walking with the Wounded

• Shelley Feaver – The Royal Wolverhampton NHS Trust

• Q&A
Palmer Winstanley
Divisional Director for Planned Care
East and North Herts NHS Trust
My Journey

1 Year Sandhurst
4 Month post Sandhurst Junior Officers

4 months Pre Kosovo

2 month pre Captain
6 months pre Afghan

1 month for Recruits
3 months Snr Capt

4 months Comms Course
6 months Pre Afghan

8 Years
3 Tours

Sandhurst
Things starting to go wrong...

- No talking about it
- Hiding it
- Withdrawn

Depression

- Reaching out
- Talking about it
- Being Open
- WWTW Help
- Working in the NHS
Leaving the Military

What to do?
Usual Officer route – finance
There had to be something else?

What matters to me?
Something that matters
Service?

Norfolk and Norwich University Hospitals
NHS Foundation Trust

East and North Hertfordshire
NHS Trust
Working for the NHS

- Care
- Personal
- Service
- Support
- Proud
- Patients

- Challenge
- Pace
- Leadership
- Pace
- Development

East and North Hertfordshire NHS Trust

Armed Forces Covenant
Employer Recognition Scheme
Gold Award
Message to Employers

THE MILITARY VETERAN

- Ingenuity
- Integrity
- People Manager
- Respect for Others
- Selfless Commitment
- Resourcefulness
- Discipline
- Project Manager
- Courage
- Driven to achieve a ‘mission’
Any questions?
Step into Health: Tapping into Talent

The WIS Community

Tommy Watson
Regional Operations Manager
North East

Developed in conjunction with The Royal Foundation and Walking With The Wounded, Step into Health provides a dedicated pathway for the Armed Forces community to access the numerous career opportunities available in the NHS.
Who are the WIS (Wounded, Injured and Sick) community?

Anyone pre or post medically diagnosed having been Wounded, Injured or Sick.
Why Should Employers actively recruit from the WIS (Wounded, Injured and Sick) community?

Why Employ Ex-Service Personnel?
WIS are not Mad, Bad or Sad

There are many reasons why organisations may wish to recruit individuals who have served in the Armed Forces. For some organisations, it may be because of a sense of patriotism and an appreciation that these individuals have served their Queen and country. For others, it is in recognition of the training, work ethic and goal-orientated attitude that ex-Service personnel bring. Of course, all individuals are different, but there are some traits that seem more prevalent in people who have served in HM Armed Forces.
5 Reasons to employ veterans

1. A great work ethic
People in the Armed Forces often take a great pride in doing their job well. They are organised and disciplined, with an ability to focus on getting the job done. Employers have told us that veterans are often conscientious with a great eye for detail.

2. A can do attitude
Veterans often demonstrate a positive, goal-orientated attitude, with an ability to work in difficult or stressful circumstances. People who have worked in the military are at home working in unfamiliar environments and often demonstrate creative problem solving skills.

3. Strong leadership skills
The Armed Forces train their staff to lead, motivate and inspire others. Whether working in a small team or leading a large unit, leadership and clear communication are essential skills.

4. Ability to work in teams, or to work independently
Teamwork is an essential part of military life. All Service personnel are experienced in working in diverse teams yet also have the ability to self-motivate and to be self-contained when needed.

5. Respect for procedures and accountability
Working in the Armed Forces gives you a great grounding for being able to follow rules. Our employers have described veterans as being dependable and reliable.
What are WIS looking for and what are some of their challenges?
What do employers need to consider?

An Understanding Employer

“The civilian world is not an easy world to live in. The Army is a bubble; your whole world is kept in there. But as soon as you leave, you’re on your own. To adjust to the civilian life was so daunting, and it’s difficult to integrate yourself in the civilian world, the way they operate. I’m used to a structured way of life, but in the civilian world it’s like ‘anything goes.’ I know it’s not meant to be like that but that’s how it is. So I needed a bit of time to adjust to that.” And an organisation who will understand me.
1. Communication
The military world is much more direct and to the point. Veterans can sometimes be perceived as being very blunt. You can overcome this barrier by being clear about how individuals within your organisation communicate and by providing veterans with a work buddy or extra supervision and feedback while they settle into a new job.

2. Organisational Hierarchy
The Armed Forces have a very clear hierarchical structure with clear chains of command. The civilian corporate structure is often more fluid and subtle. You can overcome this barrier by being really clear in your instructions to veterans and being clear about who will be line-managing their work.

3. Work Ethic
The military working environment is not a 9 – 5 environment. Veterans often take great pride in their work ethic and are puzzled when civilian colleagues don’t share those same values. One of the impacts of this work ethic is that it can cause anxiety; Veterans, especially those who experience mental health problems, may have problems switching off from work. Encourage all your employees to use their holiday entitlement and to ensure that they don’t check emails in the evenings and at weekends.

4. Loss of Status and Urgency
Some veterans have expressed difficulty in adjusting to civilian roles that don’t have the same day-to-day urgency as military life and where they have fewer responsibilities and less authority than they had previously experienced. It is important to let all employees know how their work contributes to the success of your organisation. Understanding the bigger picture helps people to see how their contribution makes a difference to the organisation.

5. Qualifications and experience
Veterans often describe having lots of experience but few qualifications, or having qualifications that they achieved in the Forces which aren’t recognised by civilian employers.
Spend time listening to your veteran recruits to make sure you fully understand their knowledge, skills and experience.
How can Walking with the Wounded and other organisations support employers in the NHS to welcome people into their workforce?

Our Team

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One thing to take away with you after today!

Imagine Ex Forces as the basic building block of a great employee.

Nurse  Maintenance worker
All Literature is hyperlinked

Information:

Walking with the Wounded: [https://walkingwiththewounded.org.uk/](https://walkingwiththewounded.org.uk/)
CTP Assist: [https://ctpassist.ctp.org.uk/](https://ctpassist.ctp.org.uk/)
Poppy Factory: [https://www.poppyfactory.org/](https://www.poppyfactory.org/)
Help For Heroes: [https://www.helpforheroes.org.uk/](https://www.helpforheroes.org.uk/)

If you have further questions feel free to drop me an email At [Tommy.watson@wwtw.org.uk](mailto:Tommy.watson@wwtw.org.uk)
Shelly Feaver
HR Manager (Workforce)
Armed Forces Champion
So, this was me in the summer of 1981 in the week of the Royal Wedding - HMS Mercury, School of Maritime Operations.
And I am now equally proud to be the Armed Forces Champion for the Royal Wolverhampton Trust

- My HRD is an RAF Veteran, I am a WRNS/RN Veteran, and my colleague is a Major in the Reserves
The Royal Wolverhampton NHS Trust is one of the largest Acute, Community and Primary Care Services providers in the West Midlands having more than 800 beds on the New Cross site including intensive care beds and neonatal intensive care cots.

With a workforce of 9,414 the Trust is the largest single employer in Wolverhampton.

The Trust provides services for Wolverhampton and Cannock communities – Cannock Chase hospital is part of the Royal Wolverhampton Trust.

The Regional Clinical Research Team and Black Country Pathology Services are among some of the services that the Trust provides region wide to other NHS Trusts.

There are 8 GP practices providing integrated care within the Trust.
Key Drivers for support the Armed Forces Community

• Recognition that this was largely an untapped skilled community which could boost our workforce with key skills and experience.

• Appreciation of the additional skills and experience bought into the workplace by our workforce who are reservists.

• An understanding of the sometimes very challenging experiences for Military Families, and the valuable skills and resilience which they develop – alongside a variety of professional skills.
• The RWT has signed the Covenant
• Is working towards VCHA / Veteran Aware status (Veteran Covenant Healthcare Alliance)
• Has just gained Silver Award with MoD Employer Recognition Scheme
• … And is a keen supporter of the NHS Step into Health Programme
Approach

- The Trust’s approach to supporting Veterans is very tailored to the individuals needs or circumstances
- We have learnt that one size doesn’t fit all and we continue to learn
- The Trust is happy to support the Armed Forces Community in looking at employment within the NHS widely – not just our Trust.
• Army Veteran – left the Army with an undiagnosed and untreated Mental Health condition
• Life spiralled down from there and gained a history which is not helpful for employment
• Pulled himself up by his bootlaces
• Several failed placements – no real assessment of ‘why’?
‘1’ continued

• Approach by Walking with the Wounded
• Placement set up with one of the Trusts Corporate Teams
• Problems: along the way which were not anticipated - Health Issues / employment checks – part of his learning process about employment
• Outcome - now understand why his placements have failed and have better idea of his needs for WWTW to work with
• Not about him getting a job with us – but helping him on his journey to employment
• The team who had him on placement learnt something about supporting somebody with a mental health issue and more about the challenges that Veterans may face.
‘2’

- Veteran sustained significant blast injuries and PTSD
- Approached Trust to discuss potential work placement
- Identified his skills and experience were transferrable enough for us to look at employment in a technical role – with a view to sponsoring him through an HNC
- This was in one of our ‘hard to fill posts’
‘3’

• Approached by a serving Army Major ‘on notice’ to look at Deputy Chief Operating Officer level of role in NHS
• Shadowed with one of our Deputy COOs
• Able to identify and understand the ‘experience’ gap
• ‘Adjusted sights’ and gained post with another organisation that would enable him to get this experience and move towards his aspirations.
Benefits

- We have filled some hard to fill posts with some very skilled people.
- We have learned more about the challenges faced by Veterans, Reservists and Families
- We have increased the cognitive diversity of the Trust – there is not just the NHS way to do things
- The staff involved with supporting the Veterans gain satisfaction from feeling that they have carried out a moral obligation to this community.
Future Plans

• We are going for Gold …. And we will continue to develop and embed the support we give – for us it is not about gaining an award – or lip service - it is an absolute commitment to supporting the Armed Forces Community – with a great business case to back it up!
Take Away

• Be open to it
• Recognise every Veteran and situation is different – not one size fits all
• Take appropriate advice – they have left a ‘life’ not just a ‘job’ - with its own management cultures, work ethics, language, team relationships
Thank you
More information

nhsemployers.org/StepintoHealth
militarystepintohealth.nhs.uk

@NHSEArmedForces

www.facebook.com/militarystepintohealth