ThinkFuture communications toolkit
Supporting you to run local recruitment campaigns for young people
Welcome to the ThinkFuture communications toolkit

The NHS is a great place to work. We want to help you promote your organisation as somewhere young people are inspired to work, and to promote the jobs you offer as exciting career opportunities.

This toolkit has been designed to help you run local recruitment campaigns aimed at young people for roles in the support workforce.

You’re not operating alone
This toolkit is part of a suite of resources we’ve produced to help you to bring more young people into the NHS. It sits alongside two other toolkits, one for HR teams and one for managers. These toolkits have been designed to assist a range of different people within your organisation to work together and deliver a robust employment process. It looks at how to make the process attractive and accessible for young people from before recruitment takes place, through to recruitment and selection and post-offer support.

Don’t just take our word for it
This toolkit draws upon a range of research into young people’s habits, behaviours and attitudes. In particular, we have used data gathered from the workshops we delivered with employers and young people, and a survey of more than 1,200 young people conducted by the ThinkFuture team. You can find out more about the findings from this survey in our summary report.

ThinkFuture
NHS Employers’ ThinkFuture programme of work is designed to support employers to bring more young people into the NHS workforce. It is funded by Health Education England and is part of the Talent for Care and Widening Participation initiatives.
How should I use this toolkit?
The first time you use these tools might be when you are asked to promote a job vacancy. However, we would recommend you use this toolkit to plan a longer recruitment campaign. We have structured the toolkit to take you through the whole campaign planning process.

Insight
Employing young people can have significant benefits for NHS organisations. They can bring a range of new skills and ideas and can help you ensure you have a talented, well-equipped future workforce that is representative of the local community. For more information about the reasons for employing young people, visit our web pages.
Artwork and templates

This toolkit includes links to artwork and templates that you can use to advertise your vacancies and raise the profile of your recruitment campaign.

You will find two different sets of materials – use one set or a combination of both. The materials have been developed with input from 16–24 year olds to ensure that they are attractive and appealing to this target group.

The materials have been designed to help you to promote the following four job areas within the support workforce:

- healthcare assistant roles
- business and administration roles
- housekeeping and domestic roles
- catering roles.

Feel free to use the materials to promote whichever job roles you wish.

Please note:

The illustrations and photographs are licensed for use in the specified ThinkFuture materials only, and may not be extracted, reproduced or used for any other purpose. The ThinkFuture logo must always appear in the position indicated. For legal reasons we are unable to provide the font as part of the artwork files. The font used is Arial.
ThinkFuture communications toolkit

Artwork and templates

A4 posters
Available as Microsoft Word and Indesign IDML files.

The following information is editable in the Word documents:

Start your NHS career today. Visit [insert your web address here]

Make every day different. Make a difference every day.

Needed: NHS, much more than expected. Visit [insert your web address here]

The Indesign files are provided as IDML files. The following information is editable:

Start your NHS career today. Visit [insert your web address here]

Your call to action and website address

Your trust’s logo

Job role

[insert your logo here]

Your name, hobbies and job role

Job role

Your call to action and website address

Your trust’s logo

[insert your logo here]
Artwork and templates

Web banners (static and animated) – 728 pixels x 90 pixels
Available as Photoshop files.

The following information is editable:

Social media graphics – 1,080 pixels x 1,080 pixels
Available as Photoshop files.

The following information is editable:

Throughout this toolkit we have provided ideas for how you can make the best use of these resources.

Download the artwork and templates at www.nhsemployers.org/thinkfuturecomms.
Evaluation

Build evaluation into your campaign from the beginning. It can sometimes be the last thing we think about when it comes to running a successful recruitment campaign. But it is easier to implement if, at the planning stage, you have already thought about what you want to measure.

It is important that you know what works, what doesn’t work, and why, particularly when you are engaging with a new audience.

Above all, don’t be afraid to change your approach if things aren’t working. Evaluation is not about highlighting mistakes, but about identifying areas to improve.

Setting clear objectives
Define your goals and objectives before you begin your campaigns. Liaise with your HR colleagues to understand how many young people currently apply for jobs. This will help you set realistic targets.

A clear measure of the effectiveness of your recruitment campaign is how many people apply for the particular role. However, you will also want to know further information about the age group of candidates, as well as how many people have viewed the opportunity.

Useful evaluation tools
- Google Analytics – to measure web traffic and where it is coming from.
- Social media monitoring tools such as Twitter Analytics or Facebook Insights measure link clicks, mentions, re-tweets, shares, video watches and new followers. These measures can be important indications of how your campaign is working.
- Media monitoring services – a useful way to keep track of media coverage. You could use paid-for services or set up very simple searches using Google Alerts.
- Surveys – build questions into the application process about where young people first heard about the job, or use tools such as SurveyMonkey to ask new recruits short sets of questions about where they found the jobs, what attracted them to the role and what they thought of the campaign.

A successful campaign is a realistic one. You won’t be able to reach every young person in your local area, but by targeting specific groups you can set manageable goals and, importantly, measure them.
Key messages

Clear, simple, honest messaging works. If young people are not an audience that you typically engage with, you will need to ensure your tone and style is relevant and accessible.

Part of your campaign objectives might be to challenge perceptions of your organisation and the job opportunities you provide. What sets your organisation apart from other recruiters in the area? Get creative, be original and think about ways in which your messages can stand out from the crowd.

Primary messages you might want to consider in your job adverts could be:

- Make every day different, make a difference every day.
- NHS, much more than expected.
- Start your NHS career today.

You might also want to think about how you can incorporate figures and statistics into your messaging, for example how many job opportunities are available in your organisation or how many young people already work for you. Don’t forget to include contact information and a web link.

Insight

In our workshops, young people said it was important that the message was clear and easy to understand. In general they found statistics really useful, and they did not respond positively to messaging that they felt was too ‘cool’, ‘patronising’ or ‘clever’. They also said that when choosing a job or career, stability and the opportunity to make a difference were important to them.

Top tip

Test your messaging out with the target audience.

Do you have a youth committee, a youth board or a group of young people you can get feedback from? Ask them what they think about these messages and whether or not they resonate with them.
Key messages

'Punchy', clever play on words

Simple messaging; short, snappy headlines

Specific local information

Engaging images of real people

Positive messaging
Choosing your channels

Think about which of your channels are the most accessible for this particular audience.

Your website, social media and other digital channels will be the most important ones when engaging with this group (see the section on ‘Think digital’ on page 12) but don’t forget that offline channels are also important for attracting young people.

The channels you choose will depend on your budget and your objectives. Here are some channels to consider:

- posters and leaflets – display in your waiting areas, other public spaces and at events, or supply to partner organisations
- plasma screens in your waiting areas, receptions and other spaces
- magazines and newspapers
- promotional items such as display banners and staff t-shirts.

We asked the young people at our focus groups where they would expect to see recruitment advertising. Along with social media, they suggested that a range of channels would catch their attention, from external billboards to public transport, apps, magazines, Spotify and radio.

See page 4 for details of the templates and artwork files which are available.
Choosing your channels

Spreading the word: internal communications
Don’t forget to make use of your internal communication channels. In our recent survey of 1,200 young people, almost 11 per cent said they found out about their job in the NHS through word of mouth and around 14 per cent already worked in the NHS. Your colleagues and staff members are great spokespeople for your organisation, so it is important to bring them on board.

Here is some copy for your internal communications channels:

It’s time to Think Future
Bringing more young people to [name of organisation]

[Name of organisation] is running an exciting new recruitment campaign aimed at young people.

The vacancies, for [insert job titles], are being promoted through [include the channels you are using, e.g. our website, social media and posters].

The campaign started on [insert date] and will be running for [insert approx. length of campaign]. It is part of our organisation-wide commitment to bring more young people into our workforce. Not only can young people bring new skills and ideas, but they can help us to maintain a talented, well-equipped future workforce that represents our local community.

Help us to spread the word

If you know young people aged 16–24 who would be interested in applying for these roles, please share the vacancies with them.

If you have any feedback on our campaign, please let us know [insert contact details for campaign lead].
Think digital

Digital communication and social media should be at the heart of a campaign aimed at young people.

Things to think about:

- Is it obvious where the job adverts are on your website? Which areas of your website are young people most likely to go to, and could you add digital banners there?
- Are your job adverts easily accessible on a smartphone?
- Will young people find your job adverts through search engines? Think about the keywords that young people might use to search and make sure these feature on your web pages and in the page metadata.
- Is your website the first place young people will look for jobs? In our recent survey young people said that when looking for jobs, the majority (59.7 per cent) found their job through the NHS Jobs website.
- Use plain English and avoid jargon in your copy. We have produced guidance on writing attractive recruitment adverts for HR teams – you might find this useful to talk through or share with your colleagues.

Insight

Young people, particularly those born between 1995 and 2010, are often referred to as digital natives. This generation has grown up with smartphones, social media and digital technology and, for many young people, this is a key way to communicate and digest information.

Did you know:

- 90 per cent of 16–24 year olds own a smartphone
- half of young people aged 18–24 check their phone within five minutes of waking and two-fifths check it less than five minutes before going to sleep?
Think digital

Our web banners have been designed for you to place in relevant sections of your website, or to provide to partner organisations for their websites. The banners can be edited using the artwork files – you may need support from your digital team or website agency. When embedding web banners make sure they contain hyperlinks to the appropriate page on your website.

See page 6 for details of the artwork files which are available.
Using social media

Did you know that 93 per cent of young people in the UK have a social networking profile? With this in mind, social media is an essential tool when you are specifically targeting young people.

Job adverts are effective content for social media. The message is clear, simple and the content lends itself to being shared. Social media is immediate and direct, and you can use it to target specific groups and start conversations.

When considering which social media platforms to use, understanding your audience is key.

How do young people use social media in the UK? Ofcom statistics reveal that 97 per cent of all adults aged 16+ have a Facebook profile. The following social media channels are also used:

- 40% of 16–24 year olds have a Twitter profile.
- 37% of 16–24 year olds have a WhatsApp profile.
- 32% of 16–24 year olds have a YouTube profile.
- 35% of 16–24 year olds have an Instagram profile.
- 26% of 16–24 year olds have a Snapchat profile.
- 8% of 16–24 year olds have a Tumblr profile.
- 4% of 16–24 year olds have a Vine profile.
Using social media

**Facebook**
25 per cent of Facebook’s 1.3 billion users are aged 16–24. Facebook is a fairly informal, social space and many NHS organisations use Facebook pages to stay in contact with their local community. You can use paid-for services such as Facebook Adverts or promoted posts to target certain demographics, such as age, location or specific interests (for example, young people aged 16–24 in your area who work in or have an interest in catering).

**Twitter**
There are over 236 million active users on Twitter, and the average user is approximately 23 years old and female. To use Twitter effectively for recruitment, link with local and national job sites and tweet chats, and use hashtags such as #NHSjobs to get your jobs noticed. You can also search Twitter for those who are talking about specific jobs or users in your local areas.

**LinkedIn**
A growing number of young people are naturally progressing to LinkedIn and it is therefore an essential tool to promote job opportunities. LinkedIn is a social media network specifically for professionals and has around 20 million members. By accessing LinkedIn via a company page, you can use the LinkedIn advanced search function to find and contact young people who match your candidate profile. For more information about using LinkedIn for recruitment, download our LinkedIn guide.

**Instagram**
Thirty five per cent of young people aged 16–24 in the UK use Instagram. Instagram is an image and video sharing platform primarily accessed via mobile devices. Although Instagram isn’t typically used for recruitment, it could be an innovative channel to communicate the reality of working in your organisation. For example, you could feature images of existing staff and the environment they work in. Think about how to make your posts eye-catching and use relevant hashtags in the description to link your images together.

**YouTube**
Video is becoming increasingly popular, and YouTube is a key platform for hosting and sharing video content. You can group your videos together using a YouTube channel. Think about how you can bring your job vacancies to life through short films that relay your key messages.
Using social media

Social media top tips

- Think about which platforms are right for your audience.
- Make sure you are familiar with your organisation’s social media policy.
- Write appropriately for the channel you are using – scan Twitter or Facebook to get a feel for language and tone.
- Remember social media is a two-way communication channel – reply, mention and follow others to build an engaged online community.
- Be responsive – make sure you have someone who is able to respond to queries in a timely fashion.
- Use a short hashtag that is relevant and memorable.
- Incorporate multimedia – images, graphics, videos and GIFs will help your content go further. Research suggests that using images on Twitter results in 150 per cent more re-tweets and 18 per cent more clicks.
- Include links back to your website – using a link shortener like owly or bitly will help you to track links, which can be useful for evaluation.
- Use your friends and supporters – include key stakeholders in your posts, for example, local organisations that can help spread the message, or individual champions for young people within your organisation, for example, Job Centre Plus or the Prince’s Trust.
- Test your timing of social media posts to assess what works best for young people.
- Get the timing right – draw up a social media calendar of activity before you begin and make sure this complements, not clashes with, other social media activity your organisation is planning.
Using social media

We have developed social media graphics which can be used on Instagram, Twitter and Facebook. These graphics can be edited using the artwork files – you may need support from your digital team or website agency.

See page 6 for details of the artwork files which are available.
Engaging with the media

The media can be a really effective way to get your messages out. Your organisation may already use local media to advertise vacancies but you could use your existing relationships with the media to promote your organisation as a great place to work for young people.

Finding your stories
We can all relate to personal stories, and case studies are a great way to bring people’s experiences to life. You could find examples of young people who are already working in your organisation or senior leaders who started their careers in the NHS as young people. For inspiration, see our #NHSwhereIstarted campaign Storify.

Think about the good news stories that you could tie this messaging into, for example, has your organisation won any awards for your work with young people? Does your organisation have young employees who have won awards or who have stood out as being exemplary? Perhaps you could showcase and highlight the signing of your Talent for Care partnership pledge?

Notes for editors
You may wish to include the following information for editors in your media releases:

- There are 58,700 staff in the NHS under the age of 25 (2014 non-medical NHS staff census).

- In a recent NHS Employers survey of 1,200 16–24 year olds working in the NHS, 86.5 per cent said that their experience of working in the NHS has been positive.

- In the same survey, 66.9 per cent of 16–24 years olds said they can see themselves working for the NHS in ten years’ time.

- NHS Employers’ ThinkFuture programme has further information about how employers in the NHS are being supported to bring more young people into the workforce. ThinkFuture is funded by Health Education England and is part of the Talent for Care and Widening Participation initiatives.
# Campaign checklist

Use this checklist to help you plan your recruitment campaign for young people.

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<thead>
<tr>
<th>Task</th>
<th>Timescale</th>
<th>Done?</th>
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<tr>
<td>Meet with your HR team, communications and/or marketing colleagues</td>
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<td>to produce a campaign plan.</td>
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<td>Identify:</td>
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<td>• clear objectives</td>
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<td>• target audience</td>
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<td>• opportunities for evaluation.</td>
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<td>Decide on your key messages and share them with all colleagues</td>
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<td>involved in the campaign.</td>
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<td>Decide on the channels that you are going to use, based on your</td>
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<td>target audience.</td>
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<td>Allocate resources and budget for the campaign.</td>
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<td>Download our templates and artwork, and add your own organisation’s</td>
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<td>details to create a tailored bank of campaign materials.</td>
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<td>Draw up a social media strategy and activity planner.</td>
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<td>Produce a media plan.</td>
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<td>Launch the campaign on external channels.</td>
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<td>Launch the campaign on internal channels.</td>
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<td>Monitor the campaign regularly to produce accurate evaluation</td>
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<td>reports.</td>
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<td>Produce an overall evaluation of the campaign/s, identifying what</td>
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<td>worked well and what could be improved.</td>
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<tr>
<td>Start planning the second phase of your campaign.</td>
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Contact us

If you have any questions about the ThinkFuture campaign, please email ThinkFuture@nhsemployers.org

www.nhsemployers.org/ThinkFuture

@ThinkFutureNHS