"Patterns of recruitment and induction processes in selected European countries"



# Healthcare questionnaire - Spain





- Researching
- Advising
- Shaping the future



ikei

research & consultancy

# Information on the study and the questionnaire

#### Please read out

The aim of the study is to obtain information on the recruitment, induction and continuing training of new employees. We would like to know how satisfied employers are with the education and training system and in which form they cooperate and/or exert an influence. The questionnaire is directed at managers or staff from the field of human resources or recruitment. The person completing the questionnaire should have knowledge of everyday work in the healthcare sector. He or she should also be able to provide general data such as the number of employees and information on recruitment and/or continuing training strategies. It should take about **20 minutes** to complete the interview.

# Information on confidentiality and further use of the data *Please read out*

The data collected in this survey will be processed in accordance with the **Spanish Data Protection Act** and anonymised for further use within the scope of the study. No information will be published which permits the identification of any particular person, company or location. Please notify us after the survey if you wish to receive information about the **results of this study**. We will then send you a copy of the report.

Questions which are not highlighted are part of section 1 of the data set. Questions which are highlighted in blue are part of section 2 of the data set that contains country specific adaptions.

#### I. General information

#### About the interviewee Α. Read out the possible answers. Please tick the most appropriate answer. What is your position within the company? Please state what most closely reflects your role. Owner / Director / CEO O Care Director / Care Manager **O** Ward manager O Human Resources Manager O Head of Initial and Continuing Training **O** other (please state): Β. About the location/company 1. Since which year has the company you work for existed? O N/A Read out the possible answers. Only one answer possible. 2. A) What is the organisational form of your company? O Not for profit limited company

O N/A

O N/A

- O Limited company
- ORegistered Association
- O Public limited company
- OEntity under public law
- O Other (please state): \_\_\_\_\_
- B) By which kind of body is your company run?O Private economy
  - O Public body
  - O Church body
  - Other social provider (e.g. welfare association)
- Other (please state):\_

Read out the possible answers. Indicate all relevant responses by placing a cross in the appropriate box.
3. A) What form(s) of treatment does your company cover?
In-patient care
Partly residential care
Outpatient care
On/A
B) Which areas does your company cover?
General medical care
Special/specialised/other medical care (please state area):
Hospital attached to an institute of higher education
Care for the elderly/disabled
O N/A
Read out the possible answers. Only one response possible.
4. How would you describe the development of your company or your company's sales over the last ten years?
O Dynamic expansion
• Stable consolidation
O Shrinking
O N/A
Please state the number of employees in full-time equivalents (FTE).
() An employee who only works for half of the weekly working hours counts as 0.5. The same applies to members of
staff who work full-time for only six months. Please apply the same conversion in the case of other part-time working
models.
5. How many FTE staff do you currently employ?
staff ON/A
Please state the number of staff regardless of whether employed on a full-time or part-time basis (not FTE).
<ul> <li>6. What is the total number of staff currently employed at your company?</li> </ul>
6. What is the total number of stan currently employed at your company:
staff O N/A
Please state either the number of employees <u>or</u> a percentage.
7 How many of your total staff performs tasks in the field of health / care?
staff% O N/A
Please state the mumber of staff <u>or</u> a percentage. Please check that the total nmber of staff stated for question 6
adds up to 100%).
8. What is the nature of the age distribution at your location?
Under 25:
25-35: staff %
36-45: staff %
46 and above: staff % <b>O N/A</b>
Read out the possible answers. Only one response possible.
9. How large is your catchment area?
O Local
O Regional
O National
O International
O N/A
In the case of in-patient care provision, please continue with question 10A. In the case of outpatient care provision,
please continue with question 10B.
Read out the possible answers. Only one response possible.
10. A) How many places (beds) do you offer?
places / beds
B) How many patients/customers do you look after?
patients/customers O N/A

# II. Organisational framework/jobs at the medium qualifications level

Please state the number of staff and the minimum and maximum average wage for the job profiles named. Supplement the stipulated job profiles by adding your own where necessary.

() This question focuses on the tasks employees perform or the position they occupy rather than on the qualifications they hold.

Please tell us the number of staff for the job descriptions stated below who cover tasks in health and care. Please state up to three additional job profiles if the stipulated job descriptions do not cover the jobs in your workshop area. Please state the average minimum and maximum gross wage of each of these employees.

state the average minimum and	-	-			
Occupational title	National Occupationa I Classificatio n	Designation according to ISCO 08	Number of staff employed in such a position (full- time employees)	Average minimum wage for full-time employees O Hourly wage O Monthly wage O Annual wage	Average maximum wage for full-time employees O Hourly wage O Monthly wage O Annual wage
Diplom. Univ./grado en enfermería (ISCO 2121)		Healthcare assistant			
Diplom. Univ. /grado enfermera <b>matrona</b> (ISCO 2123)		Personal care worker in health services			
Diplom. Univ. /grado en enfermería especializados (sin matrona) (ISCO 2122)		Home-based personal care worker			
Diplom. Univ /grado en Fisioterapeutas (ISCO 2152)		Nursing professionals			
Diplom. Univ /grado en <b>terapeutas ocupacionales</b> (ISCO 2156)		Nursing professionals			
FP Superior <b>Radioterapia</b>		Nursing professionals			
FP Superior de Laboratorio		Health services managers			
FP Superior <b>Higiene</b> Bucodental		Environmental and occupational health inspectors and associates			
FP Medio Auxiliares de enfermería					
FP Medio Atención Socio- sanitaria					
FP Medio Atención a Personas en Situación de Dependencia (Aux. geriatría, auxiliar de ayuda a domicilio)					
FP Medio Higiene Bucodental					
	Own job profile 1	Own job profile 1			
	Own job profile 2	Own job profile 2			
	Own job profile 3	Own job profile 3			

# III. Distribution of tasks and responsibilities

**Please state all groups of employees for which the respective activity is relevant in daily operations. (i)** Various distributions of tasks and areas of responsibility can be observed internationally with regard to care activities. The aim of this question is to obtain a <u>realistic picture of everyday working life</u> in Spain. We will also surveying the same information in other countries. In this way, we hope to be able to facilitate a realistic comparison between the countries.

# 1. Please study the following list of tasks and work descriptions. By whom are these tasks fulfilled predominantly? Multiple answers per line are possible.

predominantly? Multiple answers per line are possible.			1		1
Is carried out by:	Unskilled/semi- skilled assistants	Qualified healthcare support occupations	Qualified nurses	Other (highly) qualified medical staff	N/A
Communicate with patients and family members to answer questions or distribute and					
explain information					
Act autonomously in the planning and organisation of business and work processes (e.g.					
room allocation, patient transports etc.)					
Act autonomously in the planning and organisation of nursing processes					
Act autonomously in the preparation of healthcare documentation					
Act autonomously in the surveying and identification of care requirements					
Act autonomously in the securing and development of quality of care					
Be involved in the carrying out of medical diagnostic, treatment or rehabilitation measures					
Process human resources administration tasks					
Identify patient data and administer patients					
Prepare medical histories					
Give infusions or other medicines prescribed by a doctor, carry out PEG tube feeding					
Prescribe medicines					
Blood withdrawal, give injections, set intravenous access, start a drip/IV					
Assist at operations					
Prepare patients for diagnostic, treatment and operative procedures and explain such					
procedures when required (in Germany, this does NOT include a doctor's duty to provide					
information to patients and merely involves independent/additional explanations)					
Look after patients during diagnostic, treatment and operative procedures					
Support patients in daily tasks (such as eating, daily hygiene, mobility)					
Identify, asses, support and foster patients' psychological, physical and intellectual needs					
(e.g. by engaging in conversation or other leisure activities)					
Perform simple auxiliary activities (e.g. logistical tasks, transport)					
Carry out simple medical observational tasks and collect and pass on medical data (e.g. pulse,					
temperature, blood pressure and blood sugar levels)					
Interdisciplinary cooperation for the development of holistic solutions to health problems					
Cooperate in an interdisciplinary manner with other institutions and occupational groups in					
the support and assistance of ill and disabled persons					<u> </u>
Care and support for ill and disabled persons in stable care situations on the basis of					
healthcare assistant care planning					L
Preparation and management of instruments and medical appliances (e.g. catheters, sounds)					
Physical procedures (e.g. application of heat carriers, heat treatments) and apply and change dressings					
Psychological and emotional support for dying patients and their family members					

#### **IV. Recruitment**

A. Recruitment of new staff

Re	d out the possible answers. Indicate all relevant responses by placing a cross in the appropriate box.
	Do you provide training/internship periods for students in health/care-related VET and nursing
de,	irees?
	YES
	Diplom. Univ./grado en enfermería
	Diplom. Univ. /grado enfermera matrona
	Diplom. Univ. /grado en enfermería especializados (sin matrona)
	Diplom. Univ /grado en Fisioterapeutas
	Diplom. Univ /grado en terapeutas ocupacionales
	FP Superior Radioterapia
	FP Superior Laboratorio
	FP Superior Higiene Bucodental
	FP Medio Auxiliares de enfermería
	FP Medio Atención Sociosanitaria
	FP Medio Geriatría(aux. ayuda a domicilio
	FP Medio Higiene Bucodental
	□ Other 1:
	Other 2:
	D Other 3:
	O NO
	ΟΝ/Α
Ple	ise continue with <u>question 6</u> if the answer is "NO" or "N/A".
-	
2. 3.	Which school-leaving qualification do you prefer when you recruit Apprentices in health/care occupations? Please state your preferred qualification for each of the apprentices occupations just named. How many VET and nursing students in internship / training periods did you have in health / care – related
3.	qualification for each of the apprentices occupations just named. How many VET and nursing students in internship / training periods did you have in health / care – related
3.	qualification for each of the apprentices occupations just named.
3.	qualification for each of the apprentices occupations just named. How many VET and nursing students in internship / training periods did you have in health / care – related vities in the last year?
3. act	<pre>qualification for each of the apprentices occupations just named. How many VET and nursing students in internship / training periods did you have in health / care – related vities in the last year? number of students in intership O N/A</pre>
3. act	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related         vities in the last year?         number of students in internship         O N/A         How many VET and nursing students in internship / training periods did you have in health / care – related         activities in the past five years?         number of students in intership         ON/A
3. act	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related         vities in the last year?
3. act 4.	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related         vities in the last year?         number of students in internship         O N/A         How many VET and nursing students in internship / training periods did you have in health / care – related         activities in the past five years?         number of students in intership         ON/A
3. act 4. <i>Ple</i>	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related         vities in the last year?
3. act 4.	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i>	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i>	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5.	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5.	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5.	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related        number of students in internship       O N/A         How many VET and nursing students in internship / training periods did you have in health / care – related         activities in the past five years?
3. act 4. <i>Ple</i> 5.	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5. 6.	qualification for each of the apprentices occupations just named.   How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5. 6.	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. 5. 6.	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5. 6. <i>Ple</i> <i>Rec</i>	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. 5. 6.	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5. 6. <i>Ple</i> <i>Rec</i>	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5. 6. <i>Ple</i> <i>Rec</i>	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5. 6. <i>Ple</i> <i>Rec</i>	qualification for each of the apprentices occupations just named.   How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5. 6. <i>Ple</i> <i>Rec</i>	qualification for each of the apprentices occupations just named.         How many VET and nursing students in internship / training periods did you have in health / care – related
3. act 4. <i>Ple</i> 5. 6. <i>Ple</i> <i>Rec</i>	qualification for each of the apprentices occupations just named.   How many VET and nursing students in internship / training periods did you have in health / care – related

(i) We de studies a	nd have less than two years' experience in the occupation.
	many of the new staff you have recruited in the last five years were career entrants? This does not include
	and nursing students having previously spent their compulsory training / internship periods in the company
	_ persons of employees in the field of health / care (number) <b>O</b> N/A ase continue with <u>question 9</u> if you answered "0". Otherwise continue with <u>question 10</u> .
	t the possible answers. Only <u>one</u> response possible. have stated that you have not recruited any career entrants in the past five years. Please tell us the main
reaso	
0	No career entrants applied
ō	Too time consuming/expensive to induct career entrants into particular roles
ō	Our jobs are too demanding for career entrants
ŏ	Competences of career entrants are not sufficient
õ	Lack of occupational experience
õ	We only recruit career entrants internally
ŏ	Other (please state):
v	
0	
	I/A
10. If ye	ou are specifically seeking new staff with occupational experience, how much (minimum) occupational
10. If ye	ou are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)?
10. If ye exp	ou are specifically seeking new staff with occupational experience, how much (minimum) occupational
10. If ye exp	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)?
10. If ye exp	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)?month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students?
10. If ye exp	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)?month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students?
10.         If ye exp           Read out         11.           YES         11.	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)?month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students?
10. If ye exp <u>Read ou</u> 11. YES □	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements
10. If ye exp Read ou 11. YES	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed
10. If ye exp <b>Read ou</b> 11. YES □ □ □	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)?        month(s)       O N/A         t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box.         Are there advantages in recruiting VET and nursing students?         Development of competences and skills can be adapted to company requirements         Loyalty to the company can be developed         Subsidies
10. If ye exp <u>Read ou</u> 11. YES	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)?        month(s)       O N/A         t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box.         Are there advantages in recruiting VET and nursing students?         Development of competences and skills can be adapted to company requirements         Loyalty to the company can be developed         Subsidies         Cost benefits
10. If ye exp <u>Read ou</u> 11. YES	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed Subsidies Cost benefits Other (please state):
10. If ye exp <b>Read ou</b> 11. YES C C C O O	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed Subsidies Cost benefits Other (please state): NO, none
10. If ye exp Read ou 11. YES 0 0 0 0 0 0 0 0 0 0 0 0 0	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed Subsidies Cost benefits Other (please state): NO, none N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. here advantages in recruiting career entrants (who have completed VET or nursing studies) as opposed to
10. If ye exp Read ou 11. YES 0 0 0 0 0 0 0 0 0 0 0 0 0	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed Subsidies Cost benefits Other (please state): NO, none N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box.
10. If ye exp Read ou 11. YES 0 0 0 0 0 0 0 0 0 0 0 0 0	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed Subsidies Cost benefits Other (please state): NO, none N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. here advantages in recruiting career entrants (who have completed VET or nursing studies) as opposed to rienced skilled worker?
10. If ye exp Read ou 11. YES U U U U U U O O Read ou 12. Are t expe	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed Subsidies Cost benefits Other (please state): NO, none N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. here advantages in recruiting career entrants (who have completed VET or nursing studies) as opposed to rienced skilled worker?
10. If ye exp Read ou 11. YES U U U O O Read ou 12. Are t expe YES	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed Subsidies Cost benefits Other (please state): NO, none N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. here advantages in recruiting career entrants (who have completed VET or nursing studies) as opposed to rienced skilled worker?
10. If ye exp Read ou 11. YES U U U U O O Read ou 12. Are t expe YES U	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed Subsidies Cost benefits Other (please state):
10. If ye exp Read ou 11. YES 11. 0 0 0 0 0 0 0 0 0 0 0 0 0	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational erience should such employees be able to demonstrate (including practical phases during training)? month(s) O N/A t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box. Are there advantages in recruiting VET and nursing students? Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed Subsidies Cost benefits Other (please state):
10. If ye exp Read ou 11. YES U U U U U U U U U U U U U	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational         erience should such employees be able to demonstrate (including practical phases during training)?        month(s)       O N/A         t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box.         Are there advantages in recruiting VET and nursing students?         Development of competences and skills can be adapted to company requirements         Loyalty to the company can be developed         Subsidies         Cost benefits         Other (please state):
10. If ye exp Read ou 11. YES C C C C C C C C C C C C C	bu are specifically seeking new staff with occupational experience, how much (minimum) occupational         erience should such employees be able to demonstrate (including practical phases during training)?        month(s)       O N/A         t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box.         Are there advantages in recruiting VET and nursing students?         Development of competences and skills can be adapted to company requirements         Loyalty to the company can be developed         Subsidies         Cost benefits         Other (please state):        NO, none         N/A         t the possible answers. Indicate all relevant responses by placing a cross in the appropriate box.         here advantages in recruiting career entrants (who have completed VET or nursing studies) as opposed to rienced skilled worker?         Development of competences and skills can be adapted to company requirements Loyalty to the company can be developed         Subsidies

#### B. Skills and qualifications of new staff

Please only ask this question if new staff have been recruited over the past five years (IVA6 > 0)! Otherwise please continue with <u>question 2.</u>

1. How many staff newly recruited in the last five years (not including trainees/student nurses) had which general educational qualification? Please also state if higher education graduates have completed VET in a medically related occupation.

		School	qualific	cation		Ту	pe o	f HE		
Vocational qualification	Number	No school leaving qualificatios	Lower secondary school	Upper/specialist secondary school	Healtcare management	Nursing studies	Nursing studies	Other healthcare sciences	Inluding previous VET in a technical ocupation (number)	
Employee with middle-level degree in health care										
Employee with upper-level degree in health care					1			-		
General nurses										
Specialized nurses										
Others										

#### *Read out the possible answers. State weighting for each response.*

2. How important are the following factors for selection and recruitment of new staff (not including VET / nursing students)?

Factor	Very important	Important	Less important	Not important
References/previous employers	0	0	0	0
Availability	0	0	0	0
Personal recommendation/placement	0	0	0	0
Occupational skills	0	0	0	0
Age	0	0	0	0
School certificates	0	0	0	0
Training qualifications	0	0	0	0
Experience	0	0	0	0
Motivation and attitude	0	0	0	0
Public selection process / public listing	0	0	0	0
Other (please state):	0	0	0	0

# C. Recruitment pathways

Onl	v one	resi	oonse	possible	per line.

Only <u>one</u> response possible per line.			
1. Which of the following channels do you use when r	ecruiting new staff (exc	cluding VET / nursing s	students)?
Channels	YES	NO	N/A
Local or regional (daily) newspapers	0	0	0
National (daily) newspapers	0	0	0
Public employment Agency	0	0	0
Cooperation with schools and HE institutes	0	0	0
Private employment agencies	0	0	0
Regional networking events (e.g. job fairs)	0	0	0
Online job exchanges	0	0	0
Own homepage	0	0	0
Internet presences of chambers, associations etc.	0	0	0
Making use of unsolicited applications	0	0	0
Staff recommendations or proposals	0	0	0
Word of mouth	0	0	0
Own training	0	0	0
Coordination with teachers regarding individual pupils/trainees	0	0	0
Public selection process / public listing	0	0	0

 0	0	0
0	0	

<ul> <li>Read out the possible answers.</li> </ul>	Indicate all relevant responses.

2. How do you select suitable candidates? Please differentiate between the selection of future VET / nursing	
students and the selection of other employees.	

Selection procedure	Trainees/student nurses	Other employees
Job interview		
Practical tests/trials		
Written tests		
General intelligence/general knowledge	•	
Professional knowledge		
Personality/attitude		
Internship		
Probationary period or fixed-term contract of employment		
Public selection process / public listing		

#### V. Induction, continuing training, training

Only one response possible per line. Please convert other units of time (e.g. 1 week = 0.25 months).

() We define career entrants as new employees who have completed their vocational education and training or nursing studies and have less than two years' experience in the occupation. If you have only previously recruited new employees with occupational experience, please attempt to provide estimations in response to the following questions.

1. How long does it take on average for career entrants	s	r	
	Information in months	Information in years	N/A
to perform their work as well as experienced employees?			0
to be viewed as fully competent in the following areas?	·		
Theoretical professional knowledge			0
Occupational skills			0
General knowledge (e.g. reading, writing, arithmetic etc.)			0
Knowledge of specific company organisation			0
Autonomous work			0
Dealing with technical equipment			0
Ability to communicate with customers			0
Work attitude, motivation, commitment			0
Communication with colleagues			0
Indicate all relevant responses by placing a cross in the a	nnronriate hox		

Indicate all relevant responses by placing a cross in the appropriate box

2. Which of the following induction measures do you offer at your location in order to support new employees in the field of health / care in developing their knowledge and competences to the extent that they are able to fulfil their tasks?

 Induction into the make-up, structure and organisation of the company and location (e.g. introductory seminars, meetings)

Company tour

**D** Job rotation (= working at different workplaces and in different departments)

■ Familiarisation with other departments/divisions at the location and/or company (not involving new staff to work in these)

- **D** Scheduled meetings with selected contact persons (e.g. senior management)
- Training courses
- **D** Job shadowing (= following and assisting an experienced member of staff)
- Mentor system
- **G**radual increase in responsibility and complexity of tasks
- Regular feedback from colleagues (including criticism)
- □ Regular feedback from line managers (including criticism)
- Other (please state): \_\_\_\_

# **O** N/A

Please provide one response per group.

-	3. How much time you allow on average for these measures in the first three years following the recruitment of a new member of staff? Please differentiate between career entrants and new recruits with occupational				
experience.	lerentiate between	career entrants and n	iew recruits with occi	ipational	
<ol> <li>We define career entrants as</li> </ol>	new employees who	have completed their	vocational education	and training or	
nursing studies and have less that					
Career entrants	in two years experies		Experienced employe	es	
hours days	weeks	hours	days	weeks	
<b>O</b> None	Weeks	O None	/	Weeks	
<b>O</b> N/A		<b>O</b> N/A			
Only one response possible.           4. Are collective wage agreements	or company agroom	onts regarding initial	and/or continuing tr	ining in place in	
your company?	or company agreem	ents regarding initial	and/or continuing the		
O Yes	O No	<b>O</b> N/A			
VI. Human resources developm	ent				
Only <u>one</u> response possible.					
1. Do you have a fixed developmer	nt of wages according	g to age / seniority (e	.g., by agreements or	by law)?	
O Yes	<b>O</b> No	<b>O</b> N/A			
Please continue with <u>question 2</u> if you a	nswered "NO". Othe	erwise continue with <u>a</u>	<u>question 3</u> .		
Only <u>one</u> response possible.					
2. How long does it take on averag	e for a career entran	t in the field of healtl	n and care to earn exa	actly as much as an	
experienced employee? Please s	tate the period in m	onths or years.			
months					
years					
<b>O</b> N/A					
More than one response possible					
3. Which forms of structured HR de	-			-	
the respective form of HR develo	opment or continuin	g training is available	at your company and	f "no" if this is not	
the case.					
Form of structured HR development an training	a continuing	Yes		Νο	
Stipulated continuing training strategy		0		0	
HR development programme		0		0	
Regularly updated continuing training p	Regularly updated continuing training plan O			0	
Continuing training courses stipulated b	y the	0		0	
manufacturer, provider or similar					
Target setting meetings		0 0			
Meetings with employees to identify co needs	ntinuing training	o o			
Meetings with employees to provide fee	edback on			•	
performance (feedback meeting)		0 0			
N/A			0		
Please provide <u>one</u> response per gro	nun				
4. What is the average time per year		ag training by nowly	ecruited career entre	ints or experienced	
				ints of experienced	
employees of the company? Please give your response in hours or days (one day is 8 Hours). (i) We define career entrants as new employees who have completed their vocational education and training or					
nursing studies and have less than two years' experience in the occupation. In the case of experienced staff, a					
	ase give your respon new employees who	have completed their	vocational education	_	
	ase give your respon new employees who n two years' experie	have completed their nce in the occupation	vocational education In the case of experie	enced staff, a	
nursing studies and have less tha	ase give your respon new employees who n two years' experies vly recruited employe	have completed their nce in the occupation ees with occupational	vocational education In the case of experie experience and staff	enced staff, a who have gathered	
nursing studies and have less tha distinction is drawn between new	ase give your respon new employees who n two years' experier vly recruited employ the company in whic	have completed their nce in the occupation ees with occupational	vocational education In the case of experie experience and staff	enced staff, a who have gathered rees)	
nursing studies and have less tha distinction is drawn between new their occupational experience in	ase give your respon new employees who n two years' experies vly recruited employ the company in whic Newly recruited	have completed their nce in the occupation ees with occupational h they presently work	vocational education In the case of experie experience and staff (long-serving employ	enced staff, a who have gathered rees) <b>/ees that have been</b>	
nursing studies and have less tha distinction is drawn between new their occupational experience in	ase give your respon new employees who n two years' experien vly recruited employe the company in whic Newly recruited expe hours	have completed their nce in the occupation ees with occupational h they presently work employees with	vocational education In the case of experie experience and staff (long-serving employ Experienced employ	enced staff, a who have gathered rees) <b>/ees that have been</b>	
nursing studies and have less tha distinction is drawn between new their occupational experience in Career entrants	ase give your respon new employees who n two years' experies vly recruited employe the company in whic Newly recruited expe	have completed their nee in the occupation ees with occupational h they presently work employees with rience days O None	vocational education In the case of experie experience and staff (long-serving employ Experienced employ in the company for	enced staff, a who have gathered rees) <b>/ees that have been</b> or a longer period	
nursing studies and have less that distinction is drawn between new their occupational experience in Career entrants hours days O None O None O N/A O N/A	ase give your respon new employees who n two years' experies vly recruited employe the company in whic Newly recruited expe hours O None O N/A	have completed their nee in the occupation ees with occupational h they presently work employees with rience days O None O N/A	vocational education In the case of experie experience and staff (long-serving employ <b>Experienced employ</b> in the company for hours	enced staff, a who have gathered rees) yees that have been or a longer period days	
nursing studies and have less tha distinction is drawn between new their occupational experience in Career entrants hours days O None O None	ase give your respon new employees who n two years' experies vly recruited employe the company in whic Newly recruited expe hours O None O N/A	have completed their nee in the occupation ees with occupational h they presently work employees with rience days O None O N/A	vocational education In the case of experie experience and staff (long-serving employ <b>Experienced employ</b> in the company for hours O None	enced staff, a who have gathered ees) yees that have been or a longer period days O None	

# 5. What are the proportions of stipulated or voluntary continuing training measures? Stipulated continuing training measures include measures which are obligatory under law or prescribed by manufacturers.

\_\_\_\_% of continuing training measures stipulated by law

\_\_\_\_\_% continuing training courses stipulated by the manufacturer, provider or similar

\_\_\_\_\_% of voluntary continuing training measures

#### Read out continuing training areas. State as a percentage only.

6. How much of the time stated is taken up by the following areas of continuing training (average value)? Please state as a percentage of general continuing training volume for both career entrants and experienced members of staff (newly recruited employees with occupational experience and long-serving employees).

Area of continuing training	Time proportion for career entrants	Time proportion for newly recruited employees with experience	Time proportion for experienced employees that have been in the company for a longer period
Specialist healthcare knowledge (e.g. relating to nursing, treatments etc.)	%	%	%
Specialist medical knowledge (e.g. relating to medicines, illnesses, symptoms etc.)	%	%	%
General skills (e.g. reading, writing, arithmetic, languages)	%	%	%
Business skills/entrepreneurship	%	%	%

# VII. Satisfaction with the (initial) education and training system (IETS)

# Only <u>one</u> response possible per line.

() We define the initial education and training system for occupations in health and care as the VET systam AND the nursing studies.

studies.						
How satisfied are you with?	Very dissatisfied	Dissatisfi ed	Neither satisfied nor dissatisfied	Satisfie d	Very satisfied	N/A
general knowledge and basic competences of those completing the IETS (arithmetic, writing etc.)?	ο	ο	0	ο	0	ο
theoretical professional knowledge of those completing the IETS?	0	0	0	0	0	ο
practical professional skills of those completing the IETS?	0	0	0	0	0	0
willingness to learn of those completing the IETS?	0	0	0	0	0	0
communication skills of those completing the IETS?	ο	0	0	0	0	0
work attitudes (punctuality, motivation) of those completing the IETS?	0	0	0	0	0	0
the professional competences of teachers?	0	0	0	0	0	0
the equipment and facilities of training centres/schools/universities ?	0	0	0	0	0	0
cooperation with initial and continuing training institutions / universities?	0	0	0	0	0	0

# QUESTIONNAIRE ENDS HERE!!! Please thank the respondent for participating in the survey.