

finders, keepers

the adult social care sector
recruitment and retention toolkit



I care...

foreword

This recruitment and retention toolkit for the adult social care sector is a practical resource for care providers to improve their recruitment and retention strategies.

We hope that care providers who struggle to recruit and/or retain staff find the case studies thought provoking and inspirational. We have endeavoured to ensure that the case studies represent the diversity of care services and settings: large and small, charitable and private.

There may be some gaps in the toolkit, either in the practical information or the case studies, so we welcome the submission of further information and case studies and any feedback on the toolkit that you may have. Please send your feedback to info@skillsforcare.org.uk.

We are very grateful to all those care providers who generously took the time to share their good practice with us, and for agreeing to their contact details being published so that other care providers can contact them directly for further information.

We would also like to express our appreciation for the support that the Toolkit Advisory Group gave to the project. Thank you for your helpful ideas, advice and insights.

We hope you find the toolkit useful.

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Finders, Keepers: the adult social care sector recruitment and retention toolkit

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The toolkit was compiled and written by Maria Patterson and Zoe Lancaster of the English Community Care Association (ECCA), Joyce Francis of the UK Homecare Association (UKHCA), and Jo Amey of Barchester Healthcare, working to a commission from Skills for Care.

Skills for Care would like to acknowledge the work of the above, and the members of the advisory group (see appendix), in the development of this publication.

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1. introduction

This recruitment and retention toolkit for the adult social care sector has been produced as a practical resource for care providers to improve their recruitment and retention strategies.

The toolkit emphasises to care providers, particularly smaller organisations, the importance of taking a strategic approach to recruitment and retention.

Good recruitment strategies lead to higher rates of retention. If you take the time to attract the right people to work with you and carry out a thorough recruitment process, you are more likely to retain better quality staff for longer.

Similarly, good retention strategies lead to better recruitment. If you offer good training packages, supervise and develop your staff, and offer good terms and conditions, more people are likely to want to work for your organisation, and they are likely to want to stay too.

Attracting and retaining the right staff leads to better outcomes for the people who use your service, which leads in turn to a better reputation for high quality service.

There is thus a strong business case for taking more time to consider your recruitment and retention strategies.

This toolkit aims to help providers to improve their strategies by providing information and advice on all aspects of the 'life-cycle' of an employee, which are presented as the following 'themes':

- **Attracting people through education about the sector or organisation**
- **Selection process**
- **Training and development**
- **Career pathways**
- **Employee engagement**
- **Sustaining motivation and exploring new challenges.**

The themes are colour coded throughout the book for ease of reference.

The toolkit is illustrated with case studies, which provide lots of ideas for improving recruitment and retention strategies.

2. what counts in recruitment & retention: summary results from a survey of adult social care employers

As part of the project, a short questionnaire was sent to adult social care employers in order to find out:

- what the level of knowledge about recruitment and retention techniques there is in the sector
- what particular issues and barriers employers face in recruiting and retaining staff
- what examples of good practice can be shared to address recruitment and retention issues and barriers.

The questionnaire received a balanced response in terms of geographical spread, size of organisation, care setting and client group.

Responses to specific questions about recruitment and retention revealed that social care employers appear to adopt quite different strategies, and seek advice and information from varying sources, depending on their size.

Where do you normally access information and advice on recruitment and retention?

Many organisations look online for recruitment and retention advice and information. Other popular sources of information and advice were the Chartered Institute of Personnel and Development (CIPD), United Kingdom Homecare Association (UKHCA), Job Centres, Advisory, Conciliation, and Arbitration Service (ACAS), external recruitment-partner organisations, and internal information, statistics, and HR staff.

What practical tools do you use in recruitment and retention and what further tools would be useful?

Many practical tools are in use across the responding organisations. For recruitment these include: employee referral schemes, open days / tours, ability testing, and input from people who use the service. And for retention: comprehensive inductions, training, supervision, empowerment, flexible and family friendly policies, and benefit and reward schemes such as vouchers, healthcare, meals, bonuses and profit sharing.

Please tell us about a particular issue or barrier you experience in recruitment and/or retention

The barriers to recruitment most often mentioned by respondents include being unable to attract candidates with the appropriate experience and/or commitment to the caring profession, the low pay, and the somewhat negative image of the care sector and its career opportunities. Cost and time needed for recruitment were also seen as issues.

The CRB check was mentioned as a major barrier to recruitment by respondents of all organisational sizes. The issue appears to be the length of time that the process can take, and difficulties in keeping recruits waiting for this time as they can often find other employment in the meantime.

Barriers to retention that were mentioned included the unsociable hours of the jobs, external pressures, e.g. the risk of litigation and monitoring by external agencies, pressure to complete NVQ qualifications, and employees not being sufficiently prepared for the demands of the job.



3. recruitment & retention strategies: an overview of themes, issues, solutions and key messages

theme 1: attracting people through education about the sector/organisation

| issues | solutions | case studies (following) |
|--|---|--|
| Difficulty of attracting younger people to a career in social care | Promoting a career in care by partnering a residential care home with a secondary school to assist in the delivery of key stage 4 GCSE and level 2 & level 3 National Diploma | Educating GCSE and A-level students about a career in adult social care <i>(The Pembroke Group)</i> |
| Difficulty of attracting people to a career in adult social care | Promoting a career in care by working with local colleges and universities | Recruiting from colleges and universities <i>(Community Integrated Care – CIC)</i> |
| Candidates having unrealistic perceptions of what care work entails, resulting in high turnover after employment | Training staff to give presentations as ‘care ambassadors’ about working in care | Ambassadors for Care <i>(The Hollybank Trust)</i> |
| Large numbers of application forms sent out and only a small number being completed and returned | Applicant visits and ‘taster’ shifts prior to submitting application | Candidate visits and taster shifts – sourcing applicants with a genuine interest in care work <i>(Stallcombe House)</i> |
| Candidates having unrealistic perceptions of what care work entails, resulting in high turnover after employment | Producing a DVD to give job candidates a fuller picture of the reality of care work | Educating and attracting employees with DVDs <i>(Voyage)</i> |

key messages and learning

- Partnering with local schools, colleges, universities and Jobcentres offers opportunities to give talks about social care to break down negative perceptions. Consider offering your care setting as a location for training.
- Employers can join in shared Care Ambassador schemes – enquire via Skills for Care regional offices.
- Introducing bank positions, work placements, flexible working and ‘taster shifts’ offers a good opportunity to allow potential candidates to experience care before applying for jobs.
- Inviting potential job applicants to visit a care site for an informal chat before applying for a job promotes less applications from non-genuine applicants.
- Producing a DVD or information pack about what social care work involves helps to educate job candidates about the realities of care work.



theme 2: selection process

| issues | solutions | case studies (following) |
|--|--|---|
| Resources and time taken up by recruitment | Introducing group assessments | <i>Group assessment: saving resources and getting more out of candidates (Orchard Care Homes)</i> |
| Lack of resource in branches to effectively deal with recruitment | National recruitment team implemented to manage all aspects of recruitment enquiries and application processing | National recruitment team – taking the pressure off branch recruitment <i>(Careforce)</i> |
| Difficulty in recruiting care home staff resulting in over-reliance on agency workers | To improve the efficiency of recruitment and remove the need for agency staff, thereby improving the consistency of care for residents | Local recruitment – reducing dependence on agency staff by up to 93% <i>(Abbeyfield)</i> |
| Interview and selection inconsistencies across the organisation and varying levels of success with subsequent appointments | Creation of a standardised interview and scoring process with the emphasis on testing for behaviours rather than competences | Interviewing for values – and 21% less staff turnover <i>(Anchor Trust)</i> |
| Putting employers and potential employees in local communities in contact with each other | Creating a web-based recruitment portal | Linking employers and employees in local communities <i>(UKHCA recruitment portal)</i> |
| Recruitment difficulties | Joining a employment forum/ coalition | Networking for care staff <i>(West Yorkshire Employment Coalition – Care Sector Group)</i> |

key messages and learning

- Introducing group assessments for the recruitment of staff, particularly for a new care service/home, saves on the time and resources involved in recruitment.
- For larger organisations, introducing a centralised approach to recruitment can lead to more consistency in the quality of staffing and is a cost-effective solution.
- Conversely, introducing locally based approaches to recruitment can reduce dependence on agency staff and reduce turnover. What appears to be important is that a standardised approach is taken.
- Introducing a standardised interview process based on behavioural rather than competence-based questions can result in recruiting candidates with the right qualities and values for care work, thereby increasing retention rates.
- Signing up to web-based recruitment portals promotes recruitment opportunities.
- Joining local groups such as employment forums or coalitions offers good networking opportunities in order to fill vacancies.



theme 3: training and development

| issues | solutions | case studies (following) |
|---|--------------------------------|--|
| Losing new recruits due to the length of time taken to get CRB approval | Work shadowing | Engaging new recruits through work shadowing <i>(Rainbow Care Services Ltd)</i> |
| Difficulties in retaining staff | Introducing structured support | Structuring support and development <i>(Meera House Nursing Home)</i> |
| | | Detailed induction, regular appraisals and individual performance development plans <i>(Care Management Services)</i> |

key messages and learning

- Work shadowing is an effective way of training and engaging staff while they are waiting for CRB clearance. This policy also has positive outcomes for senior staff and for people who use the service.
- Offering structured and regular supervision sessions allows time for reflection on practice and staff development.
- Detailed induction, regular appraisals and individual performance development plans engage staff and demonstrate to them the value that organisations place on training and development.

theme 4: career pathways

| issues | solutions | case studies (following) |
|--|--|--|
| Difficulty of retaining staff | Introducing an apprenticeship programme offering training on the job and promoting clear career pathways | Apprenticeship scheme (<i>Barchester Healthcare</i>) |
| Difficulty of recruiting motivated supervisors | Introducing a fast-track scheme for supervisors | Fast-tracking supervisors (<i>Carewatch Ipswich</i>) |

key messages and learning

- Offering an apprenticeship scheme sends a message to job candidates that there are career development opportunities within a company and increases levels of retention.
- Introducing fast track or graduate schemes is a positive way to promote career opportunities.



theme 5: employee engagement

| issues | solutions | case studies (following) |
|--|--|---|
| Difficulty retaining younger staff, who are trained by the organisation and then leave | Improve staff retention by making staff feel valued, important and special | Retaining staff – the importance of feeling important! <i>(ARC Community Care)</i> |
| Engaging and retaining staff | Caring for staff with a personal touch | A personal touch <i>(Helen McArdle Care)</i> |
| Engaging and retaining staff recruited from overseas | Providing English classes and set shift patterns | English classes and set shift patterns – zero vacancies in 18 months! <i>(Swanborough House)</i> |

key messages and learning

- Making staff feel valued and important is key to promoting well-being, thereby increasing retention rates.
- There are several ways to demonstrate to staff that they are valuable, including recognition of good attendance records and length of service.
- Providing free training and personal development engages employees.
- Providing set shift patterns recognises the importance of supporting the personal lives of staff.

theme 6: sustaining motivation and exploring new challenges

| issues | solutions | case studies (following) |
|--------------------------------------|---|---|
| Retaining dedicated care staff | Recruiting older staff and developing their careers | Valuing and developing older staff members <i>(The Pembroke Group)</i> |
| Motivating staff to improve services | Registering staff as 'dignity champions' | Dedicated dementia team: Dignity Champions <i>(Anchor Trust)</i> |

key messages and learning

- Providing training and ongoing development helps to sustain the motivation and dedication of staff of all ages.
- Engaging staff in national initiatives such as the Dignity Challenge helps them value the work they do.



4. recruitment & retention strategies in practice: case studies and related sources of advice and information

theme 1: attracting people through education about the sector/organisation

Many care providers report that they struggle to attract potential job applicants to their organisation for various reasons, including low pay, unsociable hours, lack of experience and/or commitment, and negative perceptions of adult social care and the career opportunities that it can offer. Many providers also specifically report that they struggle to attract younger staff to the care sector.

There are ongoing and long-term actions that providers can take in addressing these recruitment issues. What appears to be key is building links in the local community, including schools, colleges, universities, GP practices and faith communities. Building such links involves promoting services at careers evenings and job information events, renting space on public notice boards and inviting external colleagues and potential job applicants to visit your care setting/s.

Allowing potential job candidates to learn about individual care organisations through visits and marketing literature also appears to help attract them to care work.



Educating GCSE and A-level students about a career in adult social care (The Pembroke Group)

Issue: Difficulty of attracting younger people to a career in social care.

Solution: Promoting a career in care by partnering a residential care home with a secondary school to assist in the delivery of key stage 4 GCSE and level 2 & level 3 National Diploma.

Pembroke Hotel for the retired, one of Pembroke Group's residential care homes on Third Avenue in Hove, cares for 18 older people and currently employs 15 staff.

After participating in education meetings in Brighton and Hove with teachers and trainers, the care home's manager, Elaine Darby, was asked to host visits by Hove Park School students who were taking their GCSE in Health and Social Care.

When the students first met the care home staff there was a general lack of enthusiasm among the students and they expressed very negative comments about residential care for older people. Not one student was interested in working in the care sector.

Over the last two years, 150 students have visited the Pembroke. Staff from the school accompany the students when they visit, to ensure that they ask the right questions for the evidence they need to write up on their return to the classroom.

It doesn't take long before pre-conceived perceptions are dispelled and the students begin to enjoy the experience. The programme consists of approximately six sessions where they complete their practical and communication units and interact with residents through 'listening and conversation' sessions. Each student is matched to a resident to spend time with throughout the year.

At the end of the school year one of the students asked if she could work at the care home. She is now a valuable member of the staff and helps to educate a new generation of students. The experience is positive for residents too. According to one resident, "It's like having my grandchildren here."

For further information contact: susanbrand@btinternet.com

Ambassadors for Care (The Hollybank Trust)

Issue: Candidates having unrealistic perceptions of what care work entails, resulting in high turnover after employment.

Solution: Training staff to give presentations as 'care ambassadors' about working in care.

The Hollybank Trust is a charity with 490 employees. It provides residential care for children and young adults with physical disabilities.

The Care Ambassador Project involves care staff volunteering to go into local communities and speak to schools, colleges and community centres about their work. This approach is intended to give individuals a realistic view about the care industry, and to dispel any existing negative preconceptions. The trust's recruitment strategy also includes making good contacts with JobCentre staff as well as applicants in order to convey a positive image of the industry and enthuse the JobCentre staff to promote it to those looking for work.

Initially, it was difficult to find staff willing to volunteer for this project as they were not accustomed to giving presentations to groups of people. However, the Hollybank Trust has found that over time more staff are volunteering for this project. Retention has also improved as being Care Ambassadors has given variety to their usual role and increased staff enthusiasm. Through this project, staff are understanding the value of their jobs and consequently are less inclined to leave.

The project is ongoing and evidence of success is mainly in the improved retention that Hollybank is experiencing. Although some staff have been recruited through Job Centres, the real results in recruitment are not yet available as it is targeted at the future workforce.

For further information contact: **k.coombes@hollybanktrust.com**

Also, employers can join in shared Care Ambassador schemes – enquire via Skills for Care regional offices.

Candidate visits and taster shifts – sourcing applicants with a genuine interest in care work (Stallcombe House)

Issue: Large numbers of application forms sent out and only a small number being completed and returned.

Solution: Applicant visits and ‘taster’ shifts prior to submitting application.

Stallcombe House is a residential community for adults with learning disabilities located in the South West of England, employing around 50 staff.

When recruiting care staff, it was found that even though some 20 or 30 applications forms were being sent out in response to enquiries following an advertisement, only one or two completed application forms were actually received. For Stallcombe House, this was costly in both resources and time.

To tackle this issue, since around 2000, potential job applicants have been required to visit and spend some time at Stallcombe House, meet staff and residents, have an informal chat and a look around. Only if they are still genuinely interested are they given an application form to complete.

Some applicants also work what’s referred to as a ‘taster shift’. This is designed to allow the potential applicant to see if they like the type of work involved and the working environment.

The policy is seen as beneficial to both sides because it allows applicants to make an informed choice on whether or not they wish to proceed with a full job application, and it allows Stallcombe House to save resources by sending out application forms only when they are likely to be completed. The home also only spends time interviewing and assessing those applicants whose interest in working there is genuine.

For further information contact: stalfarm@eclipse.co.uk

Educating and attracting employees with DVDs (Voyage)

Issue: Candidates having unrealistic perceptions of what care work entails, resulting in high turnover after employment.

Solution: Producing a DVD to give job candidates a fuller picture of the reality of care work.

Voyage provides a range of care and support solutions for people with a variety of specialist needs. These currently include learning disabilities, autistic spectrum disorders, physical disabilities, acquired brain injuries, neurological impairments and mental ill-health. The organisation currently employs nearly 6,000 staff.

Voyage decided to address the issue of staff commencing care work without a realistic perception of what the work entailed. When candidates did not fully understand the nature of personal care they were more likely to leave employment after a short time, affecting the organisation's turnover.

To help address this problem, Voyage produced a DVD to accompany job application packs. The DVD demonstrates the diversity of services that Voyage offers. It also presents the ethos and values of the organisation and effectively shows applicants the nature of the care work they would be undertaking.

The DVD has encouraged job candidates to 'self select' before applying to work at Voyage. Job applicants are found to be more informed and realistic about what care work entails, and their expectations are set and managed from the outset.

Voyage has found that producing the DVD has significantly influenced a reduction in turnover of staff and conversely a rise in the stability of the workforce so that more than 80% of staff have worked for the company for more than a year. While it may not be viable for smaller organisations to produce their own DVD, perhaps there is an idea here for smaller providers to co-produce a similar DVD.

For further information contact: paulnewton@voyagecare.com

key messages and learning from theme 1

- Partnering with local schools, colleges, universities and JobCentres offers opportunities to give talks about social care to break down negative perceptions. Consider offering your care setting as a location for training.
- Introducing bank positions, work placements, flexible working and ‘taster shifts’ offers a good opportunity to allow potential candidates to experience care before applying for jobs.
- Inviting potential job applicants to visit a care site for an informal chat before applying for a job promotes fewer applications from non-genuine or uncertain applicants.
- Producing a DVD or information pack about what social care work involves helps to educate job candidates about the realities of care work.

sources of advice and information related to theme 1

Care Ambassador Resource Pack (Skills for Care)

Care Ambassador schemes aim to increase understanding of adult social care by giving presentations, and running workshops and other events. The presentations and other activities are run by social care workers, and sometimes by carers and people who use services. A resource pack is available to download. It is designed to provide resources for Care Ambassador schemes and to give advice to organisations that are considering setting up a Care Ambassador scheme.

www.skillsforcare.org.uk/careambassadors

Also, employers can join in shared Care Ambassador schemes – enquire via Skills for Care regional offices.

'I Care...' (Skills for Care)

The 'I Care...' series focuses mainly on the perception and image of the social care sector by promoting people who use services, our range of employers, different settings, job roles, training and development and career progression. These resources can be used in a variety of different ways by individual employers, trainers and educators or by those associated with promoting career/employment opportunities. The resources depict real people within the sector, promoting different aspects of that sector. Resources include a series of posters, postcards, case studies, career opportunities information, work-based learning guides. Electronic 'I Care...' products include the career pathways section of Skills for Care's website (go direct to www.skillsforcare.org.uk/icarequiz) and the 'I Care...' quiz to help assess interest in and suitability for social care work. The quiz is available on CD-Rom, 'Have you got what it takes to work in social care?', as well as online at: www.skillsforcare.org.uk/icare.

Work placement guides (Skills for Care)

The Skills for Care website has three guides which offer easy to use support to make sure teachers, students and employers get the most out of a placement and it is hoped that the practical nature of all the guides will convince many young people of the real benefits of a long-term career in social care.

www.skillsforcare.org.uk/workplacementguides

Developing a sector route-way for social care (Skills for Care)

Skills for Care is currently working with JobCentre Plus to provide a national sector route-way for adult social care. The sector route-way is a form of support that JobCentre Plus can offer to unemployed people to give them the skills and confidence to move into entry level jobs in the adult social care sector.

www.skillsforcare.org.uk/caresectorrouteway

Starting a career in social care (Skills for Care)

The Skills for Care website contains a useful introduction to social care careers and is a useful resource for care providers to point future employees to. It contains information on training and development and an e-tool on career pathways.

www.skillsforcare.org.uk/entry_to_social_care/startingacareerinsocialcare/startingacareerinsocialcare.aspx

Men into social care (Skills for Care)

Skills for Care will shortly be publishing research on attracting men into social care work. The research recommends that the following groups of men should be targeted:

- the 50-plus 'empty-nester' age group
- the 20–25 age group.

The research is due for publication in 2010.

Caring to Care DVD (Surrey Care Association)

This DVD contains scenarios which demonstrate the essential role care staff play in domiciliary care and the importance of providing care with respect and dignity. This DVD was developed with Carewatch (East Surrey) and is a valuable tool in the recruitment of domiciliary care staff. To order a copy please email jenni.turner@surreycare.org.uk or call **01372 825116**.



theme 2: selection process

Care providers often report that recruitment is a time-consuming and resource-heavy process, but it is crucial that care providers take a systematic approach to recruitment and understand that good recruitment strategies and policies lead to good rates of retention.

The case studies in this section demonstrate some of the different policies that care providers have adopted in order to ensure a consistent and effective approach to recruitment, including the introduction of group assessment, national recruitment teams, locally-based recruitment policies and behavioural interviewing. The case studies also provide ideas for promoting recruitment through networking and the use of web-based tools. Whether providers take a local, regional or national (head-office based) approach to recruitment is a matter for them to decide—what is most important is having consistent and systematic policies in place.

Care providers clearly need to adopt consistent systems for Criminal Records Bureau (CRB) checks, and while many providers report that waiting for CRB clearance is a barrier to recruitment, many have adopted effective strategies to train and develop staff in supervised or ‘shadowing’ form while their CRB check is pending. Sources of information on CRB and employing ex-offenders are presented at the end of this section and a case study on work shadowing is included in the next section on training and development.

As this publication went to press, Skills for Care was working with the UK Homecare Association to produce an employer’s guide to understanding CRB checks, due for publication later in 2010.



Group assessment: saving resources and getting more out of candidates (Orchard Care Homes)

Issue: Resources and time taken up by recruitment.

Solution: Introducing group assessments.

Orchard Care Homes is a private residential care provider for older people, employing just under 1,600 staff. The organisation operates in the North West, North East and Yorkshire and the Humber.

When Orchard Care Homes was opening up a new care home the HR team decided to try a new recruitment method of group assessment for ancillary staff and care assistants in order to save time on face-to-face interviews. This recruitment method has also revealed itself to be a very effective way of bringing the best out of those candidates who tend to be very nervous in one-on-one interviews.

Group assessments consist of an introduction to the organisation, group exercises and a questions and answers session at the end. The questions and answers session is a particularly valuable way for candidates to learn more about the terms and conditions of job vacancies and about Orchard Care itself. In a group session, a whole range of detailed questions may be asked and candidates gain a better understanding of terms and conditions than they would if they were on their own.

Orchard Care has recruited approximately 25 people per new home using this method. In each of these homes this has amounted to four group sessions of 3.5 hours each, i.e. a total of 14 hours. This compares with 75 hours of face-to-face interviews that would have been needed to appoint the same number of staff.

Linda Cotham, Deputy Manager at St Helen's Hall, says "I found the assessment days much better as I am not very good at one-to-one interviews and I actually enjoyed the experience."

For further information contact: lucy.sagcan@orchardcarehomes.com

National recruitment team – taking the pressure off branch recruitment (Careforce)

- Issue:** Candidates having unrealistic perceptions of what care work entails, resulting in high turnover after employment.
- Solution:** National recruitment team implemented to manage all aspects of recruitment enquiries and application processing.

Careforce has a country-wide network of local branches providing care services for people who want to be cared for in their own homes. It employs over 4,000 people across 55 branches.

To tackle inconsistency in recruitment, Careforce decided to implement a national recruitment team to ensure that all enquiries were dealt with appropriately and all recruitment administration was standardised.

The recruitment team ensures that anyone who applies for a role is well informed and aware of all aspects of care work, eliminating candidates who are not suited to certain aspects of the role. The admin team also undertakes all recruitment administration, including pre-employment checks and job offers, ensuring consistency and compliance with legislation. They regularly contact candidates during the recruitment process to update them on the progression of their CRB application and to maintain communication.

Careforce has also introduced regional recruitment coordinators who identify innovative methods and opportunities to attract staff within their regions. They build relationships with local job centres, schools, colleges and businesses, attend job fairs, and arrange open days.

Careforce has found that since implementing the new dedicated national recruitment team the quality of candidates has improved as they are more aware of what is involved in the work before they apply. Also, the cost of recruitment per care worker has gone down dramatically.

For further information contact: tracy.walshaw@careforcegroup.co.uk

Local recruitment – reducing dependence on agency staff by up to 93% (Abbeyfield)

Issue: Difficulty in recruiting care home staff resulting in over-reliance on agency workers.
Solution: To improve the efficiency of recruitment and remove the need for agency staff, thereby improving the consistency of care for residents.

Abbeyfield has over 550 supported sheltered houses and 80 residential care homes across the UK. 22 of the care homes are centrally managed by Abbeyfield and these employ 800 staff.

During 2008 Abbeyfield care homes were using approximately 2,500 hours of agency staff per month. Investigation of this showed that centralised recruitment processes were taking so long that good candidates had often taken jobs elsewhere by the time job offers were being made by Abbeyfield. This wasted Abbeyfield's investment in expensive recruitment adverts, which had often resulted in plenty of applicants.

In consultation with care home managers, the recruitment practices were reviewed and the centrally managed recruitment process was localised. Care home managers were encouraged and supported to recruit their staff by targeting job advertisements using their knowledge of their local community and managing all the associated administration themselves. All of the recruitment process is now run locally except for the issue of contracts for new staff, which is still done by the HR department in St Albans.

Although Abbeyfield has not measured changes in the time the recruitment process takes, care home managers have reported that things are much improved, with a significantly higher appointment rate and, notably, the total number of hours of agency staff used reduced steadily month by month to only 175 in March 2009. Monthly monitoring shows that more than half of the care homes now regularly report that they have used no agency staff at all.

As part of the drive to reduce reliance on agency staff, care home managers have also successfully recruited teams of bank staff which has ensured greater consistency of care.

For further information contact: h.little@abbeyfield.com

Interviewing for values – and 21% less staff turnover (Anchor Trust)

- Issue:** Interview and selection inconsistencies across the organisation and varying levels of success with subsequent appointments.
- Solution:** Creation of a standardised interview and scoring process with the emphasis on testing for behaviours rather than competences.

Anchor Trust is the leading not-for-profit provider of care and housing for older people in England, employing approximately 10,000 staff.

Prior to having a recruitment team, hiring managers at Anchor Trust took care of their own recruitment utilising various methods, paying various costs and having variable results. One of the key aspects of recruitment and selection identified by an in-house team was the need for a standardised interview process.

Anchor Trust's interview process identifies a number of key behaviours Anchor expects its staff to demonstrate, including service to customers and colleagues, and leadership skills. There is a bank of questions for each behaviour. A scoring system has been devised to ensure responses are graded consistently and fairly. A set of competence-based questions has been created for each role to test skills and knowledge, using the same scoring system.

The benefit to Anchor of the emphasis on behaviour questions is the acknowledgement that if Anchor has the right people with the right values, attitudes and behaviours, they can be provided with all the training and development they need to acquire the competences to succeed. This is particularly useful when interviewing applicants with no relevant experience but who can shine at interview by exhibiting the behaviours Anchor values. Anchor Trust has reduced staff turnover by 21% since introducing behavioural interviewing.

Although smaller providers may not have an in-house recruitment team, there is always scope to produce a bank of interview questions, reviewed regularly, that ensure that the staff you appoint are the ones you want to represent your home, service or organisation.

For further information contact: **Danielle Cresswell, 07879 060825**

Linking employers and employees in local communities (UKHCA recruitment portal)

Issue: Putting employers and potential employees in local communities in contact with each other.

Solution: Creating a web-based recruitment portal.

To assist its members recruit care workers the United Kingdom Homecare Association (UKHCA) ran a pilot project in 2009 which aimed to put jobseekers in touch with local domiciliary care providers. So far the UKHCA has put 3,629 candidates in contact with 1,693 employers, and the scheme has been expanded this year.

CareJobFinder.org is an innovative, free service to help employers contact people actively looking for work in social care. The service has been launched in time for a national television advertising campaign, funded by the Department of Health. CareJobFinder.org will appear prominently in the campaign's materials and website. Any regulated care provider in the UK can register with CareJobFinder.org to receive details about recruits at www.carejobfinder.org/join.

When prospective recruits submit their details online, employers in the local area will receive an e-mail containing full contact details, a summary of previous experience and the recruit's work preferences. Employers then have the option to contact prospective recruits directly and begin their normal recruitment processes. CareJobFinder.org will also help employers identify prospective recruits for whom they can claim a £1,000 cash subsidy for providing work to younger unemployed people, under the Care First Careers scheme.

For more information about carejobfinder.org or to sign up, please visit: www.carejobfinder.org. For further information contact: enquiries@ukhca.co.uk

Networking for care staff (City Region Employer Coalition* – Care Sector Group)

Issue: Recruitment difficulties.

Solution: Joining a employer forum/coalition.

The City Region Employer Coalition* (covering several cities and surrounding areas in West and North Yorkshire) is part of a network of employer-led coalitions which provide independent advice to government on labour market policies and programmes. There are coalition programmes available to join across the country.

Employer coalitions are the only local employer groups committed solely to increasing job opportunities for disadvantaged people. They develop initiatives that provide employers with improved access to labour sources. Among the City Region coalition's forums is one specifically for the care sector.

Employers within the forum meet and discuss recruitment and retention issues, share good practice and look at how they can engage more JobCentre Plus customers who may be finding it hard to find work. In return, the coalition members are able to advise the JobCentre Plus and partners on conditions in the local labour market to ensure all parties are working closely in an effective manner.

The coalitions are also an excellent opportunity to network with other people locally who are in the same sector and may be able to help with ideas or examples of good practice. At a recent meeting one employer mentioned they had six applicants for care jobs who they didn't have vacancies for and gave their details to those in the group who had vacancies and could help the applicants.

For further information contact: **Danielle Cresswell, 07879 060825**

** Formerly the West Yorkshire Employer Coalition.*

key messages and learning from theme 2

- Introducing group assessments for the recruitment of staff, particularly for a new care service/home, saves on the time and resources involved in recruitment.
- For larger organisations, introducing a centralised approach to recruitment can lead to more consistency in the quality of staffing and is a cost-effective solution.
- Conversely, introducing locally-based approaches to recruitment can reduce dependence on agency staff and reduce turnover. What appears to be important is that a standardised approach is taken.
- Introducing a standardised interview process based on behavioural rather than competence-based questions can result in recruiting candidates with the right qualities and values for care work, thereby increasing retention rates.
- Signing up to web-based recruitment portals promotes recruitment opportunities.
- Joining local groups such as employment forums or coalitions offers good networking opportunities in order to fill vacancies.

sources of advice and information related to theme 2

Recruitment and selection toolkit to support small and medium sized employers (Skills for Care)

This toolkit provides employers with an overview of the recruitment and selection process, from the point at which the need to fill a vacancy is identified to welcoming a new member of staff into their new job. It also includes references to, and summary explanations of, relevant employment legislation.

www.skillsforcare.org.uk/smetoolkit

Hiring new staff (Acas)

From defining the role and type of person an organisation is looking for, to recording new starters' details, there's a lot of paperwork to organise. Acas templates and checklists help to keep the details under control, while their samples and examples allow key documents, like job descriptions and written statements, to be created quickly and easily.

www.acas.org.uk/index.aspx?articleid=1392

Interviewer's dos and don'ts checklist (SCIE)

www.scie-peoplemanagement.org.uk/resource/docPreview.asp?surround=true&lang=1&docID=120

CRB information

The Criminal Records Bureau website contains comprehensive information on the CRB process and includes a link to the Vetting and Barring Scheme guidance.

www.crb.homeoffice.gov.uk

Criminal Records Bureau checks (CQC guidance)

The Care Quality Commission is currently reviewing and updating its guidance on CRB to take into account CQC's remit and the changes that have taken place in relation to the new vetting and barring scheme operated by the Independent Safeguarding Authority. One of the significant changes is that checks against the adults' and/or children's barred list can be obtained only from an enhanced level disclosure. It is advisable to check the CQC website regularly for updates.

www.cqc.org.uk

Recruitment of people working with children and vulnerable adults (CIPD factsheet)

This factsheet gives introductory guidance. It:

- provides an overview of the relevant legislation
- makes suggestions for additional good practice in the recruitment process
- includes the CIPD viewpoint.

www.cipd.co.uk/subjects/recruitment/general/recruitypw.htm

Employing people with criminal records (CIPD factsheet)

This factsheet gives introductory guidance. It:

- outlines best practice in recruiting and managing people with criminal records
- explains relevant elements of the Police Act 1997
- considers the issue of 'spent' convictions and the Rehabilitation of Offenders Act 1974
- describes employers' duty of care and corporate responsibility
- includes the CIPD viewpoint.

CIPD encourages employers considering former offenders to make objective assessments, to adopt an open mind and to focus on merit and ability to do the job. It argues that blanket exclusion policies should be avoided and that consideration should be given to extenuating circumstances and the nature and relevance of the offence. The potential risks involved in employing the offender, whether and how these could be sensibly and effectively managed, and the possibility of safeguards such as indemnity insurance all need to be explored.

However, CIPD does stress that all employers should address their common law duty to provide a safe working environment. Organisations that have a legal obligation to protect vulnerable customer and client groups from people who have committed serious offences should be particularly vigilant about risk management.

www.cipd.co.uk/subjects/dvsequ/exoffenders/crimrec.htm?IsSrchRes=1

Employing ex-offenders: a practical guide (CIPD)

This guide makes the case for employing ex-offenders, dealing with concerns and issues.

Produced jointly with the Criminal Records Bureau, it:

- sets out the legislation that covers the employment of ex-offenders
- provides guidance on implementing fair and responsible policies and practices
- offers employers a 'how to' guide to make use of this hidden group within the workforce.

www.cipd.co.uk/subjects/dvsequ/exoffenders/empexoffendguide.htm



theme 3: training and development

Once job candidates have been successfully appointed it is essential to fully engage them from 'day one'. It is widely understood that new members of staff conclude whether or not a setting is a good place to work within a few days, so in order to retain newly appointed staff leadership is crucial in ensuring that staff receive a structured induction and timely training.

The case studies in this section of the toolkit outline good practice in providing structured training and development opportunities for staff, from work shadowing and structured supervision sessions to individual development plans. The provision of regular opportunities for staff to communicate with managers regarding their development results in staff feeling valued and supported, thereby increasing retention rates.

Providing supervised induction training while new members of staff have CRB disclosures pending also helps to ensure that new staff remain engaged with the organisation throughout this often lengthy process.



Engaging new recruits through work shadowing (Rainbow Care Services Ltd)

Issue: Losing new recruits due to the length of time taken to get CRB approval.

Solution: Work shadowing.

Rainbow Care Services Limited (RCS) has approximately 45 employees and provides care in the community in Nottinghamshire.

The organisation found it was losing newly recruited staff before they even started, due to the length of time taken to get an Enhanced Criminal Records Bureau (CRB) approval. To overcome this, a work shadowing programme was introduced. When a POVA1st, or now an ISA1st, certificate has been obtained, new recruits are able to work under the supervision of another member of staff while the full CRB Disclosure is awaited.

Work shadowing involves a new recruit being paired with an experienced senior care worker, accompanying them working for a minimum period of one week, but usually up to three weeks. The programme forms part of the induction process, allowing new recruits to demonstrate what they have learned, as well as engaging them in setting objectives for their future learning and development.

Rainbow Care introduced work shadowing nearly two years ago and it has become an important aspect of the recruitment process. It also offers the opportunity for the senior staff member to observe the new worker's communication skills and how they interact with people using the service.

Permission is always obtained from the person using the service beforehand, and they report valuing the time with the new recruits. Comments include:

"The best thing about the shadowing process is that [the new worker] gets to know my own routine and little ways and I get to know them. I like knowing who's coming into my home."

For further information contact: rainbowcare@hotmail.com

Structuring support and development (Meera House Nursing Home)

Issue: Difficulties in retaining staff.
Solution: Introducing structured support.

Meera House Nursing Home provides nursing and dementia care for 54 older people in London. The organisation currently employs 64 staff.

Meera House decided to introduce structured support and development through supervision in one of the home's units in order to see what effect this would have on staff retention.

The supervision sessions are centred around staff members reflecting on their practice and what is working or not working. The sessions provide regular structured opportunities for staff to openly discuss their ideas and concerns with their manager.

Meera House has found that the introduction of structured supervision has changed staff attitudes. They feel more supported and willingly express their views without fear of criticism. Structured supervision has increased the confidence of the staff and has improved their performance as well as improved the retention and teamwork in the unit.

Since introducing structured supervision, in one year only two staff members left the unit (and this was due to changes in their personal circumstances), compared with the previous three years' annual average of four whole time equivalent posts becoming vacant.

In Meera House's experience, valuing staff and demonstrating their contribution in the achievement of the overall objective of providing high quality of care to residents goes a long way towards retaining those staff. Support through formal supervision is one of the ways of showing how much the home values its staff.

For further information contact: manager@meeranursing.com

Detailed induction, regular appraisals and individual performance development plans (Care Management Services)

Issue: Difficulties in retaining staff.
Solution: Introducing structured support.

Care Management Services (CMS) is a private organisation that currently employs 25–30 people. Staff work in teams of six with a team leader. Each team supports one person, which helps staff to build up a relationship with the person they support.

CMS's retention strategy involves providing each member of staff with a detailed induction training programme followed by regular appraisals and individual performance development plans. This enables staff to progress and develop personally and professionally, and is highly valued by the CMS staff.

CMS was not addressing a particular issue when they developed this retention strategy — it has always been part of their normal recruitment and retention policy. However, they have employed more motivated people recently which has placed a greater demand on the personal development that they offer.

It is part of the team leader's role to help motivate the staff and this can be done in a number of ways depending on the individual, their interests and long term goals. Retention of team leaders themselves is helped by their performance-related bonuses, which encourage the development and retention of their team members.

This strategy is usually well received by all employees. The regular meetings support all staff and help them feel valued by their employer even if it doesn't lead to career progression in homecare.

For further information contact; wee_h_y2k@yahoo.co.uk

key messages and learning from theme 3

- Work shadowing is an effective way of training and engaging staff while they are waiting for CRB clearance. This policy also has positive outcomes for senior staff and for people who use the service.
- Offering structured and regular supervision sessions allows time for reflection on practice and staff development.
- Detailed induction, regular appraisals and individual performance development plans engage staff and demonstrate to them the value that organisations place on training and development.

sources of advice and information related to theme 3

Continuing professional development (CPD) case studies (Skills for Care 2009)

Following from its 2006 CPD strategy, framework and employer guide, Skills for Care has published a collection of case studies of good CPD practice in adult social care. The 2006 documents are being updated, with replacement 'employer-friendly' guidance due for publication later in 2010.

[www.skillsforcare.org.uk/developing_skills/Continuing_Professional_Development/Continuing_Professional_Development_\(CPD\)_introduction.aspx](http://www.skillsforcare.org.uk/developing_skills/Continuing_Professional_Development/Continuing_Professional_Development_(CPD)_introduction.aspx)

Providing effective supervision: a workforce development tool, including a unit of competence and supporting guidance (Skills for Care & CWDC 2007)

A step-by-step workforce development tool on providing effective supervision including a unit of competence that was field tested with good results in association with a wide range of employers, practitioners and partners, including the Department of Health and the then Department for Education and Skills. The guidance and other resources included are designed to assist organisations, supervisors and those receiving supervision to make the most of the opportunities that supervision offers.

Downloadable at www.skillsforcare.org.uk/developing_skills/leadership_and_management/providing_effective_supervision.aspx

or purchasable in print from **www.skillsforcarepublications.org.uk**

Standards for inducting new staff and managers, from Skills for Care

The Common Induction Standards are being reviewed as the present publication goes to press, to be made consistent with the development of the Qualifications and Credit Framework (QCF) units for the sector.

www.skillsforcare.org.uk/entry_to_social_care/common_induction_standards/common_induction_standards.aspx

For managers new in post, there are also the Manager Induction Standards, with editions for the new manager and for the person who manages them.

www.skillsforcare.org.uk/developing_skills/leadership_and_management/leadership_and_management_introduction.aspx

Performance management: an overview (CIPD factsheet)

This factsheet:

- considers the performance management process and how it works
- outlines the tools used in performance management
- includes the CIPD viewpoint.

www.cipd.co.uk/subjects/perfmangmt/general/perfman.htm?lsSrchRes=1

Learning and talent development: an overview (CIPD factsheet)

This factsheet:

- examines what learning and talent development is and why it is important
- considers where to start, how to plan for learning to take place, which methods to use and evaluation.

www.cipd.co.uk/subjects/lrnanddev/general/lrndevoverview.htm?lsSrchRes=1

Mentoring (CIPD factsheet)

This factsheet:

- explains what mentoring is and how it differs from coaching
- introduces some of the ways in which mentoring can be beneficial
- describes the qualities and characteristics required for a productive mentoring approach
- briefly introduces some case studies of successful mentoring
- explains the role HR plays in managing mentoring activities
- includes the CIPD viewpoint.

www.cipd.co.uk/subjects/lrnanddev/coachmntor/mentor.htm?lsSrchRes=1

Coaching (CIPD factsheet)

This factsheet:

- explains what coaching is
- introduces some of the issues and gives guidance on how to tackle them
- explains the role HR plays in managing coaching activities
- includes the CIPD viewpoint.

www.cipd.co.uk/subjects/lrnanddev/coachmntor/coaching.htm?IsSrchRes=1

Induction (CIPD factsheet)

This factsheet:

- discusses the purpose, advantages and disadvantages of formal induction programmes
- considers HR's role in induction
- provides guidance on setting up and running induction programmes
- includes a sample induction checklist
- looks at trends in induction.

www.cipd.co.uk/subjects/recruitmen/induction/induction.htm?IsSrchRes=1

Induction checklist (SCIE)

This checklist suggests elements which may be included on an induction programme covering health and safety, organisation, terms and conditions, financial, training, culture and vocational.

www.scie-peoplemanagement.org.uk/resource/docPreview.asp?surround=true&lang=1&docID=59

Performance appraisal in a nutshell (SCIE)

SCIE has helpful information and tips for conducting staff appraisals.

www.scie-peoplemanagement.org.uk/resource/docPreview.asp?surround=true&lang=1&docID=128

theme 4: career pathways

Providing structures for career development can prove invaluable for both recruitment and retention for care employers. They may wish to consider introducing apprenticeship, graduate and fast track schemes to entice new job candidates and demonstrate that social care work can be a career rather than ‘just’ a job.

The career prospects that social care can offer can be promoted at job fairs and through partnership with colleagues in the local community. For example, the following excerpt from Sharon Blackburn, Director of Policy and Communications, National Care Forum outlines the career possibilities for nurses in the social care sector:



“I have always had a passion for people—their potential and quality in the widest context. I am an RGN and RMN. I started my career in nursing in 1979. I moved into the independent sector in 1991. In the years that have followed I have worked in the not-for-profit, for profit, charity and housing association sectors. My roles have been varied, encompassing care home management, quality assurance, director of nursing, managing director and, more recently, policy and communications director. I have been supported in my personal development. This has led to my participation at a national level in policy; shaping and influencing how policy impacts practice and benefits the recipients of care. My career to date has been varied and fulfilling. Working within social care has enabled me to see the wider context of the whole care system. My professional background continues to inform and shape the contribution I make to what hopefully will become a fully integrated health and social care service.”



Apprenticeship scheme (Barchester Healthcare)

Issue: Difficulty of retaining staff.

Solution: Introducing an apprenticeship programme offering training on the job and promoting clear career pathways.

Barchester Healthcare cares for over 10,000 people at more than 200 locations. Barchester's services include registered care and nursing services and independent hospitals, and supported living, outreach, short breaks and domiciliary care and support. It currently employs 16,000 staff.

In order to increase retention levels and to promote the career opportunities in the social care sector, Barchester introduced its apprenticeship programme in 2003. The programme consists of an accredited NVQ programme, key skills and an accredited technical certificate which underpins the knowledge of the job.

The apprenticeship programme means that apprentices can earn while they learn, develop their skills, follow a career and learn at their own pace. Barchester has found that the programme has achieved a measureable return on investment, with a 10% increase in retention rates, based on 1,000 apprenticeships.

According to one apprentice, "As an apprentice at Barchester, you earn while you learn, which means no school, no college, just Barchester!"

For further information contact: terry.tucker@barchester.com

Fast-tracking supervisors (Carewatch Ipswich)

Issue: Difficulty of recruiting motivated supervisors.
Solution: Introducing a fast-track scheme for supervisors.

Carewatch is a private home care service whose Ipswich branch currently employs around 100 people.

Carewatch Ipswich is trying to recruit motivated supervisors by employing two apprentices who will be fast-tracked to the supervisor role.

Carewatch has advertised in local newspapers, asking for individuals to apply for this scheme in writing rather than on the phone, as for the normal applications. It is hoped that this new application procedure will provide Carewatch with more genuinely interested and suitable applications. The company also hopes it will enable them to sort through unsuitable applicants before the interview stage.

Carewatch intends to recruit two motivated individuals to work initially as care workers for one year. It is hoped this will give candidates a good idea of what the business is about 'from the grass roots up'. During this year they will be fast-tracked to achieve their NVQ in care.

The apprentices will also have the opportunity to work in the office and shadow some of the current supervisors. This will provide them with experience of both office and direct care work, which should make them better supervisors. It is also hoped that this plan will deter people who cannot cope with home care and are not genuinely interested in the care sector from applying.

This work is in early stages as this publication goes to press, with Carewatch shortlisting applicants. If successful they will share the information with the other Carewatch branches.

For further information contact: ipswich@carewatch.co.uk

key messages and learning from theme 4

- Offering an apprenticeship scheme sends a message to job candidates that there are career development opportunities within a company and increases levels of retention.
- Introducing fast-track or graduate schemes is a positive way to promote career opportunities.

sources of advice and information related to theme 4

'I Care...' career pathways tool, Skills for Care (2009)

These web pages include information and case studies, including video clips, on social care specifically as a career with prospects for progression. Under the 'Developing your career' section there is an interactive matrix showing typical social care roles at their appropriate levels, and the qualifications required to progress to them.

Main Skills for Care website, under 'Developing skills', or direct to www.skillsforcare.org.uk/careerpathways



theme 5: employee engagement

Care employers often note that it is difficult to retain care staff in highly responsible and demanding roles with low wages when similar levels of pay can be earned in less difficult jobs. While it is true that the adult social care workforce is associated with low salaries, it appears that care staff often take the decision to change career or move from a care setting because of a feeling of not being valued by their employer, rather than low wage levels.

There are a number of policies that care employers can adopt to show that they value and respect their staff. The following case studies outline some inspiring ideas for such policies, including celebrating staff achievements and personal occasions, e.g. birthdays, organising award ceremonies (or more simply employee of the month/year in-house celebrations), introducing proactive policies to manage stress, promoting a work/life balance and flexible working, and recognising good attendance.



Retaining staff – the importance of feeling important! (ARC Community Care)

Issue: Difficulty retaining younger staff, who are trained by the organisation and then leave.

Solution: Improve staff retention by making staff feel valued, important and special.

ARC Community Care Ltd (ARCCC) is a domiciliary care service provider with 26 staff. ARCCC has recently found that when staff leave, it struggles to find new recruits to take their place. While older carer workers tend to stay for the longer term, younger employees are more likely to see the role as a stop gap.

In order to maximise retention ARCCC has a policy of making staff feel important, valued and special. They do this using several initiatives including:

- an extra two days holiday after five years of service
- birthday cards, sent to the employee's home address
- boxes of chocolates, e.g. if an employee helps out by working an extra shift
- gift vouchers if the employee is not off sick in a period of six months
- Christmas presents.

Also, if any positive feedback is received from people using the service or their families, this is passed on to employees to reinforce the significance of the work they are doing.

In 2009, several staff were interviewed as part of the application for renewed Investors in People accreditation and several of them mentioned these initiatives in a positive light. The IIP report documents how staff see these retention initiatives as good reasons for staying at ARCCC.

For further information contact: andrew@arccommunitycare.co.uk

A personal touch (Helen McArdle Care)

Issue: Engaging and retaining staff.
Solution: Caring for staff with a personal touch.

Helen McArdle Care is a family-owned business with over 20 years experience of providing residential and nursing care for older people throughout the North East of England. Helen McArdle Care currently employs 400 staff.

As a family-run business, Helen McArdle Care prides itself on taking a personal touch with staff. The staff structure includes Operations Managers as well as Care Home Managers, allowing management and staff to really get to know each other.

The ethos of Helen McArdle Care is to care for staff as individuals. If staff suffer hardship or personal problems the company writes to them to offer help. This is a discretionary policy and not formally written, but staff understand and know that they are supported by the management.

Helen McArdle Care celebrates annual 'family fun' days not only for all staff, but also their families, whose support for staff is greatly valued by the company. Staff also receive individual Christmas presents. In these ways, staff know they are valued and respected and are more likely to stay with the company.

Helen McArdle Care has also introduced a bonus scheme for good attendance (one year clear attendance) and offers bonuses for loyalty and NVQ qualifications.

The success of these policies is demonstrated by the fact that many staff (care staff as well as managers) have worked for Helen McArdle Care for 10–15 years. The fact that many staff have returned to work for Helen McArdle Care after leaving to work for other companies also clearly demonstrates that a personal touch goes a long way!

For further information contact: lynneg@hmcgl.co.uk

English classes and set shift patterns – zero vacancies in 18 months! (Swanborough House)

Issue: Engaging and retaining staff recruited from overseas.

Solution: Providing English classes and set shift patterns.

Swanborough House is a 31-bedded residential rehabilitation unit for adults with acquired brain injuries. It currently employs 46 staff.

As Swanborough House often recruits overseas staff, it is essential that they have a good standard of English in a setting where communication is vital. In order to support overseas staff, Swanborough House offers free English classes which are run by a local community group.

The provision of the classes has resulted in a very loyal staff team who know that they are valued and that their career and personal development has been prioritised. By providing English classes, Swanborough House has also found that many of the staff have gone on to do further training – NVQ & Aset courses.

Swanborough House also ensures that staff work set shift patterns – three days on, three days off for residential and domiciliary care staff, and four days on, four days off for supported living staff. Set shift patterns mean that staff can better plan ahead for their free time and annual leave, and they also ensure consistency in care as each shift is worked by the same team with the same key workers.

The English classes and set shift patterns greatly encourage the retention of staff, and this loyalty is further reinforced by the positive risk-taking ethos of the care setting. This approach to care enables speedier rehabilitation of patients, and staff react very positively to working in an environment in which they can see the end results.

The value of these retention policies is demonstrated by the fact that Swanborough House has had no staff vacancies for 18 months. The home has also noted that provision of the English classes has resulted in less staff sickness because of increased motivation. In response to a survey of 11 staff who have attended English classes, 90% said that the classes had given them an incentive to stay at Swanborough House and 90% said it improved their confidence in caring for the client group.

For further information contact: marylove@raphaelmedicalcentre.co.uk

key messages and learning from theme 5

- Making staff feel valued and important is key to promoting well-being, thereby increasing retention rates.
- There are several ways to demonstrate to staff that they are valuable, including recognition of good attendance records and length of service.
- Providing free training and personal development engages employees.
- Providing set shift patterns recognises the importance of supporting the personal lives of staff.

sources of advice and information related to theme 5

Rewards & Incentives Research (Skills for Care)

This research was commissioned by Skills for Care from Manchester Metropolitan University (MMU) in 2007 as a response to the Options for Excellence review. It was completed in 2009.

The main objective of this research project was to establish the links between:

1. Pay, other rewards and incentives, terms & conditions of employment, qualifications and other factors
2. Staff vacancy and turnover rates and recruitment and retention problems
3. Outcomes for people's quality and continuity of care, so as to identify best practice and what works in minimising recruitment and retention difficulties and maximising favourable outcomes for people using services.

The project included a literature review, completed in early 2008, and case studies involving both managers and staff in 18 care homes and domiciliary care operations, and in nine direct payments support organisations, completed in late 2008.

www.skillsforcare.org.uk/research/research_reports/RewardsandIncentivesResearch.aspx

The Gallup Q12 Survey

The Gallup Q12 is a survey designed to measure employee engagement. The survey is based on research which found that there were 12 key expectations that, when satisfied, form the foundation of strong feelings of engagement.

Those employers with high Q12 scores exhibit lower turnover, higher growth, better productivity, better customer loyalty and other manifestations of superior performance.

Gallup's 12 questions are:

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment you need to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities at work to learn and grow?

www.gallup.com/consulting/52/Employee-Engagement.aspx

Employee engagement in context (CIPD)

This research considers some of the organisational issues that contribute to, or inhibit, employee engagement in different organisational settings. It features case studies from four very different organisations:

- a leading plastics manufacturer
- an international consultancy and construction firm
- an NHS foundation trust
- a large government department.

Each case study considers the organisational background and context, the motivations for pursuing employee engagement, general engagement levels, some strengths in the approach to engaging staff and some barriers to engagement. Commentary is interspersed with interview quotations from the research process.

www.cipd.co.uk/subjects/empreltns/general/_empengtxt.htm

Health, Work and Well-being (Acas advisory booklet)

Work can have a positive impact on our health and well-being. Healthy and well-motivated employees can have an equally positive impact on the productivity and effectiveness of a business. This booklet helps employers to understand the interaction between health and well-being and work by focusing on:

- the relationships between line managers and employees
- the importance of getting employees involved
- job design, flexible working and the use of occupational health.

www.acas.org.uk/index.aspx?articleid=693

Flexible working and work-life balance (Acas advisory booklet)

The hours and times people work have always been subject to change but the pace of this change is now more rapid than ever because:

- customers expect to have goods and services available outside traditional working hour
- organisations want to match their business needs with the way their employees work
- individuals want to achieve a better balance between work and home life.

This booklet provides information for employers and employees on how to manage flexible working and a work-life balance.

www.acas.org.uk/index.aspx?articleid=1283

Reflections on employee well-being and the psychological contract (CIPD)

In this document, experts comment on the issues raised in the research report Employee Well-being and the Psychological Contract. Contributions include:

- Charles Woodruffe - Commitment and satisfaction: the true state of the psychological contract
- Sue Hutchinson - The role of the line manager
- Stephen Palmer - Reflection on stress and well-being
- Nic Marks - Good jobs: well-being at work
- John Mockler - Giving them what they want: responsive career management
- Mike Emmott - Employee attitudes in the public sector.

www.cipd.co.uk/subjects/empreltns/psycntrct/refempwbpsycon0605.htm?IsSrchRes=1

theme 6: sustaining motivation and exploring new challenges

When a recruit's initial excitement at joining a new organisation and successfully completing induction and mandatory training has receded, it is important that their employer recognises the importance of sustaining their motivation.

Training and career development is part of this, but also related is the opportunity to inspire and motivate staff through involving them in the implementation of new policy initiatives and developments and giving them new responsibilities and challenges. Linking care staff to the Dignity Challenge, outlined in Anchor Trust's case study below, is a very good example of this.

The first case study in this section demonstrates that it is never too late to invest in staff training and development. Staff can make new and valuable contributions to their team and the lives of the people they support for right up to their retirement—whenever that might come.



Valuing and developing older staff members (The Pembroke Group)

Issue: Retaining dedicated care staff.

Solution: Recruiting older staff and developing their careers.

Pembroke Hotel for the retired, one of Pembroke Group's residential care homes in Hove, cares for 18 older people and currently employs 15 staff.

A key philosophy of the Pembroke Group is to recognise and appreciate the contribution older staff members play in developing a well-trained and motivated staff team.

Joan Taylor has been working for the Pembroke for the past 15 years, since she retired from a hospital career. She is now 80 years old. As an important member of the team, Joan is keen to continually develop her skills and is enthusiastic to participate in any training offered to her.

Care home manager Elaine Darby says Joan is an inspiration to all staff, particularly those who are less enthusiastic about training. She has supported Joan to take up several training opportunities including NVQs and dementia awareness training.

According to Joan, the home is committed to her ongoing development and is the "best run home in East Sussex because of the opportunities it offers to staff". Joan says she would be happy to live in the care home when she eventually retires. According to her, "the staff are happy when the residents are happy".

For further information contact: susanbrand@btinternet.com

Dedicated dementia team: Dignity Champions (Anchor Trust)

Issue: Motivating staff to improve services.

Solution: Registering staff as Dignity Champions.

In November 2006 a Dedicated Specialist Dementia Team was set up at Anchor Trust to ensure the improved delivery of care to people with dementia.

The team offers training, advice and practical support in all areas of dementia care in all areas of service delivery. Training covers all areas, including a one-day basic awareness session and extending to a five-day advanced course for those delivering a specialist service.

The training enables staff to feel empowered to build relationships, to feel empathy with the person with dementia and each other, and to have pride in their position.

Part of the requirement for successful completion of the advanced dementia course is the commitment to raising dignity in care, so following completion of the course learners are registered as Dignity Champions. These staff are then supported by the Dementia Specialist through the Dignity Champion external network and Anchor Trust's internal Champion network. They provide a platform to share best practice, learning experiences and ways in which Anchor can ensure dignity remains at the heart of all care it provides.

Over 500 Dignity Champions have been registered through this development and these staff continue to have a positive impact on the care the staff deliver.

Anchor staff are proud to be Dignity Champions and promote the dignity initiative through training in action each and every day. Out of 500 registered dignity champions in the last three years, Anchor has lost only 46 from the organisation.

For further information contact: **Danielle Cresswell, 07879 060825**

key messages and learning from theme 6

- Providing training and ongoing development helps to sustain the motivation and dedication of staff of all ages.
- Engaging staff in national initiatives such as the Dignity Challenge helps them value the work they do.

sources of advice and information related to theme 5

For more on Dignity Champions, see
www.dh.gov.uk/en/SocialCare/Socialcarereform/Dignityincare/index.htm



5. general sources of further information and advice

Rewards and incentives research: Attracting, retaining and developing staff in the adult social care sector in England (Skills for Care research briefing 2009)

Skills for Care commissioned research into the recruitment and retention of care staff in the social care sector in England. This research, which included case studies with both staff and managers, explored factors believed to “make a difference” when trying to attract, retain and develop social care workers. It was conducted in 2008.

www.skillsforcare.org.uk/research/research_reports/RewardsandIncentivesResearch.aspx

National Survey of Care Workers (Skills for Care)

This first-ever survey of the more than 750,000 care workers across England has found 90% are happy in their work but fewer than half believe their work is appreciated by the general public. The National Survey of Care Workers was a face-to-face survey of a random sample of 500 adult social care workers in England. Care workers were sampled through general population omnibus surveys. The interview explored working patterns, numbers of employers, terms of employment, training, experience, qualifications, attitudes and motivations, commitment to care, life stage and attitudes to registration.

www.skillsforcare.org.uk/research/research_reports/national_survey_of_care_workers_2007.aspx

Recruitment and retention: how to effectively manage a workforce in times of change (ARC)

This toolkit, published by ARC in 2004, provides lots of useful information on advertising and interviewing. It has a good section on service user involvement in the selection process and an appendix outlining partnership in recruitment work – the possibility of working with other providers to recruit staff. The toolkit also examines retention by providing information on packages and terms and conditions and engaging staff through training that enthuses.

www.arcuk.org.uk/silo/files/63.pdf

Employee turnover and retention (CIPD factsheet)

This factsheet:

- summarises latest figures on UK employee turnover levels
- explains how to measure and cost employee turnover
- sets out why people leave organisations voluntarily
- provides advice on developing an employee retention strategy
- includes the CIPD viewpoint.

www.cipd.co.uk/subjects/hrpract/turnover/emturnretent.htm?lsSrchRes=1

Staff management and retention (Acas)

There are many factors to consider when creating HR systems. Do you run a performance-related scheme, such as an appraisals process? Are you fulfilling your Information and Consultation (ICE) obligations to your workers? Are you monitoring your staff turnover rate to spot any potential problems? Acas checklists, templates and complete ICE toolkit give you a head start.

www.acas.org.uk/index.aspx?articleid=1438

'Meeting the need' recruitment and retention Strategy 2008–2011 (Care Sector Alliance Cumbria)

Care Sector Alliance Cumbria (CSAC) is an alliance of over 200 social care providers who work together to promote workforce development across the county. This summary outlines the actions that CSAC will take over the next four years and beyond to support employers and the people they support to recruit and retain social care staff.

www.cumbria.gov.uk/elibrary/Content/Internet/327/5041/5044/39833111028.pdf

Staff retention report (Care Sector Alliance Cumbria)

This report is based on the CSAC's research into the issues that impact on individuals and influence their decision to either stay with an organisation or leave it.

www.cumbria.gov.uk/elibrary/Content/Internet/327/5041/39707114725.pdf

Controlling staff turnover (Business Link)

This guide aims to help organisations manage staff turnover by providing examples of what makes staff leave and a checklist of measures to help staff retention. There is also guidance on how to measure and benchmark turnover and how to improve the management of leavers.

www.businesslink.gov.uk/bdotg/action/layer?r.s=tl&r.l1=1073858787&r.lc=en&r.l2=1073858908&topicId=1074410820

How to manage your workforce in a recession (A joint Acas and CIPD guidance note)

This guidance note offers the following tips for organisations to manage their workforce in a recession:

- Think long term – think creatively about how to reduce employment costs, such as new ways of working and work reorganisation
- Maintain employee engagement
- Strengthen line management capability
- Support employees' health and well-being

- Develop a strategy for redundancy so it's there when you need it
- Think about ways to minimise redundancies if workforce reductions are inevitable
- Consult with your workforce and employee representatives
- Establish fair and objective selection criteria that will help you to retain key people
- Help redundant employees to find other work
- Plan for the future.

www.cipd.co.uk/subjects/emplaw/redundancy/_hwmngwrfrcs.htm?IsSrchRes=1

Jobcentre Plus

Information about various schemes run by the government, e.g. 'Work Trials' and 'New Deal' is available to view on the Jobcentre Plus website.

www.jobcentreplus.gov.uk

Employing different types of worker (Business Link)

This webpage points to guidance on employing different types of workers, including young people, voluntary staff, disabled people, migrant workers and older workers.

www.businesslink.gov.uk/bdotg/action/layer?r.s=m&r.l1=1073858787&r.lc=en&r.l2=1073858908&topicId=1079568262

Employing disabled people and people with long-term health conditions (Department for Work and Pensions)

Practical information and support is available on the DWP website to help make employing and retaining disabled people as easy as possible.

<http://campaigns.dwp.gov.uk/employability/>

SCIE's work on workforce development

The SCIE website contains a useful workforce section at:

www.scie.org.uk/workforce/index.asp

A microsite of the workforce development section is SCIE's People Management website:

www.scie-peoplemanagement.org.uk. Among other functions, this microsite points towards a resource directory and many of the articles in the recruitment and retention section of the directory have been highlighted in this toolkit.

Retention miniguide: a guide to staff retention (SCIE)

An article by SCIE on retention is available to download here:

www.scie-peoplemanagement.org.uk/resource/docPreview.asp?surround=true&lang=1&docID=27

Retention checklist (SCIE)

A checklist for retention is available to download here:

www.scie-peoplemanagement.org.uk/resource/docPreview.asp?surround=true&lang=1&docID=28

Leaver's checklist (SCIE)

The leaver's checklist is a useful document for informing retention strategies by learning from exit interviews.

www.scie-peoplemanagement.org.uk/resource/docPreview.asp?surround=true&lang=1&docID=52

National Skills Academy for Social Care

The National Skills Academy for Social Care will be running recruitment, retention and career development programmes – stimulating recruitment into the sector, with special emphasis on former family carers, young people, unemployed people and men, to help raise the profile of social care. Information is not yet available on their website, but the site is worth monitoring in future.

www.skillsacademyforsocialcare.org.uk/services/

Difficult times, difficult choices: the UK nursing labour market review (RCN 2009)

This report considers current approaches to workforce planning, reviews recent trends in the nursing workforce and identifies key drivers for change.

www.rcn.org.uk/__data/assets/pdf_file/0010/271297/003554.pdf

appendix

The recruitment and retention toolkit project was managed by the English Community Care Association with the aid of an advisory group, whose members were:

Terry Tucker (Chair), Barchester Healthcare
Jan Sheldon, Skills for Care
Rakesh Garala, Skills for Care
Ann Mackay, ECCA
Maria Patterson, ECCA
Valerie Smith , ECCA Nursing Advisor
Helena Little, Abbeyfield
Danielle Creswell, Anchor Trust
John Nawrockyi, Association of Directors of Adult Social Services (ADASS)
Joanna Amey, Barchester Healthcare
Sandy Armstrong, Care Sector Alliance Cumbria
Sue Kelly, Ceretas
Anil Sohun, Meera House Nursing Home
Nina Rolleston, MHA Care Group
Sian Lockwood, NAAPS
Liz McSheehy, National Skills Academy for Social Care
Tanesh Bhugobaun, Raphael Medical Centre
Annie Stevenson, Social Care Institute for Excellence
Patricia Williamson, Southern Cross Healthcare
Sue Brand, The Pembroke Group
Wosiela Bobie, UKHCA
Joyce Francis, UKHCA
Paul Newton, Voyage

The group met three times during the development of the toolkit and provided advice throughout the project phase.

I care...

finders, keepers

This recruitment and retention toolkit for the adult social care sector has been produced as a practical resource for care providers to improve their recruitment and retention strategies.

The toolkit emphasises to care providers, particularly smaller organisations, the importance of taking a strategic approach to recruitment and retention.

Good recruitment strategies lead to higher rates of retention. If you take the time to attract the right people to work with you and carry out a thorough recruitment process, you are more likely to retain better quality staff for longer.

Similarly, good retention strategies lead to better recruitment. If you offer good training packages, supervise and develop your staff, and offer good terms and conditions, more people are likely to want to work for your organisation, and they are likely to want to stay too.

The development of *Finders, Keepers* has been supported by a wide range of social care employers and organisations, and it is endorsed by the Department of Health's director for the adult social care workforce.



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