

Welcome to your Registered Manager's Network



supported by



What we are going to talk about

To share experiences about the current climate around staff recruitment and retention and what you are doing to overcome this

To help you develop or refine your recruitment and retention strategies

To explore Values Based Recruitment



Our objectives



In terms of resources

Templates for both recruitment
and retention strategies

Links to and some ideas for
Values Based Recruitment

Although they are inter related, I want us to consider recruitment and retention separately



Statements I found useful ...

Good recruitment strategies lead to higher rates of retention:

If you take the time to attract the right people to work for you, 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.

It is a truth that:

‘Strategies that you implement to retain staff can equally serve to recruit them’.



Resources and links

Finding and keeping workers

Helping you to recruit and retain the right people

Finding and keeping workers supports health and social care providers of all sizes with their recruitment and retention challenges.

It aims to be the first place you visit for recruitment and retention information and includes a range of useful videos, case studies and websites.

Click the titles below to get started



Watch this short video to find out how finding and keeping workers can help you.

Click on 'Choose captions (CC)' icon in the bottom right corner to turn on subtitles

Attract more people



Find out how you can attract people of all ages and backgrounds

Find resources to help

Take on the right people



Find people with the right values and behaviours to work in social care

Find resources to help

Develop talent and skills



Provide effective induction, training and career progression for your people

Find resources to help

Keep your people



Keep the best people by offering fair terms and conditions

Find resources to help

Finding and keeping workers

http://www.skillsforcare.org.uk/Recruitment-retention/Finding-and-keeping-workers/Finding-and-keeping-workers.aspx?utm_source=FKW%20page&utm_medium=Website&utm_campaign=Finding%20and%20keeping%20workers



Staff recruitment

“In the past potential employees had to sell themselves to organisations.

Nowadays organisations have to sell themselves to potential employees”



The extent of the problem

The sectors' ability to recruit and retain the staff it needs is a significant issue



Some headlines ...



The state of the adult social care sector and workforce in England

September 2016

The number of adult social care jobs has increased by 18% since 2009 (by 240,000 jobs)

If the adult social care workforce grows proportionally to the projected number of people aged 65 and over in the population then the number of adult social care jobs will increase by a further 18% by 2025, to 1.83 million jobs.

Skills for Care estimates that the turnover rate of directly employed staff working in the adult social care sector was 27.3% (compared with an average of 15% for all sectors)

Also that 6.8% of roles in adult social care were vacant (or an average of approximately 84,000 vacancies at any one time).

Some headlines ...



The vacancy rate between 2012/13 and 2015/16 had risen each year, from 4.5% in 2012/13 to 6.8% in 2015/16.

<https://www.nmds-sc-online.org.uk/Get.aspx?id=980099>

**The state of the adult
social care sector
and workforce in England**

September 2016

If you want a more local picture ...



Skills for Care also produce regionalised versions of these reports

<https://www.nmds-sc-online.org.uk/Get.aspx?id=991486>

the adult social care
sector and workforce in
South West



Lets talk about ... recruitment

How easy or otherwise you are finding recruiting staff

What you think would improve your ability to recruit staff





Feedback ...

Having a recruitment strategy ...

Enables you to:

- ❖ Be proactive rather than reactive when recruiting staff
- ❖ Analyse what your workforce needs actually are – (Workforce Capacity Planning)
- ❖ Analyse your local employment market
- ❖ Better identify potential groups of people to target as employees
- ❖ Consider how best to reach and appeal to your target groups of people

*the benefits

Helps you to best focus your time and effort in relation to staff recruitment.

According to a Skills for Care report, nearly half (46%) of adult social care businesses don't have a recruitment plan ... Do you?

Workforce Capacity Planning (in a nutshell)

In terms of staff:

- ❖ Ideally what do you need?
 - numbers
 - skills
- ❖ What do you currently have?
- ❖ Where are the gaps?
- ❖ How might these best be filled?





Workforce Capacity Planning – an example:

- ❖ We currently have a gender imbalance in our staff team – 75% females : 25% males. Our client ratio is closer to 50:50 – we would like to increase our proportion of male staff
- ❖ We have a gap in relation to staff with experience in supporting people who challenge. We can and do grow this experience but it would be good to attract some more people with experience in this area if possible



Workforce Capacity Planning – an example:

- ❖ We have quite a young staff team – we could do with some more mature workers
- ❖ We need more drivers



What does your local market really look like?



South West local enterprise
partnership

<http://heartofswlep.co.uk/>

Promotes business and economic
activity across the South West

Can provide some useful information:

There are an additional 8,100 jobs
across Wiltshire and Swindon (13%
more) than there were in 2012.

The average rate of pay in Wiltshire
(across all jobs) is around £13.89 an
hour.

Wiltshire is an area where there is a
higher than the national average of
people in employment.

local authority profile

Search

You can search for a profile by
postcode or place name.

Postcode or place name...

Search

Select from list

Choose a local authority

Bristol

Labour Market Profile - Bristol, City Of

Compare other areas Print PDF Email report

The profile brings together data from several sources.
Details about these and related terminology are given in
the definitions section.

All figures are the most recent available.

- ▶ Resident population
- ▶ Employment and unemployment
- ▶ Economic inactivity



nomis – understanding your local labour market

<https://www.nomisweb.co.uk/reports/Imp/la/1946157348/report.aspx>

National minimum data sets

Helpful with information around rates of pay and staff turnover for different roles.



Regional report – really useful source of info re. the local social care workforce.

You are trying to establish a range of market information

Including:

- ❖ Who are the other main employers locally – supermarkets, other retail outlets, industrial parks or factories using unskilled / semi skilled staff?
- ❖ What are these places paying?
- ❖ What is the experience of working for these places like?
- ❖ Do they offer flexible working / set shifts – to what extent do they enable people to organise their work around their life rather than visa versa?



**We want
YOU !!!**



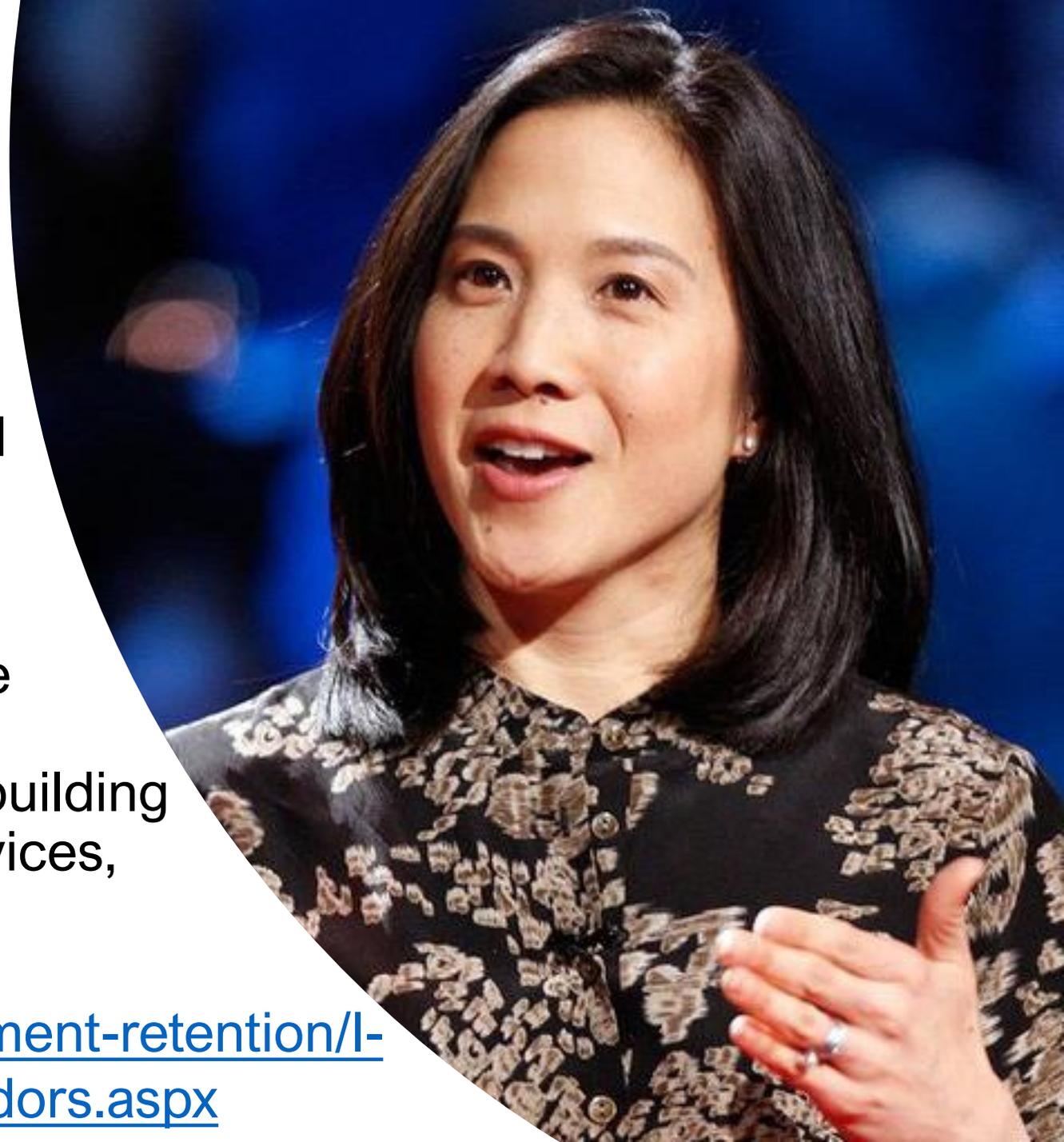
Potential target groups

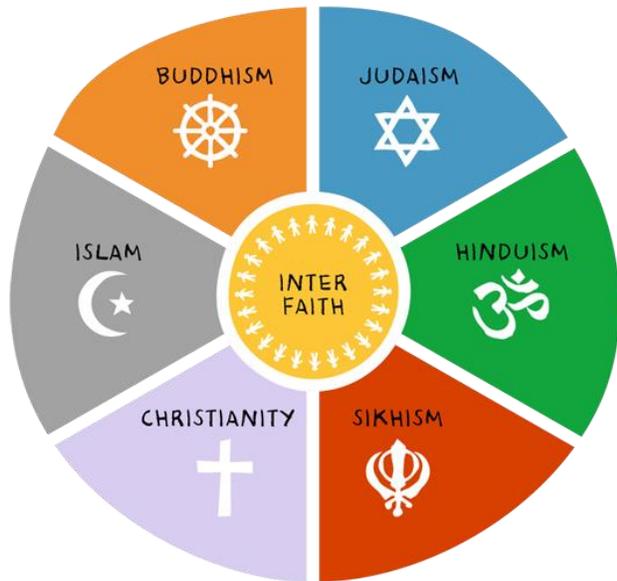
Having an ambassador for your service

Whether or not you are part of a formal Care Ambassador scheme, it is a useful asset to have someone who can go out and talk with confidence, passion and realism about your service

Recruitment fairs, community events, building relationships with colleges, career services, GP practices ...

<http://www.skillsforcare.org.uk/Recruitment-retention/I-Care...Ambassadors/I-Care...Ambassadors.aspx>





DWP Department for
Work and Pensions

Your community

Make sure all relevant groups and services know you are there and have work available for people with the right values

Job centre plus – not always worked well

However if they were to focus on sending you the right people, you have positions for them to fill

You could provide people who are genuinely interested in finding out more with:

- ❖ An introduction to the sector
- ❖ Help to write CVs / application forms
- ❖ Interview skills



DWP

Department for
Work and Pensions

**Access to
Work**



Targeting the general
local population

Newspaper ads

My experience:

- ❖ Costly
- ❖ Only in the public domain for a limited period of time
- ❖ No guarantee of success – certainly less effective than they were historically

Your experience?

There's no place like it

To us, it's personal.

A flexible & friendly home based care service from a few hours to full time.

Our service is available 24 hours a day, seven days a week to provide:

- **Companionship**
- **Personal care**
- **Light housekeeping**
- **Local transport and errands**
- **Specialist dementia care and Alzheimer's care**
- **Funeral preparation**



...provided was excellent and enabled me and my sister to know that our mother was properly cared for, particularly important as we both live some distance away. I would have no hesitation in recommending Home Instead.

...daughter.

Call us on **01457 874566**

100-102, The Street, Uppermill, Oldham. OL3 6BD

www.homeinstead.co.uk/oldham

This office is independently owned and operated.

National jobsites

People's thoughts ...



totalJobs



FISH4JOBS

The screenshot shows the North Somerset Council Online Directory search results for 'Support services'. The page features a navigation menu with 'Families', 'Local Offer', and 'Adults' (selected). A search bar contains 'Keyword(s)', 'Place name or postcode', and 'Support services'. The breadcrumb trail is 'Home / Adults / Disabilities / Support services / Support services - Search Results'. The search results show 46 results sorted by Name. The first result is '1 in 4 (formerly FRIEND) Community Mental Health Resources Centre', which offers drop-in services at Weston-super-Mare and Clevedon. The second result is 'Access Your Care Limited', established in 2011, providing innovative, flexible, and personalised care and support services. The page includes filters for 'Supporting people with' (Autism, Communication impairment, Dementia, Hearing impairment, Learning difficulty) and 'Service has Local Offer' (Yes). There are also buttons for 'Add all to My List', 'Show results on map', and 'Add to My List' for individual results.

Local authorities online directories

<http://nsod.n-somerset.gov.uk/kb5/northsomerset/directory/results.action?adultchannel=7-1&sr=0&nh=10>

The other side of care work

It's not just about assisting people with their daily routines. It's about supporting others to live the best lives they can and be as independent as possible.

We are looking for people to become Care and Support Workers. If you have the right values and are keen to learn, there are so many opportunities for you in care and health.

Proud to Care website

<https://www.proudtocaresw.org.uk/>

Welcome to Brandon Trust

Brandon Trust is a charity supporting adults and children with learning disabilities and autism. We believe that all people with learning disabilities should be able to live a life of freedom with fewer limitations. We work with people who can inspire and enable those we support to set themselves free so they can reach for their dreams and be all they can be.



Looking for support



Jobs with us



Fundraise with us





Social Media

Job fairs – do people do these?



Advertising leaflets

Leaflets that can be used to raise your profile and establish a more permanent advertising presence in your community via:

- ❖ Posters in shop windows or on notice boards
- ❖ Advertising stands in GP surgeries, dentists, libraries, post office etc ...
- ❖ Leaflet drops
- ❖ A5 postcards that you can hand out to people

All relatively low cost

Do you want to be REWARDED for being an Excellent Carer?
Look no further!

PERFORMANCE BASED REWARD

HIGHER HOURLY RATE

FULL TRAINING PROVIDED

careserve
at the heart of exceptional care

www.careserve.agency | 0870 803 23 24

RECRUITING NOW FOR CARE AND SUPPORT STAFF

Careserve are looking for talented, experienced and reliable care and support staff. We believe that care staff should be rewarded for the great work they do. We are a specialist care agency in the area with assignments arriving daily.

✔ GREAT RATES OF PAY ✔ TRAINING OPPORTUNITIES OFFERED ✔ UNIFORM PROVIDED

What If You're Not Experienced?

Don't worry! You still might have the opportunity to be recruited. If you have the right personality and attitude and wish to become a talented carer, we can also help you.

Know other people who might be interested?

Use our Referral scheme. You might help your friends find a great job and you might even have the chance to share the same working place with them!

What makes us different?

We offer a reward system that pays you a *Higher Hourly Rate Based on Your Performance* and we offer *Full Training and Development Opportunities*.

Be part of a rewarding agency and **CALL US NOW** for an informal discussion:

0870 803 23 24
www.careserve.agency

careserve
at the heart of exceptional care



Recruitment banners

People's thoughts ...

BE THE
BEST
BE A
SASH
NURSE



Surrey and Sussex **NHS**
Healthcare NHS Trust



Targeting specific groups of people

Young people still living at home

They need to earn and contribute but they don't need to cover the cost of running their own household

You can offer a convenient local work opportunity, the chance to develop skills and experience and the chance to save.



Older people who have either retired or 'empty nesters'

Empty nesters have often paid off their mortgage. Many want to be occupied and some to do something useful

If people have retired they may have also paid off their mortgage but they may want to work a couple of days a week to top up their pension.

Both these groups of people potentially have a lot to offer.

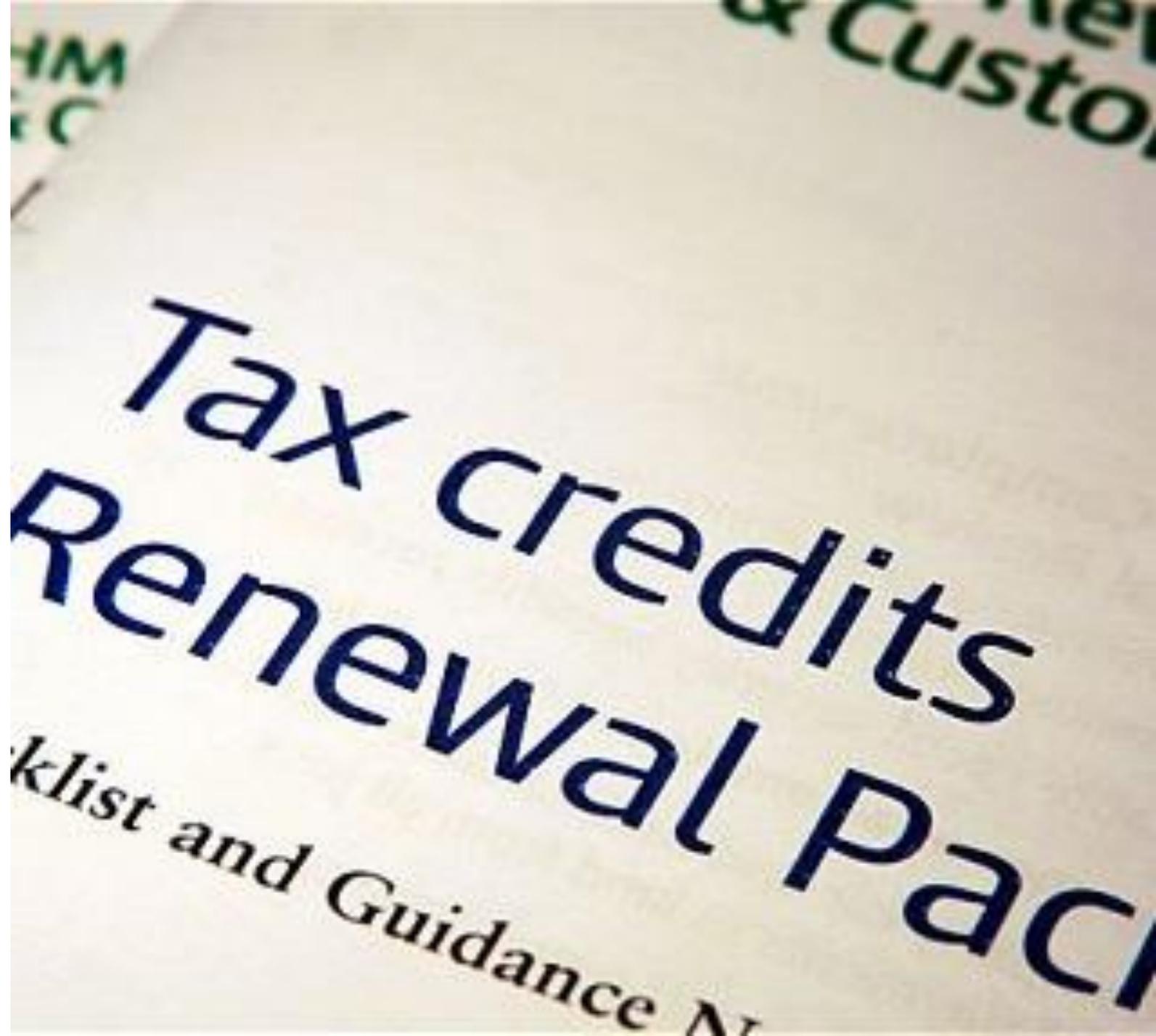


People in receipt of tax credits

Often have kids and limitations around what they can work

Equally local work opportunities where they can 'top up' their income is something that many are looking for

Increasingly the amount they are able to earn is being restricted





Minority ethnic communities



SPECIALISTS IN RECRUITING
INTERNATIONAL
— **NURSES** —

People with impairments



People with 'a past'

Many are trying to put their past behind them and rebuild their lives

Working with clients who are offending, misusing substances and / or who have mental health needs – can be really good as they have 'walked the walk'



Families of service personnel

Worth considering if you have a military base in your area

Can be a transient population but you have a situation where the partners and sometimes the children of service personnel are new to an area and wanting work

If you develop a relationship with a base then you could become one of their first ports of call



A career in care may not seem a logical choice for someone coming out of the services but:

- ❖ It could be for some
- ❖ It might well be for their family members as they relocate / settle back into civilian life

career transition partnership

CTP supports both service personnel and their families when people leave the services

<https://www.ctp.org.uk/>



Right
Management™

Apprenticeships

Are these something you offer / have considered?





HIRED

Student placements

Nursing and / or Social Work students – want to work in the sector and bring their energy and ideas

Good for project and development work – you have to guide them but they can take some strain off you

Often need to earn so could pick up some hours with you throughout their course and potentially beyond



Word of mouth



Your best and cheapest form of advertising (apparently 49% of employees are secured in this way) ... still leaves 51% to find however

Anyone offer incentives to staff who recruit to your organisation?

Most effective forms of advertising



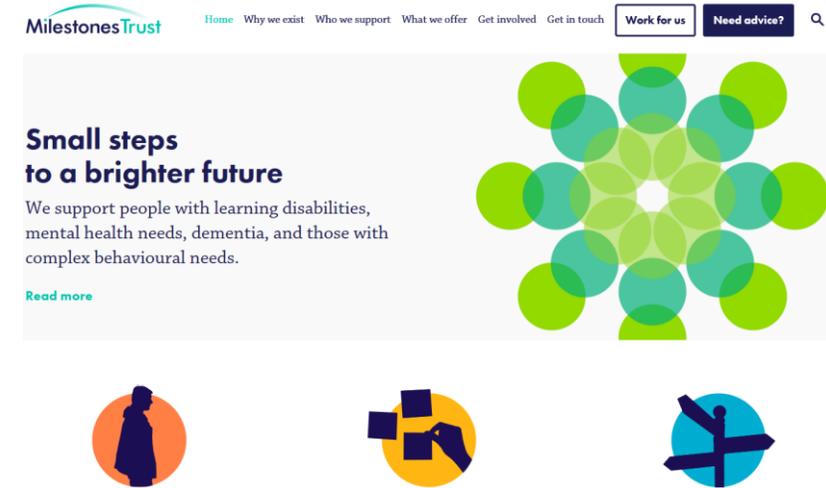
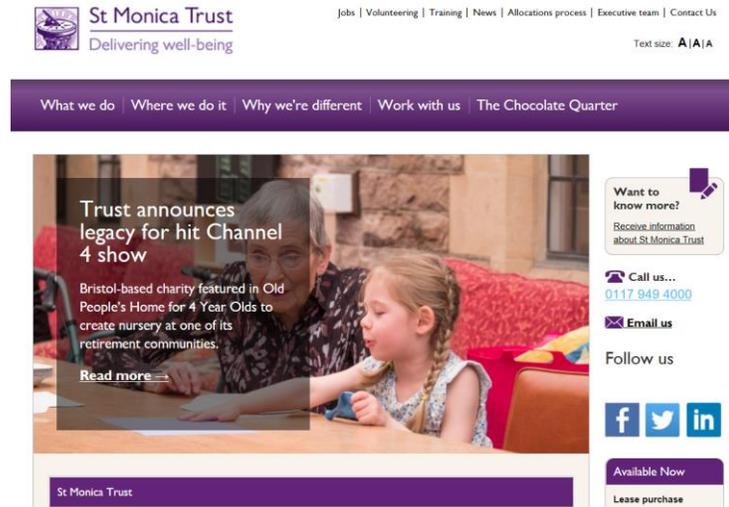
Most successful advertising methods are:

- ❖ Employees referring friends (49%)
- ❖ Adverts on own website (29%)
- ❖ Adverts in the local paper (20%)
- ❖ Posters in the local community (20%)
- ❖ Social media adverts (17%)



Marketing yourselves

Making the most of your website



- ❖ It should be both about making your site look appealing and making it work for you
- ❖ Clear portrayal of your service – its function and its values
- ❖ Downloadable Job Descriptions and information about the role
- ❖ Frequently Asked Questions / contact facility
- ❖ Application forms / Pre Interview Assessments that can be completed online

How can I provide good mental health information?

Providing realistic but positive information to people about the role



A woman with blonde hair, wearing a blue uniform with white trim and a logo that says 'newatch' and 'Quality Independence All care at home', stands in a residential area with a wooden fence and parked cars in the background. A purple speech bubble is overlaid on the left side of the image.

I love the variation of my job. It's so interesting to meet people from all walks of life everyday.

Gemma, Care & Support Worker

Creating or linking to videos about |
a 'day in the life of ...' |

Job descriptions

These should:

- ❖ Promote your ethos and values
- ❖ Be clear, easy to understand and jargon free
- ❖ Provide a clear but comprehensive outline of what the job involves
- ❖ Only include relevant information
- ❖ Not serve to exclude or discriminate





Assessing suitability

The informal chat

We do these – no commitment – helps both parties get a clearer understanding if they are right for each other

Given the cost and the time and energy it takes, we want people to only apply if they have a good understanding of the job and on the basis of that would like to give it a go.





Having a look around

An opportunity to visit the service and meet some of the members of the team and service users

Interviewing

People's performance in interview is a very poor indicator of their subsequent work performance

Asking behavioural rather than competence-based questions, can result in recruiting candidates with the right qualities and values for care work



Interviewing

Using exercises (such as writing a response to a letter of complaint from a parent) can be a useful way of fine tuning the process and obtaining additional insights as part of the recruitment process.

