

# Recruitment & Retention

**Shirley Way – Locality Manager, Skills for Care**

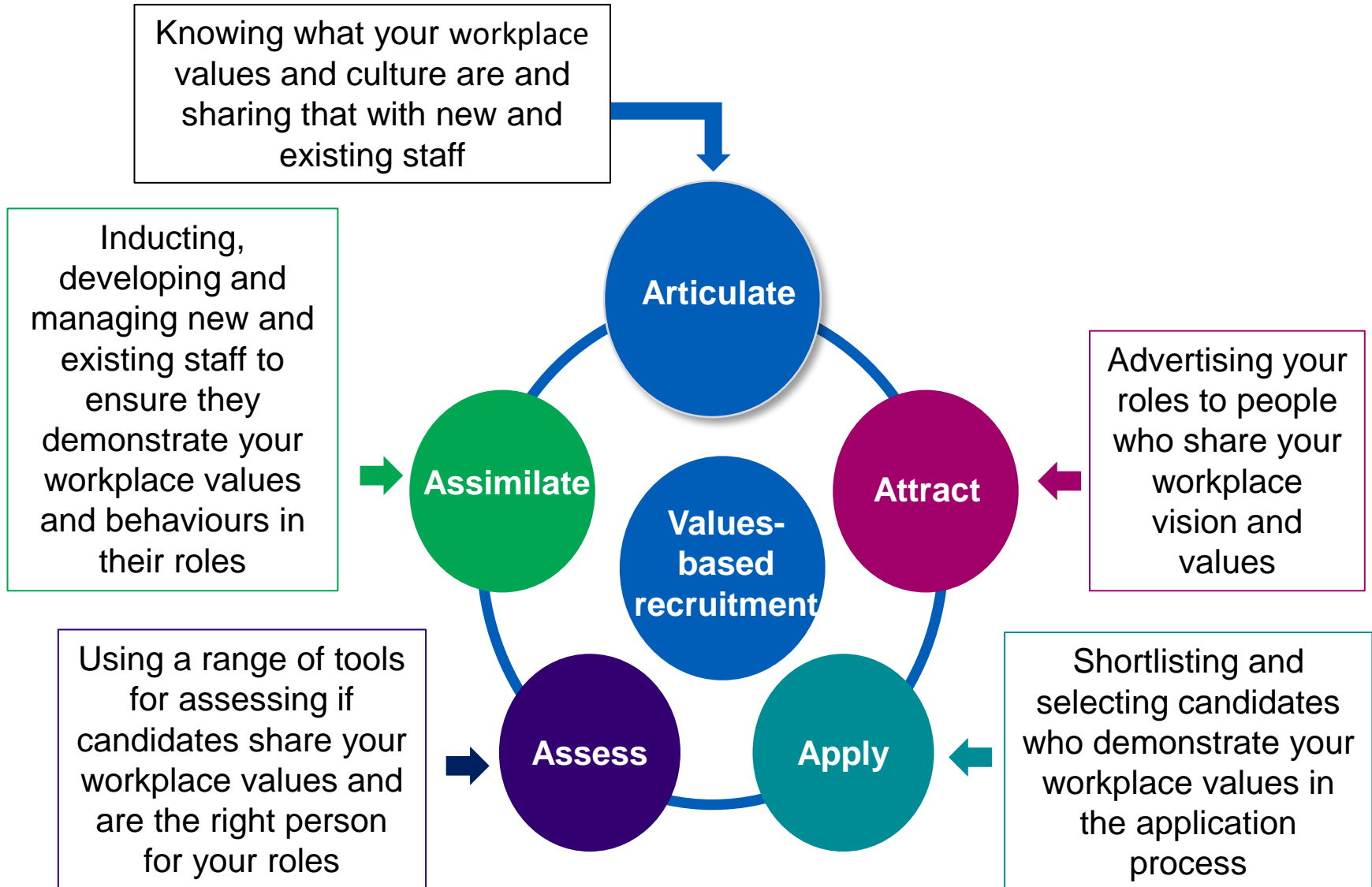
**Neil Eastwood – CEO, Care Friends**

**Lesley Flatley – Registered Manager, Davlyn House**



# Values Based Recruitment

## What does it mean?



# Workplace Culture

## What do we mean?



- Having a sense of identity
- Having shared values/ assumptions
- A mix of leadership, values, traditions, beliefs, interactions, behaviours and attitudes that contribute to the emotional and relational environment of your **workplace**.



What words would you use to describe the culture of your workplace?

# What are Values, Behaviours and Skills?

- **Skills** are the abilities we have to do things well, our expertise – **WHAT** we do
- **Behaviours** are the physical actions and observable emotions associated with individuals – **HOW** we do **WHAT** we do
- **Values** are the things that you believe are important in the way you live and work – **WHY** we do **WHAT** we do.



E.G. Delivering  
Person Centred  
Care

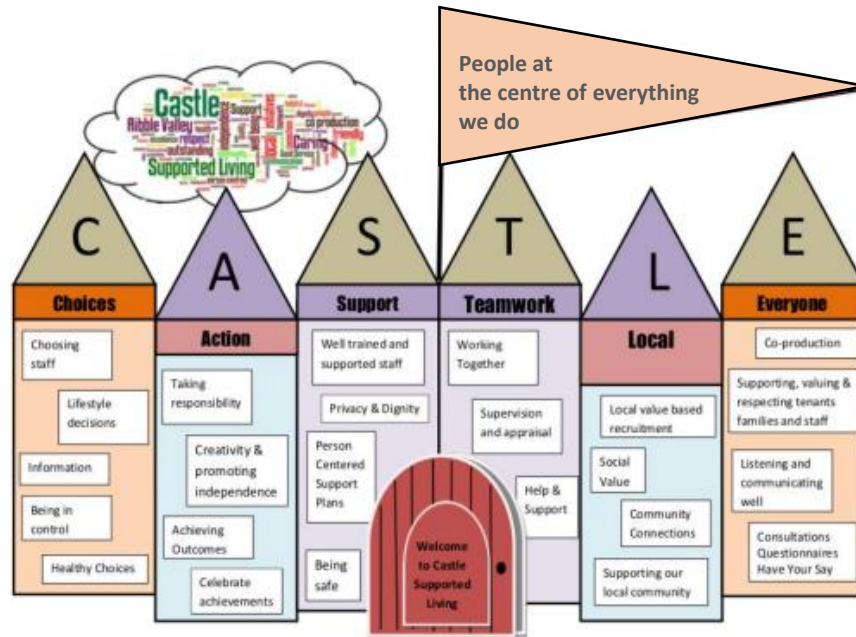


E.G. Listening,  
showing empathy



E.G. Compassion  
Respect

# Castle Supported Living

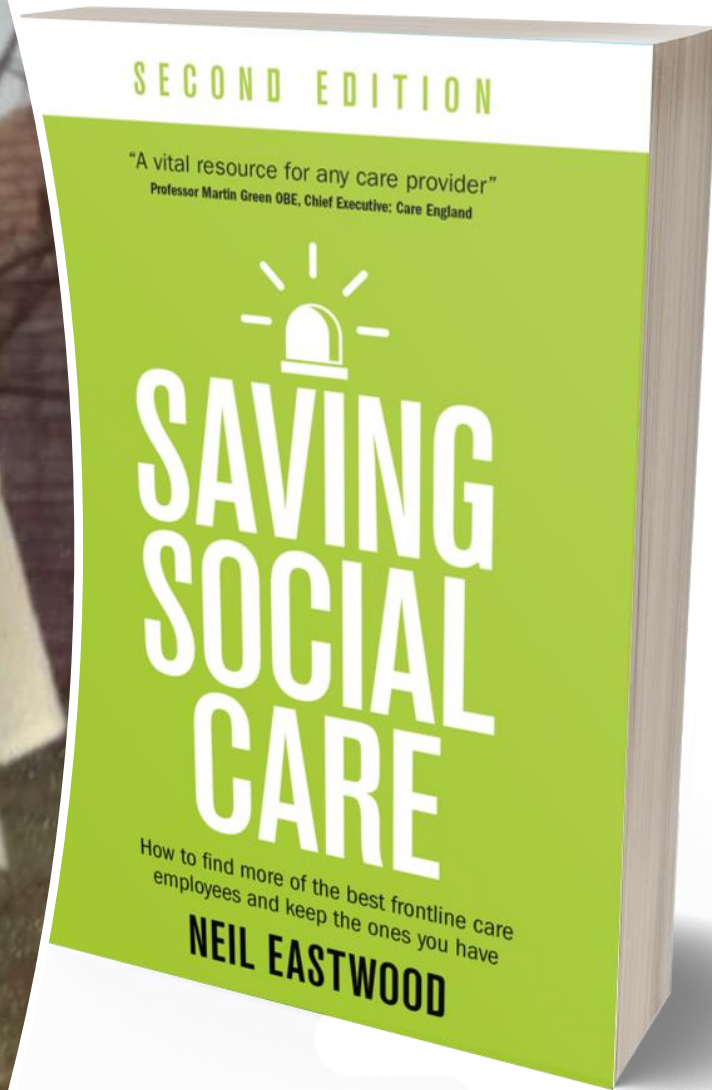
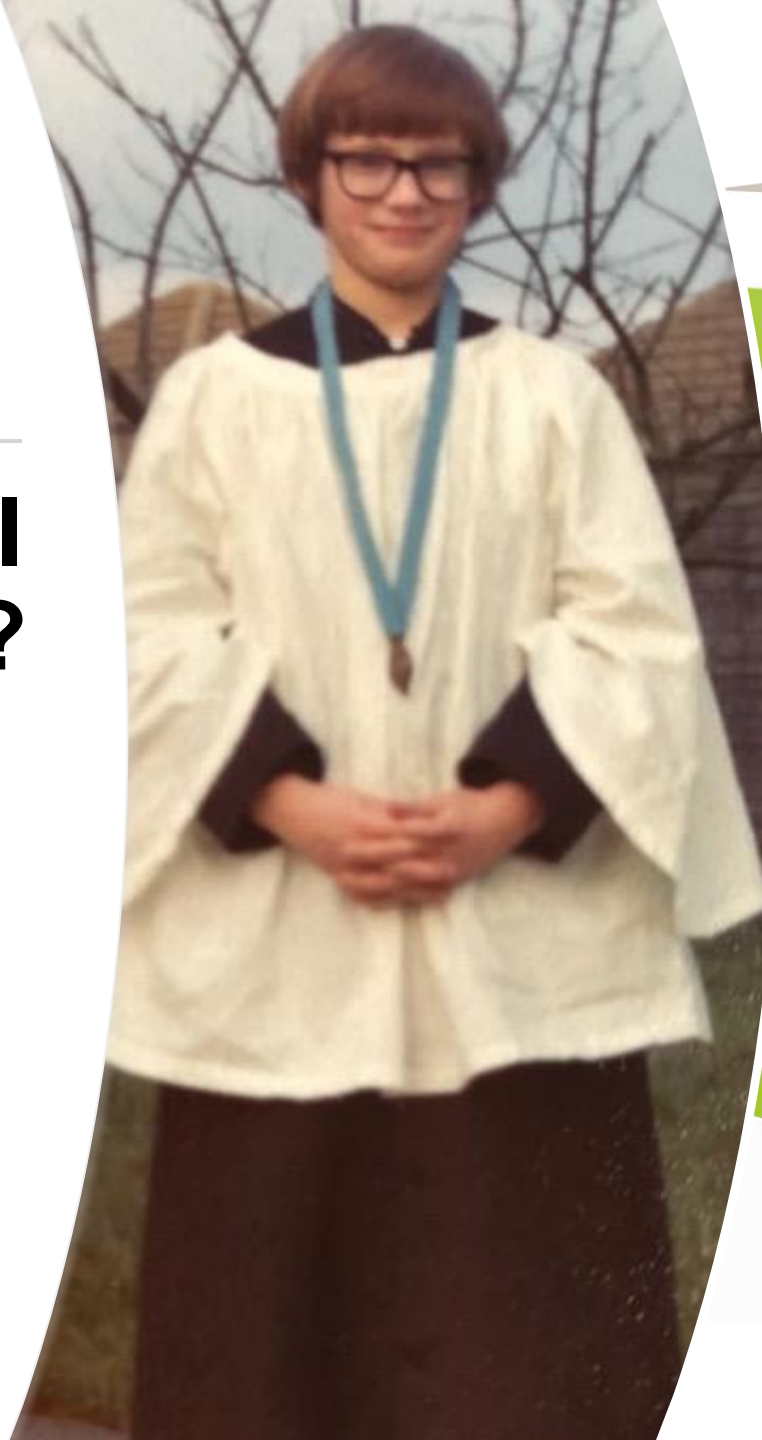


# **Recruitment best practice in Staffordshire: Bridging the gap**

**Neil Eastwood  
Author, Saving Social Care  
Founder & CEO, Care Friends**



**How did I  
get here?**



A photograph of a brown cow with a white patch on its belly, stuck in a metal fence. A black and white cow is also visible behind the fence to the left. The scene is outdoors in a grassy field with trees in the background. A black text box with white text is overlaid on the brown cow's side.

**We are in a pickle**



# 650 managers: What do you consider to be your top recruitment challenge today?



# My 3 Provider-led priorities:

1

## Rethink sourcing

- International
- Networks
- Passive applicant-focus
- Measured

2

## Upgrade the Candidate Experience

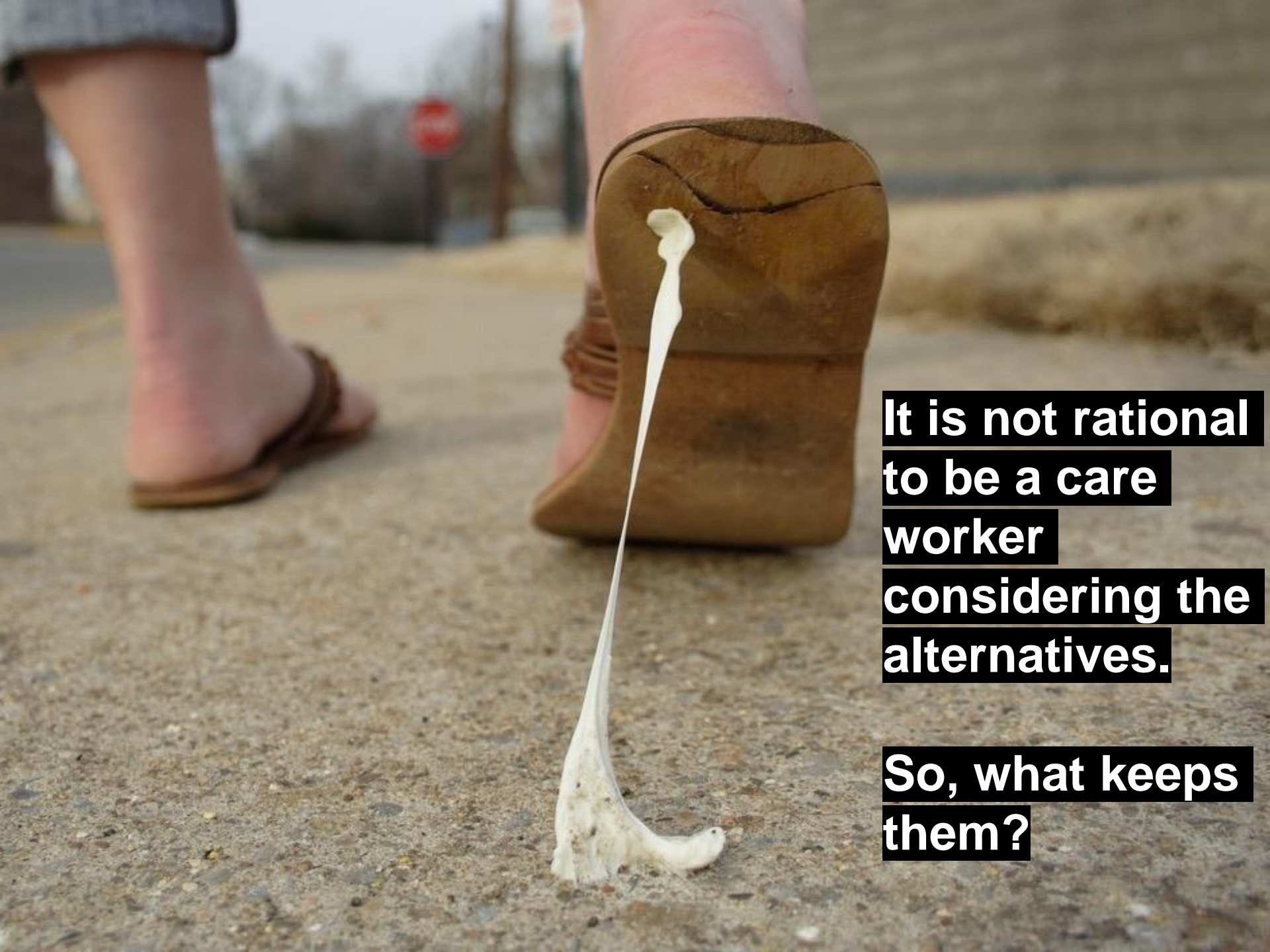
- Faster,
- Responsive,
- Relationship-building,
- Honest

3

## Onboarding & 90 day plan

- Consistent
- Managed





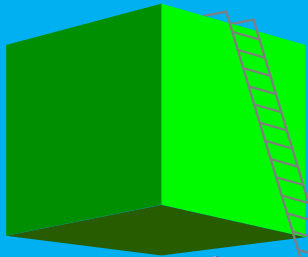
**It is not rational  
to be a care  
worker  
considering the  
alternatives.**

**So, what keeps  
them?**

# The hidden psychological pull of care work

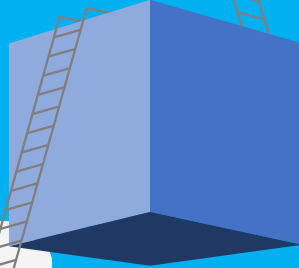
1 Religious or spiritual 'calling' to care

1



2 Emotional satisfaction, pride, self-esteem

2



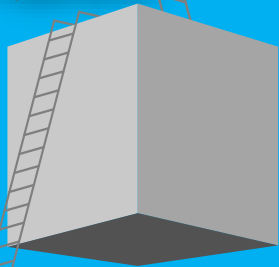
3 Surrogate family, personal connection or bond

3



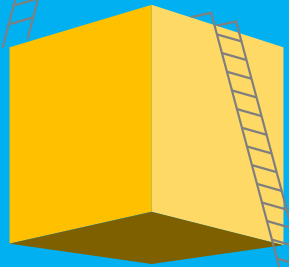
4 Commitment to, responsibility for the client

4

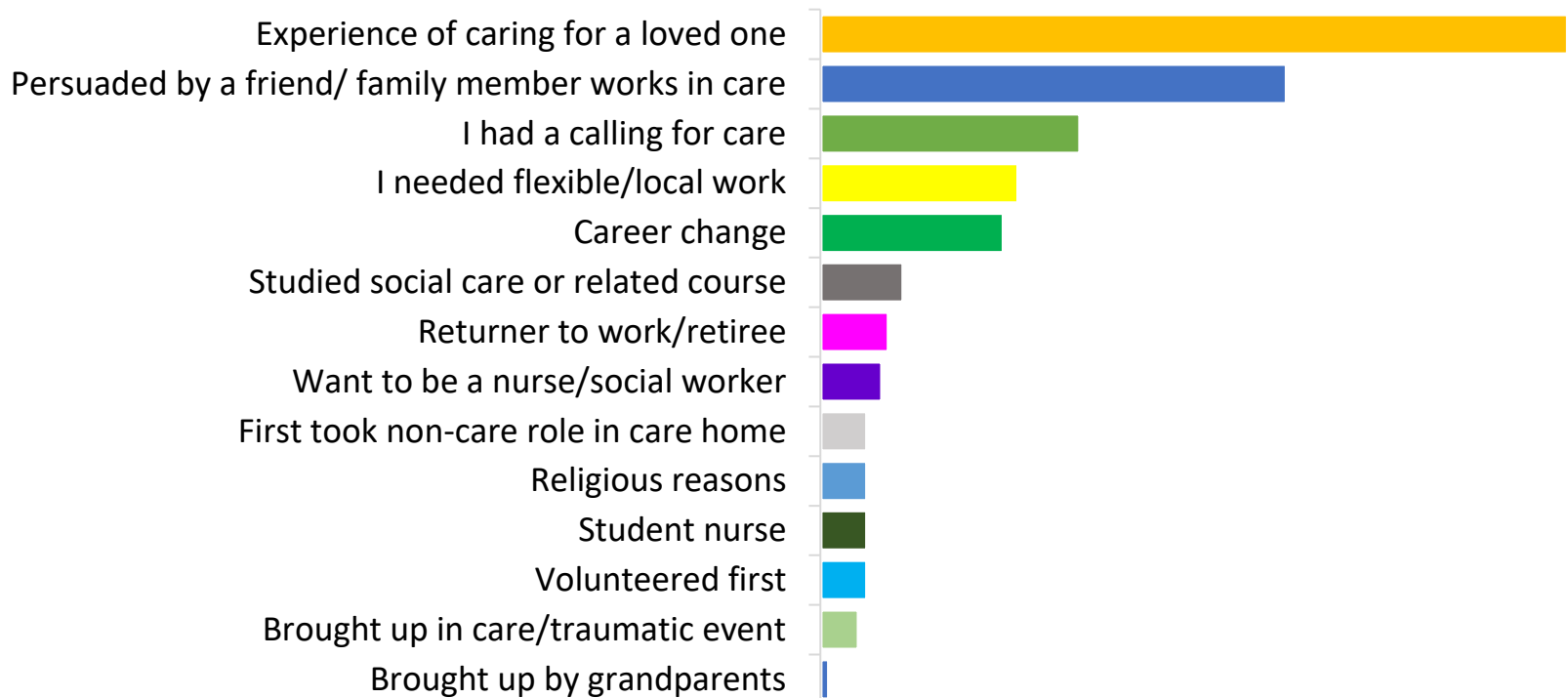


5 Haven from personal challenges

5



# High performing long stayers: What was the trigger for you to become a care worker?





**Candidates are out there, but we have to go to them**

Please could you share one tip on a recruitment initiative or activity that has worked well for you over the last year?





## Care workers

# Refer a friend: can an app tackle the social care recruitment crisis?

**Linda Jackson**

Wed 20 Nov 2019 08.43 GMT



Care worker Kerry Munro, left, knew her friend Sam Mitchell, right, would suit a career in social care. Photograph: Paul Richards/Guardian

# App helps boost job applications in the care sector

Feb 10, 2023 | Leisure & Lifestyle



**An employment referral app is helping a number of care providers across County Durham to recruit and retain high quality care staff.**

Durham County Council is supporting a group of providers to pilot the technology, with more than 100 care staff having already been recruited by one organisation alone.

**Who might come back  
to work for you?**





# Where can we remove friction?



\* denotes mandatory field

## All Personal Details

\* First Name

\* Surname

\* Email Address

\* Retype Email Address

\* Mobile Number

Other Contact Number

\* Address

\* Postcode

\* Where did you see this  
vacancy?

- please choose -



Please attach your CV

Choose File ▶

No file chosen

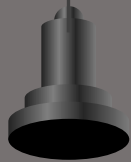
# Reach candidates out of hours

Best times:  
5.30pm-8.30pm  
Tue-Thurs

**Get in touch fast!**

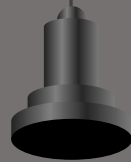






## Rethink sourcing

- International
- Networks
- Passive applicant-focus
- Measured



## Upgrade the Candidate Experience

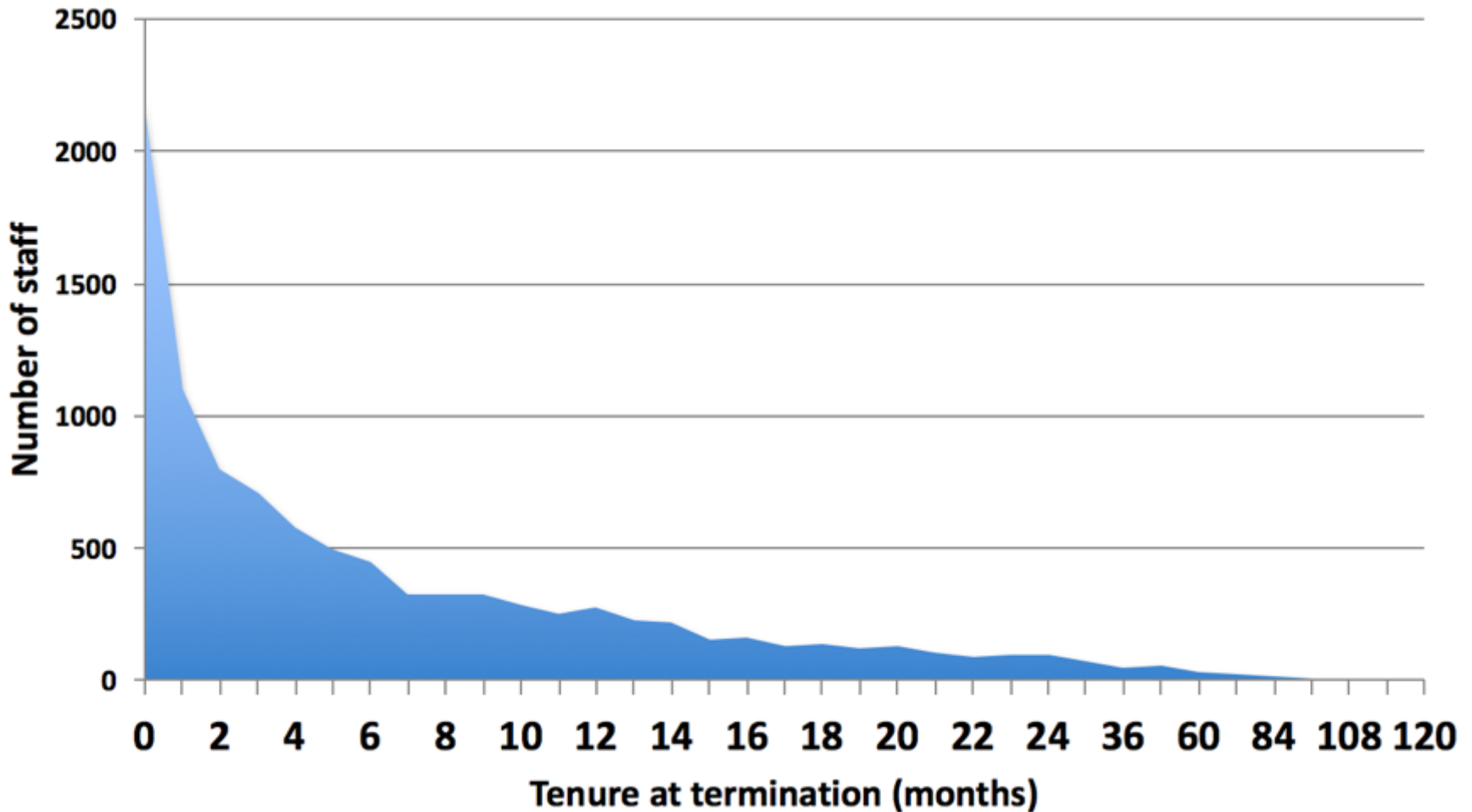
- Faster,
- Responsive,
- Relationship-building,
- Honest



## Onboarding & 90 day plan

- Consistent
- Managed
- Employer of choice

# When do most care staff quit?



Based on 12,000 homecare workers

Photo by [Sara Kurfeß](#) on [Unsplash](#)

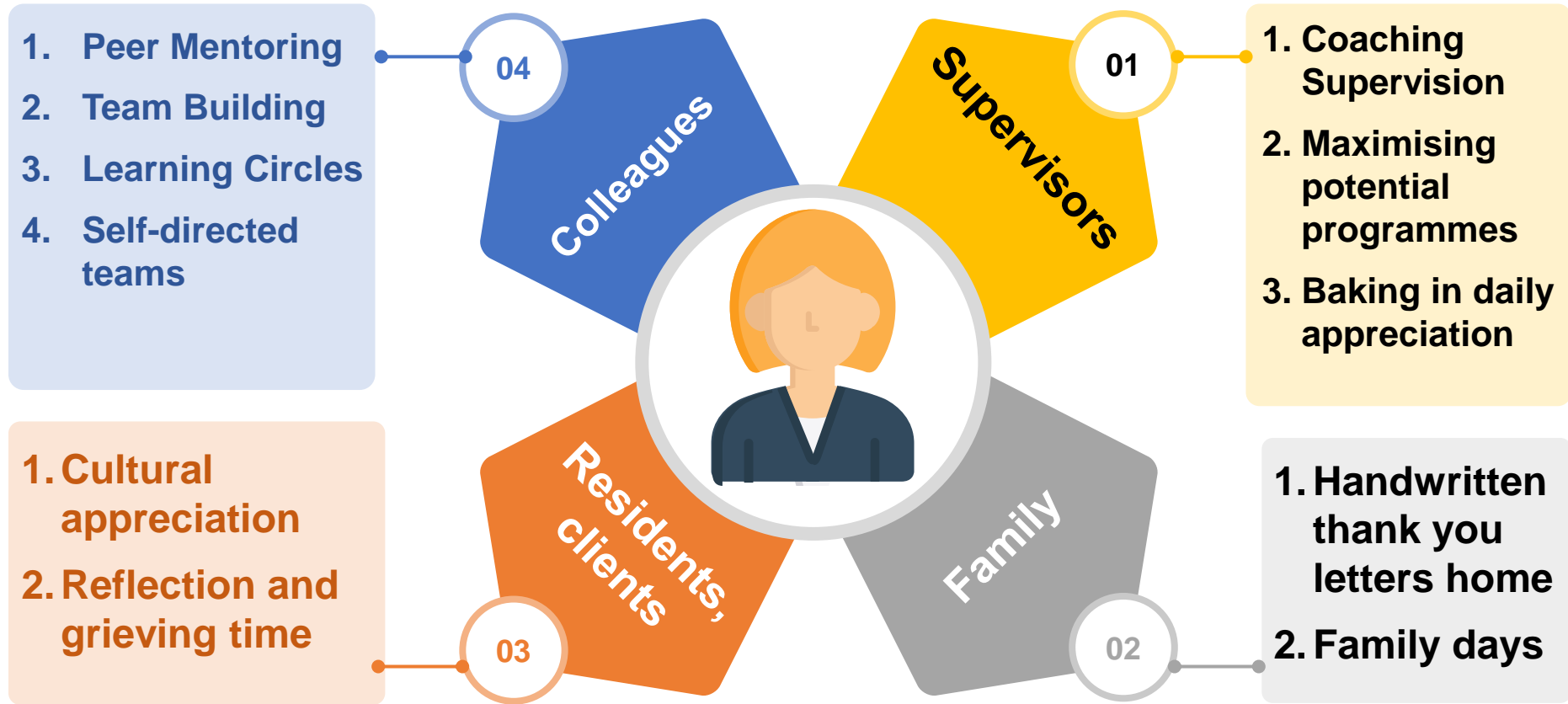
# What's your Welcome like?



- use named welcome signage
- goody bag – fleece, merch...
- personal welcome from the boss
- peer mentoring
- book in a future training
- commitment
- day 1 wrap-up chat
- 'stay' interviews



# Building respectful relationships



# Four lessons



1. Recruit people with **emotional maturity and the right values** using local networks and community outreach
2. Create a **welcome programme**
3. Work on **strengthening the quality** of their work relationships
4. See the **whole person** and know their story

# Questions?

neil@carefriends.co.uk

07766 496589



# What we do.....

## Providers example

Lesley Flatley

Registered Manager

Davlyn House

DAVLYN

Exceptional Care For Exceptional People



Davlyn  
House  
Care

# Examples of Local Recruitment & Retention Support

**ICS – People Hub**

**Staffordshire CC – Job  
Brokerage Service/ I Care  
Ambassadors**

**Stoke CC – Employment  
Brokerage - Employment,  
Skills, Enterprise and Growth  
/ Housing, Development and  
Growth Directorate**

**Princes Trust– includes  
mentoring and support for  
new staff aged 16-30 up to  
£150 e.g. uniform, travel  
costs, Training etc**

**Acacia Training – includes  
Princes Trust contract**

**Stoke College – Pre-  
Employment programme**

**South Staffs College – Pre  
employment Programme**

**National Careers Service**

**Careers & Enterprise – Link  
with schools**

**DWP – Sector Based Work  
Programmes/50+ support**

**To be confirmed – regional  
support re International  
Recruitment**



# Useful Resources

- [Skills for Care – Recruitment Support](#)
- [Calculating the Cost](#)
- [Adult Social Care Workforce Data Set \(ASC-WDS\)](#)
- [Safe & Fair Recruitment Better](#)
- [Hiring Toolkit](#)
- [Guidance on employing workers aged 16-17](#)
- [Employing disabled workers in adult social care and health: a guide for employers](#)
- [Value Based Recruitment Action Plan](#)
- [Question of Care](#)
- [Curious about Care](#)
- [International Recruitment](#)
- [Guide to Developing your Staff](#)
- [Top Tips for Retention](#)





# Care workforce pathway for adult social care

**Skills for Care is working in partnership with DHSC on a call for evidence to inform the development of a new care workforce pathway for adult social care.**

**The pathway will reflect the skills, behaviours and expertise needed to deliver high-quality, personalised, compassionate care and support.**

We would like your views on the care workforce pathway, what it should include, how it should be set out and how we can support people working in care, and social care employers, to use it.

The call for evidence online survey is now available to complete on the DHSC website. It's open to everyone and closes at 23:45 on 31 May 2023

**[Complete the survey](#)**

## Further support



**Contact your Locality Manager**

**[shirley.way@skillsforcare.org.uk](mailto:shirley.way@skillsforcare.org.uk)**