Recruitment and Retention

Recommendations for CQC Providers Guide

Workforce development to help deliver safe, effective, caring, responsive and well-led services

Spring 2017
Introduction to this Section

With the combined challenges of an aging population needing care and support and an aging workforce with many care workers approaching retirement, employers need to recruit enough people with the right values to meet growing demand for services.

Taking into account the continued merging of health and social care services across England, it is estimated that a half million more workers will be needed by 2030 to sustain our sector’s needs. The on-going need for recruiting and retaining staff is further complicated by significant economic challenges and current uncertainties about workers from EU countries.

The Care Quality Commission (CQC) also expects all regulated providers to deliver safe, caring, responsive and effective care. This is only possible by recruiting and retaining a high quality workforce that can meet the needs of the organisation and the people you provide care for. Our review of CQC inspection has highlighted concerns with services where there is an over-reliance on temporary workers.
Recruitment

In these days of austerity, new workers are unlikely to be attracted to the sector by high profile national marketing campaigns and Government funding initiatives.

To attract workers and ensure that they help care services succeed, the responsibilities almost entirely rests with the employer and their own initiative. It is down to each care organisation to showcase what they offer and how rewarding a career in care can be.

Whether raising awareness of your organisation at local, regional or national level, successful providers need to attract those considering a career or career change into social care. This may involve attracting good and outstanding care workers from other care services that are not utilising their talent or providing them with opportunities within the workplace.

The business case for recruiting the right people and ensuring they remain with an organisation may seem obvious to many but very few employers have calculated how much it costs them to recruit and retain employees.

Without knowing the cost of recruitment, it is difficult to create the business case for recruitment and retention initiatives. However, investing in these can help greatly reduce longer term running costs and the negative impact unsuccessful recruitment practices can have on the organisation.

With every new worker often costing the employer multiple thousands of pounds to recruit and train (taking into account the lost productivity of those involved in shortlisting, interviews, supervision etc.), knowing the cost can help leaders and managers prioritise the best ways to save these.

Good recruitment is also a way of protecting the reputation of your organisation. Some of the most damaging incidents to the health and social care sectors in recent years have originated from poor recruitment practices coupled with a failure by employers to effectively train, supervise and manage their people.

All workers equally need to have the right values to begin with. Health and social care values – which include compassion, dignity, integrity, respect and responsibility - are what make the difference in delivery of care and support.
Retention

Whilst attracting the right people is the important first stage, employers will only be able to retain good care workers if they provide them with a rewarding job in a positive culture, enabling them to feel valued.

In a sector not known for high salaries and wide ranging incentives, job satisfaction is an important motivator and opportunities around flexible working, career progression and other benefits can embed loyalty into the workforce.

The benefits to employers able to retain talent is significant as experienced and trusted workers help build the reputation of the organisation and can be utilised to develop and assess newer members of the team. They can help the organisation to succession plan for the future, ensuring that you have experts across the business, some of whom may progress into leaders and manager roles.

Remaining focused on succession planning at different levels of the organisation is important as the loss of key care workers, supervisors, team leaders and managers can damage the success of an organisation and take time to rebuild what they helped achieve.

The impact on an organisation of losing their best workers can have negative implications such as creating an exodus of other workers and concern among those who use the service.

The increased public information about each regulated provider available through websites such as NHS Choices, those with high turnover rates may be an indicator of issues within the organisation. This may influence family members and others in the local community choice of provider, as well as organisations that commission care.

How Skills for Care can help

Skills for Care offer a number of practical resources to help employers both attract new care workers and ways and means to keep them.

These include online tools to check people’s suitability, videos showcasing a career in care, recruitment process tips and templates, ways to raise the awareness of your service whilst promoting health and social care at career events, how providing the right terms and conditions can help workers stay loyal etc.
For new care providers and managers, we recommend this full section is read. For those more familiar with our information and advice, the following links direct you to appropriate sub-sections:

**Recruitment**
- Think Care Careers
- A Question of Care
- Values and behaviours recruitment and retention
- Core skills
- Employing young care workers 16-17 year olds
- Pre-employment training

**Retention**
- Finding and keeping workers online
- Practical ways to strengthen staff retention
- I Care...Ambassadors

**Good and Outstanding Care Guide**

**Practical Approaches to Workforce Planning**
Recruitment

Skills for Care’s website is regularly refreshed to include comprehensive career-related resources. Our Care Careers section sets out the basics about starting a career in social care, what job roles are available, advice on career routes and a comprehensive list of case studies.

Though primarily aimed at individuals considering joining the sector, feedback continues to highlight how employers are also utilising the material to demonstrate to new and existing employees around progression and what is needed for different roles.

Whilst we do not recruit on behalf of care organisations, the information we provide can help those considering a career in care to learn more about adult social care, what type of roles are currently found in the sector and – increasingly – what emerging roles will be needed going forward.

Skills for Care produces a large range of online and some printed resources aimed at encouraging new workers into the sector, either at the beginning of their career or as part of a career change. You can request printed leaflets to help you promote careers in social care by filling in this form and sending it back to marketing@skillsforcare.org.uk.
Think Care Careers

Think Care Careers is an online resource that provides further detail and advice that can help those considering working in the sector. It highlights the opportunities presented by the growing number of jobs in adult social care as well as providing some practical ways into work; including apprenticeships, job applications and volunteering.

Information and advice is presented around the qualities expected of those working in adult social care and a way of testing these outside of joining a care organisation. Many employers are using such resources to ensure that they are selecting people with the right values into their organisation.

Case Studies
A selection of video and print case studies are available to present realistic insight into a number of adult social care jobs. Case studies cover a range of roles including; team leader, deputy manager, care coordinator, support worker, senior care worker, managing director etc.

Apprenticeships
Apprenticeships can be offered to new and existing staff aged 16+ and are increasingly used by employers as a practical and cost effective way to develop not only new workers but those progressing into senior carer, team leader and managerial roles.

Job Roles
This section presents an overview of the various roles across various care settings (including care homes, out in the community, in hospitals or jobs based working in peoples’ homes). Each overview includes what the role would usually involve and what qualifications would usually be expected (either to commence in this role or as a longer-term development opportunity).

Develop your career
This interactive section enables the user to look at career progression from specific roles into associated, next level and higher level positions. The resource explains what qualification and experience is often required to move between positions and can be useful for both employees and employers when planning longer-term development.

Frequently Asked Questions
Those considering a career or career progression will have many questions. This section answers a range of careers related enquiries, including;

- what is the difference between social care and social work?
- how do I find out if working in care is for me?
- how much will I earn?
- will I need a DBS check?
- how do I find work?
A Question of Care

This interactive online quiz is aimed at people considering a career in social care. It provides a realistic insight into social care using film and questions to help those considering becoming care workers to better understand roles.

Those using this free resource can create a personal profile as they progress through the website learning more about those working in care and the difference it makes. When completing the resource, the user is informed whether they have what it takes for a career in care.

Whilst skills for the workplace can be learned, some things are about who someone is, their values and attitudes. A Question of Care enables the user to understand what care and support work is like and learn how suited they might be to working with people through a career in care.

It usually takes around 30 minutes to complete the A Question of Care challenge. The free resource does not allow for results to be saved if the user chooses to close halfway through so we recommend people allocate enough time to complete the resource.

Since it was introduced in 2013, many employers have chosen to use A Question of Care in their recruitment processes. When approached by individuals with no previous experience, the employer can ask them to look at A Question of Care and contact them back if still interested. You can download this guide to help you use A Question of Care as part of your recruitment.

As well as providing realistic insight into the care worker role, A Question of Care can also deter those who are not best suited to working in the sector.
Values and behaviours-based recruitment

Values based recruitment and retention is a process used by employers to create and maintain a workforce which embraces the workplace values. It is about finding and keeping people who have the right attitude to work in care and know what it means to provide high quality care.

Research undertaken by Skills for Care revealed a number of benefits achieved by employers who invested in values based recruitment including:

- Staff performed better
- Staff had stronger care values
- A lower staff turnover
- A positive return on investment (£1.23 for every £1 spent).

Our Values based recruitment and retention toolkit helps employers put social care values at the heart of your recruitment and selection. It also helps organisations to build a strong culture, support people develop their career and deliver high quality services.

The Toolkit is made up of a range of resources, including:

- Example application form - that asks people about their values and behaviours and best practice tips to writing application forms to tease out a candidates

- Assessment centres - tips and ideas to help you successfully plan an assessment centre as part of your recruitment and selection

Avoiding prejudice and discrimination in recruitment - ensures your recruitment process adheres to the right legislation, policies, procedures

Case Studies - practical examples from a range of employers successfully applying values based recruitment

Eligibility to work in the UK checklist - outlines the evidence needed to prove a person has the right to live and work in the UK

Equal opportunities in interviews - explains what the Equality Act 2010 says employers should do in an interview to avoid bias and discrimination

Involving people who need care and support, and carers, in recruitment - this helps employers include the people they support in the recruitment and retention process

Job advertisement examples - top tips to help you embed values in your job adverts

Skills and experience interview questions - examples to help employers

Using profiling systems to support values based recruitment - how to use profiling systems to find workers with the right values and behaviours

Back to contents page >>
Everyone working in adult social care needs English, number, digital and employability skills, including team work, and problem solving skills. Together these are known as core skills.

Whilst many employers recognise these essential abilities, others have not always recruited based on such matters. Therefore, the core skills within some care organisation is variable and this can impact the success of the service and the quality of care that is provided.

Different roles require a different level of skill. Having the right core skills will ensure social care workers:

- have the ability to complete qualifications and training, including the Care Certificate
- meet sector standards, including CQC requirements, Code of Conduct

The impact of poorly developed core skills at work could mean workers:

- struggle to read and understand procedures and policies
- are unable to communicate with people who need care and support
- don’t always take accurate measurements or readings leading to mistakes
- are unable to write clearly and accurately when completing care plans, leaving handover notes or filling in charts
- cannot make best use of information and resources available on the internet
- find it difficult to achieve vocational qualifications

Successful employers recognise the need to select the best candidates as not all will have the right temperament and abilities to become effective care workers. Employers recruiting people simply to fill a position without knowing if they would be able to achieve even the minimum standards of training may put themselves in a difficult position.

Recruiting people with core skills and supporting them to develop these further is fundamental to achieving many of the day to day activities of care workers. These include:

- communicating with people they support
- writing a care plan
- reading and following a risk assessment
- booking a health appointment online
- recording fluid intake and output
- working in a team

Skills for Care has produced a practical guide for managers to help them embed core skills in the workplace and develop the core skills of their workers.

There are also learning activities and assessment sheets for managers to use with staff during recruitment, interview, induction and ongoing learning and development.

You can download these resources from the core skills webpage.
Core skills learning activities
A new addition to our free resources are the core skills activities help you decide whether the person has the core skills they need to work safely and meet quality standards. They include English, number, digital and employability skills.

The activities take around 10 to 15 minutes each to complete and be used to help;
- Recruitment
- Induction, supervision & appraisal
- Ongoing learning

Click here to access the activities.

Learning through Work
We have also produced a range of priced booklets aimed at strengthening core skills using realistic scenarios. Our Learning through Work range cover the following subject matters and organisations can buy single copies each or multiple for all care workers
- Reporting and other care work writing
- Physical health
- Writing skills for care workers
- Using numbers in care work
- Number skills for care workers
- Talking about how much, how often
- Talking about bodily functions and feelings

They can be purchased via the Skills for Care bookshop here.
Commencing a career in adult social care can be hugely rewarding to the individual and equally beneficial to providers and people who need care and support.

In recent years there has been a misconception that individuals under 18 years cannot work in adult social care. This is not true.

16-17 year olds can be employed in care settings to carry out personal care. However, it is important that the manager or responsible individual assesses the competence and confidence of workers before they carry out intimate tasks. This should be done with the consent of the person being supported and/or their advocate (including family member).

It is particularly important that 16-17 year olds are supported in care work. 16-17 year olds should only be employed as part of an approved national training programme such as an Apprenticeship in adult social care.

Inexperienced 16-17 year olds should not be left in charge of a care setting or be left to work on their own. If working for a care agency, 16-17 year olds should be accompanied on all home care visits by another care worker until they are fully competent to work out of line of sight of a supervisor.

Record keeping by the manager of the observation of working practice and competence should be used to help identify areas needing further development to meet the requirements of the apprenticeship framework.
If you have high staff turnover for entry level positions, our sector route way could help. Employing staff through a sector route-way allows them to try social care before they commit to a permanent position.

It helps them to gain the skills, experience and confidence they need, meaning you will find more informed recruits who will stay for longer. Skills for Care have worked with Jobcentre Plus to apply the sector route-way across different pre-employment opportunities.

Everyone who completes the pre-employment training part of the route-way will achieve the Level 1 Award in Preparing to Work in Adult Social Care. It provides a quick but comprehensive introduction to working in social care. This will help you to find new recruits who have a good understanding of the role and know what to expect from day one.

Further information about pre-employment training helping providers to recruit new workers is available from the Skills for Care website here. Please note that Skills for Care is not a recruitment agency and whilst our products and services can assist employers in this process, we cannot directly find people for your organisation.

If you have vacancies to fill, speak to your local Jobcentre Plus about using the sector route-way.
Retention

Finding and keeping workers online

Since 2015, this practical online source of recruitment and retention resources for adult social care employers has proved a popular tool.

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 to help you deal with some of the most common issues.

All the information has been grouped into four sections:

- **Attract more people**
  This explains how to attract workers of all ages, for example by visiting your local Jobcentre Plus, schools and colleges to talk about the benefits and the career opportunities in care. There's also information about employing overseas workers.

- **Take on the right people**
  This helps employers who struggle to recruit workers with the right skills, values and talent to work in care. It shows how a values-based approach to recruitment and retention can save time and money, as well as legal requirements for employing care workers.

- **Develop talent and skills**
  This library of resources can help those who just want some general information about recruitment and retention. It includes website, documents and videos from across health and social care, which have been provided by employers of all sizes.

- **Keep your people**
  This section has lots of resources to help employers retain their workers. It includes help with creating a work environment where employees want to stay and how to reduce employee turnover.

You can access Finding and keeping workers online [here](#).

**Back to contents page >>**
Practical ways to strengthen staff retention

Our Finding and keeping workers online includes not only resources from Skills for Care but other leading organisations helping employers to retain their staff. A number of practical steps and associated resources have been identified to assist employers wishing to strengthen retention. All resources can be accessed from the link here.

<table>
<thead>
<tr>
<th>Create a work environment where employees want to stay</th>
<th>Resources include;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review your workplace culture</td>
<td>Positive Workplace Culture Toolkit</td>
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<tr>
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<td>The Principles of Workforce Redesign</td>
</tr>
<tr>
<td>Investing in values</td>
<td>Values based recruitment</td>
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<td>Investing in values</td>
</tr>
<tr>
<td>Celebrating achievement</td>
<td>Accolades awards</td>
</tr>
<tr>
<td></td>
<td>People Performance Management Toolkit</td>
</tr>
<tr>
<td>Involving and engaging staff in decision making</td>
<td>Workforce involvement and participation</td>
</tr>
<tr>
<td></td>
<td>Staff engagement</td>
</tr>
<tr>
<td>Using CQC reports to focus on improvement</td>
<td>Care Improvement Works</td>
</tr>
<tr>
<td>Providing development opportunities using Apprenticeships</td>
<td>Apprenticeships</td>
</tr>
</tbody>
</table>

Back to contents page >>
<table>
<thead>
<tr>
<th>Understand why employees leave and how I can reduce employee turnover</th>
</tr>
</thead>
</table>
| **Providing employees with opportunities to give honest feedback** | **Resources include:**  
  - People Performance Management Toolkit  
  - Effective Supervision guide  
  - Peer Professional Supervision case study |
| **Proactively looking at reasons why people leave**               | **Resources include:**  
  - Staff Retention checklist |

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<th>Offer fair employment terms and conditions</th>
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| **Offering employees flexible and/or set shift patterns**          | **Resources include:**  
  - People Performance Management Toolkit  
  - Effective Supervision guide  
  - Peer Professional Supervision case study |
| **Ensuring employees receive at least the National minimum wage (NMW) or National living wage (NLW)** | **Resources include:**  
  - UKHCA National minimum wage toolkit  
  - National living wage (NLW)  
  - National minimum wage for employers |
| **Providing benefits in addition to salary**                       | **Resources include:**  
  - Salary sacrifice advice  
  - How you can help your employees with childcare  
  - Reward strategy toolkit |
### Support employees with their resilience and wellbeing

**Taking a pro-active approach to the health and wellbeing of your colleagues**

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<tr>
<th>Resources include;</th>
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<tbody>
<tr>
<td>- Resilience</td>
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<tr>
<td>- Creating healthy workplaces-A toolkit for the NHS</td>
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<tr>
<td>- Health and wellbeing</td>
</tr>
</tbody>
</table>

### Provide a workplace pension

**Finding out more about automatic enrolment**

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<thead>
<tr>
<th>Resources include;</th>
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<tr>
<td>- The Pensions Regulator</td>
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<tr>
<td>- Workplace pensions</td>
</tr>
<tr>
<td>- Automatic enrolment - Information for people who employ workers for their own care and support</td>
</tr>
</tbody>
</table>

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**Back to contents page >>**

Recommendations for CQC Providers Guide, Spring 2017
Please always refer to the online version of this resource for the latest information and advice.
**I Care...Ambassadors**

*I Care...Ambassadors* are a national team of care workers who talk about what it’s like to work in social care. They visit schools, colleges and Jobcentres to run a range of careers activities such as talks, information stands and work experience.

Employers sign up to become an *I Care...Ambassador* service and nominate workers to become ambassadors. This can help providers to recruit new staff, retain existing staffs and build their profile in the local community.

Talking honestly and enthusiastically about their job can really motivate workers, and they’ll be able to develop their skills. Speaking to people who are considering their careers can also help you find new people to work in your organisation.
The benefits of being an I Care...Ambassador service

- **boost your business** - *I Care...Ambassadors* are your best advert for your business. By showcasing the great work they do and sharing why they love their job it will encourages others to choose or recommend your service

- **motivate and keep your workforce** - we know that over 70% of ambassadors feel more confident and motivated in their work as a result of being an ambassador.

- **attract the best people** - one in four people are more interested in a career in care having heard from an ambassador.

Ambassadors provide an impartial view of social care, which inspires others to work in a similar role and changes some of the negative thoughts people may have of working in care.

For good and outstanding rated providers wishing to learn more about being an *I Care...Ambassadors* Service, there is a wide range of resources available from the Skills for Care website [here](#) including:

- Videos demonstrating the value of the *I Care...Ambassadors* Service

- How to join *I Care...Ambassadors* guide will help providers decide if it’s right for them and provides a step by step guide to signing up

Back to contents page >>

Recommendations for CQC Providers Guide, Spring 2017
Please always refer to the online version of this resource for the latest information and advice.
This new guide looks at how services can prepare for inspection, sharing examples from those who have achieved Good and Outstanding ratings. The guide looks at the difference that these ratings make to services and how they celebrate achievement with their staff and people who need care and support.

The Well-led section of the guide provides insight into what good and best practice is enabling services to achieve a positive outcome in their inspection. The section covers a range of subject including:

- Culture within the service
- Leadership of the service
- Vision, values and strategy
- Staff support
- Community, partnerships and best practice
- Improvement and sustainability

Online Guide
The guide is available to download from the Skills for Care website here.
Motivated, skilled and knowledgeable workers who support the people a service supports to lead their lives in a way which meets their needs and aspirations will ensure a business thrives.

Workforce planning is essential practice for organisations which provide high-quality care and support. A good workforce plan will help an organisation to have the right people with the right knowledge, skills, values and experience in place to meet the changing needs of the business.

Skills for Care, in partnership with employers, has developed and tested a range of easy-to-use and effective workforce planning resources. The Practical Approaches to Workforce Planning guide and workbook offer a clear way for organisations to develop a workforce plan.

Our Workforce Planning and Development tool is a free online diagnostic for employers to review recruitment and retention, succession planning and other factors. It can be accessed here.

Practical Approaches to Workforce Planning Workbook

Our workbook takes you through the whole workforce planning process using a practical analyse-plan-do-review method.

This is done by giving you important questions to answer and key tasks for you to do. This will help you to pull together a clear picture of what your organisation looks like now and helps you to plan for the future.

The workbook comes with a USB which contains all the tools and templates you need.

The workbook and USB costs £20.00 and is available to order from our bookshop by clicking here.
Recommendations for CQC
Providers Guide

Full guide includes:

Introduction
Leadership and management
Recruitment and retention
Induction, learning and development
Qualification and Apprenticeships
Improvement, innovation and continued success

Download all from:
www.skillsforcare.org.uk/CQCguide