Adult Social Care Provision in the North West Region

An exploratory study of the employee experience

Dr Martin Reddington, Fatima Elmi, Maryam Ahmadiyankooshkghazi and Elmira Bakhshalian

March 2020
The authors especially acknowledge a number of organisations, without whom this study would not have taken place:

- **Skills for Care** and **Local Government Association** for commissioning the work and their ongoing active participation and support.

- **Department for Health and Social Care, Care Quality Commission** and **North West ADASS** for their support and insightful advice throughout the study.

- **David Edmundson-Bird, Principal Lecturer in Digital Marketing & Enterprise at Manchester Metropolitan University** and his students, George Carpenter, Sara Chaudhry and Poppy Goldstraw for their contribution to the project marketing plan.
Contents

Foreword

1: Executive Summary
1.1: Purpose of the Research
1.2: Consolidated Findings
1.3: Respondent Details
1.4: What motivates employees to join the adult social care sector?
1.5: How do employees perceive their working environment?
1.6: What factors influence them to remain in their organisations and sector more generally, or choose to leave?
1.7: Employee Voices

2: Methodology & Detailed Analysis
2.1: Survey design
2.2: Data collection
2.3: Data analysis

3: Statistical Analysis:
3.1: The Balance of the Deal
3.2: Conversational Practice
3.4: Multi-Choice Questions
3.5: Key Driver Analysis

4: Free Text Analysis
4.1: Reasons for working in Adult Social Care
4.2: Biggest challenges faced
4.3: Organisation Personality

5: Discussion

Appendix 1
Representativeness of Sample

Appendix 2
Respondent Details

Appendix 3
All item scores (North West Region)

Appendix 4
Key drivers matched with free text comments

Appendix 5
Participating Organisations

Appendix 6
Some organisations that have used TEDD®

References

The Authors
This timely report examines a number of critical questions about the state of the workforce in the adult social care sector in England:

- What motivates employees to join the adult social care sector?
- How do they perceive their working environment?
- What factors influence them to remain in their organisations and sector more generally, or choose to leave?

These questions feature prominently in regional and national news, for a variety of reasons:

- It is a crucial service that relies on caring and compassionate staff to support people who use care and support services to maintain their independence and well-being to lead active and fulfilled lives.
- The demand for adult social care services is growing and it is anticipated that by 2035 we will need to recruit a further 650,000 jobs nationally.
- Attracting and retaining the right staff with the right values and behaviours can be a real challenge for many employers with an anticipated 122,000 vacancies around the country at any one time.

The lessons that flow from the evidence in this report can and should shape the way leaders and managers in both the private and public sectors think about the people who work for them. They will also help to take forward the debate about what government and other policy makers can do to help promote a better environment to attract, develop and retain compassionate and engaged staff who deliver high quality adult social care. At the time of releasing this report, with the country in the grip of the Covid-19 pandemic, the reliance on their services has never been greater. It is important to note that the data featured in this report was collected before the pandemic but it is anticipated that the insights will make a useful contribution to the collective efforts towards combating the current crisis.

Lastly, I would like to extend my enormous thanks to all organisations that encouraged their staff to take part in this piece of research.

Delyth Curtis
Deputy Chief Executive, Cheshire West and Chester Council
Co-Chair of the ADASS Workforce Development Network
What motivates employees to join the adult social care sector?

How do they perceive their working environment?

What factors influence them to remain in their organisations and sector more generally, or choose to leave?
The insights gained from this study provide a lens on the workplace environment experienced by employees involved in the delivery of adult social care across the North West Region. Some important features of the analysis are as follows:

- **The sample of organisations** that responded to the survey was broadly representative of the region in terms of:
  - Geographic distribution.
  - Care Quality Commission (CQC) performance ratings.
  - Age profile of respondents.

There was also a good spread of responses from different types of organisations with a significant majority coming from the independent sector.

- **Significant differences in the employee experience** were reported between various groups:
  - **CQC rated Good or Outstanding** vs Inadequate or Requiring Improvement.
  - **Managerial roles** vs direct care roles.
  - **Registered managers** vs first line managers.
  - **Length of service less than 1 year** vs length of service 6-10 years.

In all cases, the highlighted groups expressed a higher level of satisfaction with their overall experience in the workplace than their counterparts.

- **Key driver analysis** identified potent (impactful) ingredients of the workplace environment shown to drive the overall contribution of employees:
  - Overall satisfaction with their employment deal.
  - The quality of conversations (conversational practice).
  - Provision of appropriate training.
  - Feeling recognised and valued for their contributions.
  - Role autonomy – being encouraged to use their initiative.

- The data also revealed that the propensity for employees to stay with their organisations and remain in the adult social care was driven by pride in their work and a willingness to recommend their organisation to a friend.

- Consideration should be given to extending the research across more Sustainability and Transformation Partnership (STP) regions to produce a larger evidence base in support of addressing the core research questions.

---

1 See appendix 1 for more information.
2 See appendix 2 for more information.
3 See page 14 for more information.
4 See pages 6, 7 & 8 for more information.
5 See page 18 for more information.
Organisations requesting participation in research
107

Organisations given full survey access
97

Active organisations (at least 1 response)
69

Conversion rate 64%

Responses
1086

Managerial - 283
Direct Care Role - 642
Not Direct Care Providing Role - 114
Other Regulated Professional Roles - 47

Representativeness of Region*

Distribution by CQC regulated provider numbers ✓
Distribution by CQC regulated provider ratings ✓
Age profile ✓

* See appendix 1 for more details
1.4: What motivates employees to join the adult social care sector?

106 respondents answered ‘yes’ to the question: If you have changed jobs in the last year, was your previous job outside the adult social care sector?

The reasons for doing so were:

- Motivated by a desire to work in the sector: 56%
- Recommended by a colleague or friend to give it a try: 19%
- As a result of voluntary or compulsory redundancy in a previous role: 19%
- Transferred from another organisation by TUPE: 6%

These reasons were supplemented by free text answers to the question: What was the reason you moved jobs?

I also enjoy making a difference to people’s lives and thoroughly enjoy my job.

Something I always wanted to do.

I want my job to make a difference wherever I work.

Making positive relationships with adults.

I love my job.
Key Driver Analysis\(^6\) was used to discover which aspects of the employment deal were most potent (impactful) in driving employee contribution in the workplace. These aspects are highlighted below in Table 1. The model used in this research – The Employment Deal Diagnostic (TEDD\(^®\)) – is explained in more detail on pages 10 and 11.

The analysis showed that overall satisfaction with the employment deal is the single most important factor influencing employee contribution, followed by organisational support and the quality of conversational practice.

Table 1: KDA Analysis for Research Question 2

<table>
<thead>
<tr>
<th>KDA 1</th>
<th>Overall satisfaction with the employment deal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>An employee’s overall view of the fairness and value of the deal – what their employer contributes and what they as employees are expected to give in return.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KDA 2</th>
<th>Perceived Organisational Support (POS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>POS is an expression of the quality of delivery of various types of support experienced by employees in the workplace. The analysis identified three particular types to be important:</td>
</tr>
<tr>
<td></td>
<td>▶ Feeling recognised and valued for their contributions.</td>
</tr>
<tr>
<td></td>
<td>▶ Provision of appropriate training to improve job skills.</td>
</tr>
<tr>
<td></td>
<td>▶ Encouragement to use initiative.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KDA 3</th>
<th>Conversational Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Recognises the importance of day-to-day conversations between managers and their teams and within teams that provide pathways to performance.</td>
</tr>
</tbody>
</table>

\(^6\) A fuller description of KDA used in this research can be found on page 18.
Key Driver Analysis was used to discover which aspects of the employment deal were most potent in driving employee retention – the propensity or mindedness for employees to stay with their existing employers and/or to remain in the Adult Social Care Sector. These aspects are highlighted below in table 2. The model used in this research – The Employment Deal Diagnostic (TEDD®) - is explained in more detail on pages 10 and 11.

The analysis showed that overall satisfaction with their employment deal is the single most important factor influencing whether employees wish to stay with their employer. Employee advocacy and perceived organisational support in the form of appropriate training to improve job skills were other predictive measures.

Table 2: KDA Analysis for Research Question 3 (Part 1)

<table>
<thead>
<tr>
<th>Part 1</th>
<th>Staying with their existing organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>KDA 1</td>
<td>Overall satisfaction with the employment deal</td>
</tr>
<tr>
<td></td>
<td>An employee’s overall view of the fairness and value of the deal – what their employer contributes and what they as employees are expected to give in return.</td>
</tr>
<tr>
<td>KDA 2</td>
<td>Employee Advocacy</td>
</tr>
<tr>
<td></td>
<td>The extent to which an employee would recommend their organisation to a friend.</td>
</tr>
<tr>
<td>KDA 3</td>
<td>Perceived Organisational Support (POS)</td>
</tr>
<tr>
<td></td>
<td>POS is an expression of the quality of delivery of various types of support experienced by employees in the workplace. The analysis identified one particular type to be impactful:</td>
</tr>
<tr>
<td></td>
<td>Provision of appropriate training to improve job skills.</td>
</tr>
</tbody>
</table>

A fuller description of KDA used in this research can be found on page 18.
Key Driver Analysis® was used to discover which aspects of the employment deal were most potent in driving employee retention – the propensity or mindedness for employees to stay with their existing employers and/or to remain in the Adult Social Care Sector. These aspects are highlighted below in table 3. The model used in this research – The Employment Deal Diagnostic (TEDD®) - is explained in more detail on pages 10 and 11.

The analysis showed that work engagement is the single most important factor influencing whether employees wish to stay with their employer. The quality of conversational practice was another predictive measure.

Table 3: KDA Analysis for Research Question 3 (Part 2)

<table>
<thead>
<tr>
<th>Part 2</th>
<th>Remaining in the adult social care sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>KDA 1</td>
<td>Work Engagement</td>
</tr>
<tr>
<td></td>
<td>An employee’s pride in their work.</td>
</tr>
<tr>
<td>KDA 2</td>
<td>Conversational Practice</td>
</tr>
<tr>
<td></td>
<td>Recognises the importance of day-to-day conversations between managers and their teams and within teams that provide pathways to performance.</td>
</tr>
</tbody>
</table>

A fuller description of KDA used in this research can be found on page 18.
A sample of free text comments collected in the survey data are set out below. These amplify some of the key drivers identified on pages 6, 7 and 8. A detailed mapping exercise can be found in appendix 4.

Survey Question: *What are the main reasons you choose to work in your current organisation?*

- My service has a very low turnover of staff as each and everyone is valued and appreciation is shown.
- I have worked for the company for ... progressing within the organisation within this time. The ability to develop skills and knowledge are actively encouraged by my employers and we all ensure that an open door policy is available to everyone in the organisation.
- I love the company’s ethics, I am 100% confident that if I raise a concern it will be dealt with appropriately, and also I am not made to feel bad for raising concerns.
- We have a fantastic team all working to make a difference to our clients but couldn’t do it without the support of our fantastic manager.

Survey Question: *What are the biggest challenges you face in doing your job?*

- I chose to work here as I felt the companies philosophy was similar to my own whilst offering the hours I wanted and good rate of pay. I stay because of the people I support as the pay is now bad and the staff support is not as it should be.
- The training is done now by learning on the computer, which I understand is cheaper, but some of the issues are so complex that just getting the answer right does not mean you understand the whole system. It would be good to clarify with an instructor.
- The pressure isn’t about our job roles, it is from being expected to do considerably more than what is part of your job role at the same time as doing what is part of your role, and getting no appreciation for it.
2.1: Survey design

TEDD® (The Employment Deal Diagnostic) was used in this research. It has been used extensively in the public sector over the past 7 years - in local authorities, registered charities and NHS organisations. An illustrative sample of these organisations can be found in the appendix 6.

At its heart, the TEDD® modelling embraces the concept of Social Exchange Theory (SET), which places the notion of reciprocity and mutuality at the heart of the employment relationship (also called the employment deal). This is used to create an expression of how employee engagement and associated performance is encouraged, experienced and personified (Cropanzano and Mitchell, 2005; Conway and Briner, 2009; Francis et. al, 2012; Guest, 2014; Reddington and Weber, 2016). A simplified illustration is shown in Figure 1 below. For a more detailed explanation, refer to an online report – Developing a New Employment Deal for Local Government (2017)\(^9\).

---

9 https://indd.adobe.com/embed/533f449b-7355-4da4-9285-ae3d6a796ccc
For this particular study a ‘mini’ version of TEDD® was used, with the intention of optimising the survey experience - the ease and efficiency with which respondents could access and complete it.

The survey comprised 22 items (excluding demographics), presented as follows:

a) 17 rateable items using a 5 point Likert scale ranging from ‘Strongly Agree’ through ‘Strongly Disagree’;

b) 4 multi-choice items, allowing up to 3 selections from a menu of options;

c) 1 item specifically requesting a one-word answer (free text) about the ‘personality’ of the organisation. The multi-choice items also allowed respondents to enrich their answers with free text.

There were 5 elements to the demographics, seeking information about a respondent’s job role, service, age, gender and length of service.

The survey item set can be found in appendix 3.

2.2: Data collection

Adult social care provider organisations in England were initially approached through an email campaign managed by Skills for Care. These emails were sent in waves between 22 May – the official launch date – and 15 September to all contacts that had given permission via GDPR to be approached for marketing purposes. The emails were sent via Skills for Care Locality Managers, responsible for different geographic areas across the North West Region. Various social media channels were also used to raise awareness of the exercise, supplemented by newsletters (such as CQC Bulletin) and local network events.

All of these initiatives were designed to drive enquiries to a specific email address, upon which the research team would then take ownership of the relationship and provide further support and guidance to facilitate participation in the project.

All organisations that expressed a willingness to participate were asked to provide sufficient details that enabled the research team to check their eligibility to take part, against a CQC database. Those considered eligible to take part were then provided with a link to an online survey home page and a unique code that would allow more granular analytics to be performed on the data.

Several organisations were ‘ruled out’ during this exercise, as they either failed to provide sufficient data to be validated or were found to be outside the North West Region.

The organisations were monitored throughout the data collection period (22 May 2019 to 14 October 2019) and informed of response levels on a regular basis to encourage maximum engagement with the exercise. In addition, the research team provided regular feedback to the wider project team to allow tailoring of the marketing activities to address perceived ‘pinch points’ – such as areas where response levels appeared low.
2.3: Data analysis

The quantitative (numeric) data was exposed to a variety of statistical analysis techniques:

- Cronbach’s Alpha – a test for internal consistency and reliability of the responses.
- Test for Significance – a formal procedure for assessing the confidence of claims made from the analysis of the data.
- Multiple Regression - a formal procedure to predict the value of a variable based on the value of two or more other variables. This is the basis of key driver analysis, explained in more detail on page 18.

The results for the rateable items were calculated using mean values, as illustrated in figure 2. The thematic analysis of the qualitative data (free text) was conducted individually then collectively by the research team. Numeration (i.e. the frequency in which a theme appears within the data) was used to pull together the final set of themes, since numeration is one way of indicating their relative importance (Smith, Flowers & Larkin, 2009) and is widely used by researchers where this type of evidence is a significant source. The other technique used was sentiment weighting. Employees’ responses to the free-text questions were analysed using NVivo (a qualitative software analysis package), which helped to identify and extract opinions, emotions and attitudes from the qualitative data.

The research team were then able to blend statistical and free-text data to provide an enriched interpretation, with the relative importance of the different themes revealed when matched with the key drivers. Examples of this can be found in appendix 4.

![Example Survey Question:](image)

<table>
<thead>
<tr>
<th>I am often under excessive pressure at my work.</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree Nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent 1</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respondent 2</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Respondent 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Respondent 4</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respondent 5</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respondent 6</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

Score

Respondent 1: 100
Respondent 2: 0
Respondent 3: 25
Respondent 4: 75
Respondent 5: 75
Respondent 6: 50

Total: 325

Respondents' Overall Score (Total ÷ 6): 54
The Balance of the Deal represents the perception of the fairness and value of the exchange of contributions between employer and employee – an expression of the workplace environment experienced by the survey respondents and the relationship they have with their employer. A balanced deal suggests a more sustainable relationship and if this balance is weighted in favour of the employer, it reveals itself as a negative score in the analysis. Conversely, employees can experience an imbalanced situation in their favour, revealed as a positive score. More extreme cases are represented by scores of ≤ -30 (zone of disaffection) and ≥ +30 (zone of affection). See figure 3 below.

Figure 3: The Balance of the Deal

A balanced deal is an expression of equal contributions from employer and employee. This supports stability in the relationship. Inspirational workplace environments tend to be balanced with high levels of contribution from employer and employee.

Extreme disaffection is an expression of significant over-supply of employee contribution relative to employer contribution. This creates heightened tensions and job pressure, intent to leave/seek retribution, e.g. sabotage.

Extreme affection is an expression of significant over-supply of employer contribution relative to employee contribution. This can lock-in, for example, excess costs for employers and moderate performance from staff.
The results set out in figure 4 below show significant differences in the perception of the fairness of the employment relationship between various groups. They are all in negative territory, pointing to a deal in favour of the employer.

Figure 4: The Balance of the Deal

- **Zone of disaffection**
- **Zone of optimum balance**
- **Zone of affection**

**North West Region**

<table>
<thead>
<tr>
<th>Favours employer</th>
<th>Optimum balance</th>
<th>Favours employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>-30</td>
<td>-15</td>
<td>0</td>
</tr>
<tr>
<td>-15</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>-10</td>
<td>0</td>
<td>30</td>
</tr>
</tbody>
</table>

Overall North West

-15

Organisations that were rated as ‘good’ or ‘outstanding’ reported a more balanced deal relative to those ‘requiring improvement’.

**CQC RATING**

- Good / Outstanding
  -15

- Requires Improvement
  -18

Managers reported a more balanced deal at work than those in direct care roles.

**JOB ROLE**

- Direct Care Role
  -17

- Managerial
  -12

Within managerial roles, registered managers reported a more balanced deal than first line managers.

**MANAGERIAL ROLE**

- First Line
  -16

- Registered
  -9

Staff who had been in post for less than one year – most of whom had joined from outside the sector – reported a more balanced deal than those who had been in adult social care for 6-10 years.

**LENGTH OF SERVICE**

- Less than 1 year
  -11

- 6-10 years
  -16

Suggests state of moderate imbalance in favour of employer.
Bringing ‘the deal’ to life (Conversational Practice)

The TEDD® model looks at the organisation as a ‘conversational arena’ and looks at the importance of conversations for solutions (generation of ideas) and performance (turning ideas into action) in producing actionable outcomes that benefit the team and wider organisation – see figure 5. These conversations are linked with workplace tensions – such as ‘more-with-less’ – and job pressure, which is a measure of constant excessive workload.

The TEDD® model also recognises that conversations reflect the quality of the employee-manager relationship (Francis et. al., 2013; Bakhshalian et. al., 2019) and provide another expression of the social exchange process described on page 10.

“When grounded in the line manager/employee relationship, conversational practice can be viewed as a significant predictor of perceived organisational support and employee engagement…”

(Francis et. al., 2013)
The different demographic groups are compared and contrasted and significant differences highlighted in figure 6 below. Good levels of conversational practice combined with good or lower moderate levels of job pressure and workplace tensions are indicative of sustainable, effective employee-manager relationships.

Figure 6: Significant differences

Organisations that were rated as ‘Outstanding’ had higher levels of conversational practice, combined with lower workplace tensions and job pressure compared with those organisations ‘Requiring Improvement’.

Those in Managerial roles reported higher levels of conversational practice compared with direct care roles. However, Direct Care roles reported lower levels of job pressure or workplace tensions.

Those in Registered manager roles reported higher levels of conversational practice combined with lower levels of workplace tensions and job pressure compared with those in First Line manager roles.
Reasons for working in Adult Social Care

Respondents were given an opportunity to choose up to three predefined main reasons for working in their current organisation. The main reasons are shown below in figures 7 & 8.

Figure 7: Reasons for working in adult social care

![Bar chart showing reasons for working in adult social care]

- I want to work in adult social care and make a positive difference
- My work – I enjoy what I do
- My career – an opportunity to progress and take on new challenges
- My colleagues – we work really well together
- My job conditions – flexible hours, a good commute etc

Biggest challenges

Respondents were given an opportunity to choose up to three predefined main reasons that represent the biggest challenges in doing their job.

Figure 8: Biggest challenges to doing the job

![Bar chart showing biggest challenges]

- Lack of resources, e.g. staffing shortages, work materials
- Excessive job pressure
- Not enough time with clients
- Other
- Not enough support from my manager/supervisor/team leader
- Lack of training for the work I do
Key Driver Analysis

The Key Driver Analysis (KDA) helps to focus on those features of the employment deal that have the greatest impact on how employees contribute at work, expressed as job engagement, organisational engagement and capability – see figure 9 below. Using an analysis technique known as multiple regression, the key drivers (predictor variables) are shown as questions from the survey with their associated mean scores and arranged in descending order of potency on employee contribution (outcome variable). The relevance of these results is explained in more detail in the discussion section of this report.

Figure 9: Key Drivers

<table>
<thead>
<tr>
<th>% mean value</th>
<th>Employee Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>71</td>
<td>Overall, I am satisfied what my organisation provides for me and what I am expected to give in return.</td>
</tr>
<tr>
<td>77</td>
<td>As a team, we talk about how to improve things.</td>
</tr>
<tr>
<td>80</td>
<td>I receive all the training I need to improve the skills to do my job.</td>
</tr>
<tr>
<td>64</td>
<td>The leaders (directors/business owners) of my organisation inspire me with their vision of our future.</td>
</tr>
<tr>
<td>74</td>
<td>I feel appreciated by my manager/supervisor/team leader for what I do.</td>
</tr>
</tbody>
</table>

Key

- **Sustain**: Good score / outcome to be celebrated.
  - (75+)

- **Monitor**: Moderate score / outcome. Capable of improvement.
  - (51 - 74)

- **Improve**: Relatively poor score / outcome. A clear signal to take steps to improve.
  - (50 or less)
Survey respondents were given an opportunity, via the use of free-text, to provide more insights into their reasons for working in adult social care. A selection of responses is provided below in figure 10. More examples can be found in appendix 4.

Figure 10: Reasons for working in adult social care

- The training is exceptional as we are able to progress throughout our service with the extra skills and knowledge we learn through valuable courses.
- They help with flexible hours as I have two children.
- I have previously only worked under qualified nurses but my current role gives me greater responsibility and utilises my skills, capabilities further.
- We have a fantastic team all working to make a difference to our clients but couldn’t do it without the support of our fantastic manager.
- I love the company’s ethics, I am 100% confident that if I raise a concern it will be dealt with appropriately, and also I am not made to feel bad for raising concerns.
- Good pay and benefits – salary, pension, other rewards My career – an opportunity to progress and take on new challenges.
- My service has a very low turnover of staff as each and everyone is valued and appreciation is shown.
Survey respondents were given an opportunity, via the use of free-text, to provide more insights into challenges faced in the workplace. A selection of responses is provided below in figure 11. More examples can be found in appendix 4.

Figure 11: Examples of challenges experienced by employees in adult social care

I have worked for my organisation for over ... and it is only in the last few years that I have come to realise that they do not care about their employees, their welfare, nor do they wish to address why the organisation is having difficulties recruiting new staff or retaining long standing competent staff.

The lack of employee benefits and the massive staff retention turnover.

I would like more training on autism, staffing can be a problem when AL or sickness. We can physically be attacked and harmed and nothing is done to help myself or others.

Terrible treatment of frontline staff from the executive.

Management are never held accountable and when required all stick together to ensure none of them come out looking like they have done anything wrong. I’ve witnessed this time and time again in [] years of working here.

The pressure isn’t about our job roles, it is from being expected to do considerably more than what is part of your job role at the same time as doing what is part of your role, and getting no appreciation for it.

Manager needs to learn people skills and learn how to speak with people; arrogance is very high in the house and favouritism is played throughout.
Survey respondents were asked the question: If your organisation came to life as a person, what single word would you use to describe it?

The positive and negative responses have been converted into two word clouds, shown in figures 12 and 13. The size of the word reflects its frequency of use.

Figure 12: Positive sentiment words

Figure 13: Negative sentiment words
Increasingly, organisations rely on goodwill and high levels of motivation and performance from staff, in terms of ‘going the extra mile’ and ‘engagement’ with organisational objectives and values. In this context, trust, reciprocity and the overall quality of social exchange relationships are becoming increasingly important features of the employment deal. The evidence set out in this report provides an opportunity for Adult Social Care organisations in the North West Region to undertake conversations for change in relation to how they can sustain the perceived balance of the deal and quality of conversational practice across their organisations, in the knowledge that this will continue to support sustainable employee contributions. Four themes emerged from the analysed data; More examples of free text associated with these themes can be found in appendix 4.

5: Discussion

Theme 1: Overall satisfaction with the employment deal

Overall satisfaction is measured by the key driver:

Overall, I am satisfied with what my organisation provides for me and what I am expected to give in return.

In the narrative analysis, staff took the opportunity to describe staff needs, expectations and employer obligations. Evidence of positive aspects to the employment deal is provided below:

I have worked for the company for ... progressing within the organisation within this time. The ability to develop skills and knowledge are actively encouraged by my employers and we all ensure that an open door policy is available to everyone in the organisation. Everyone within the organisation are involved in inclusive practice promoting the Health & Well-being of the individuals we support including all staff.

They help with flexible hours as I have two children.

Good working condition and a good team.

In other cases, the perception of the deal was less favorable – particularly around pay, access to adequate tools, lack of resources and reliable IT.

The pay isn’t enough for the responsibilities care workers have in the community.

Staff shortage is a challenge.

Not having the correct tools to do my job.

IT infrastructure not up to date.
Theme 2: Perceived Organisational Support (POS)

Perceived organisational support places emphasis upon the quality of delivery of various kinds of support. The three most important facets were measured by the key drivers:

1. I feel appreciated by my manager/supervisor/team leader for what I do.
2. I receive all the training I need to improve the skills to do my job.
3. The leaders (directors/business owners) of my organisation inspire me with their vision of our future.

Exploring each in turn:

Feeling Valued

An important aspect of POS is the extent to which employees believe that they are valued for their contributions and well-being, and thus feel obliged to reciprocate. Engaged employees who feel supported and have good relations with their line manager have lower turnover intentions.

There were positive comments with people reporting feeling valued and supported by their line manager.

*My service has a very low turnover of staff as each and everyone is valued and appreciation is shown.*

*I do also have a very good relationship with my manager who goes above and beyond for the service users.*

Nonetheless, the narrative analysis also captured the voices of those with very different experiences from the above. These individuals expressed concern about low pay, not feeling valuable, the practice of favoritism by managers, and generally a feeling of being marginalized within their organisation.

*Low pay. Support Workers often question whether it’s worth doing the job; when they can get more money for retail or domestic jobs - which are generally less demanding. The job role is therefore undervalued; which in turn; makes you feel undervalued within your job role; and within the sector.*

*Manager needs to learn people skills and learn how to speak with people arrogance is very high in the house and favouritism is played through out.*

*Managers are too far removed from the caring side of the job they are only interested in budgets.*
Training & Skills Development

Another key driver for employee contribution was training. Insights from the narrative analysis offers a somewhat mixed picture into people’s perceptions of their training and skill development opportunities. Some individuals reported being very satisfied with their training programs;

*The company I work for are excellent they provide very good training as always contatable and there is room to progress.*

*The training and support I get is really good and helpful.*

In other cases, there is a stark contrast as can be observed in the comments below;

*I would like more training on autism, staffing can be a problem when AL or sickness. We can physically be attacked and harmed and nothing is done to help myself or others.*

*I am often placed in situations where I have not had enough training.*

Encouragement to use initiative

A work climate in which employees feel supported, connected to the wider organisational vision and aims can serve to inspire employees, to be more engaged and deliver outcomes. Evidence below supports the statistical analysis as it illustrates examples of those working in organisational climates where they are able to confidently express discontent in the workplace, and those in work climates less conducive to engaging in challenging dialogue with senior management.

*I love the company’s ethics, I am 100% confident that if I raise a concern it will be dealt with appropriately, and also I am not made to feel bad for raising concerns.*

*Senior leadership do not inspire any confidence, don’t have an idea of realities of job.*

*Senior manager I find unapproachable and do not trust.*

**Theme 3: Conversational Practice**

Conversational practice was measured by the key driver:

*As a team, we talk about how to improve things.*

Conversational practice recognises the importance of daily conversations between managers and their teams. Conversational practice flourishes in an environment that promotes open discussion, the suggestion of ideas and working in collaboration to nurture collective employee voice.

High quality conversational practice within teams can enhance team dynamics leading to greater productivity while also buffering against job pressures. Evidence of this is revealed in the comments below:

*…we have a fantastic team all working to make a difference to our clients but couldn’t do it without the support of our fantastic manager.*
Theme 4: Organisational Engagement

Organisational engagement examines an individual’s commitment to their organisation. Two key drivers measuring retention levels provide insight into the strength of staff’s commitment to their organisation and the degree to which they are considering finding employment elsewhere.

1. If I do leave my organisation, it is likely to be for another job in adult social care.

2. At present, I have no intention to leave my organisation, even if another job of similar pay and benefits became available.

Further insights from the narrative data demonstrates that the decision to remain with or leave an organisation is connected to satisfaction with employment conditions, the quality and availability of training and development programs as well as personal pride in the job role. Evidence of this is captured below:

I chose to work here as I felt the company’s philosophy was similar to my own whilst offering the hours I wanted and good rate of pay. I stay because of the people I support as the pay is now bad and the staff support is not as it should be.

I have been in my current post for 10 years. I love my job, but I have been very unhappy in regards to pay, management among other factors. My main reason for continuing in my current role is the positive relationships I have with my service users. They mean a lot to me and I am very reluctant to leave them.

I am a people’s worker, have been for many years, in a variety of social care fields, I enjoy assisting in the personal development of each individual I’ve ever worked with.

I find the job hard work but rewarding.

My career – an opportunity to progress and take on new challenges.

Note: The findings above echo some features of the Skills for Care (2017) report, for example in the area of Perceived Organisational Support:

- Training & Skills development is one way in which employers illustrate the value they have for their employees.

- Investing in learning and development to ensure that staff stay and grow with an organisation is important for recruitment and retention.

- Embedding of organisation values and celebrating the achievements of the organisation and individual, flexible working policies and listening to employees.

However, in other aspects, there were differences in the findings, most notably perhaps on the topic of pay. The Skills for Care (2017) report identified pay as the most important factor attracting new recruits but this could not be substantiated by the findings of this research. It should also be noted that the Skills for Care (2017) report collected data from employers, and not directly from the workforce.
### Responses from CQC regulated providers by rating*

<table>
<thead>
<tr>
<th>Region</th>
<th>Outstanding</th>
<th>Good</th>
<th>Requires Improvement</th>
<th>Inadequate</th>
<th>Not Inspected/No Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Cumbria</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lancashire &amp; South Cumbria STP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greater Manchester STP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cheshire &amp; Merseyside STP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### CQC Regulated Providers*

<table>
<thead>
<tr>
<th>Region</th>
<th>% Whole NW Region</th>
<th>% Research Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Cumbria</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Lancashire &amp; South Cumbria STP</td>
<td>29</td>
<td>35</td>
</tr>
<tr>
<td>Greater Manchester STP</td>
<td>31</td>
<td>35</td>
</tr>
<tr>
<td>Cheshire &amp; Merseyside STP</td>
<td>36</td>
<td>27</td>
</tr>
</tbody>
</table>

#### Length of service**

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>% Whole NW Region</th>
<th>% Research Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>8%</td>
<td>14%</td>
</tr>
<tr>
<td>1-2 years</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>3-9 years</td>
<td>37%</td>
<td>34%</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>35%</td>
<td>34%</td>
</tr>
</tbody>
</table>

---

*Data supplied by CQC.
**Data supplied by Skills For Care.
Participating Organisation Trading Status across each STP Region

Overall Responses by Participating Organisation Trading Status for each STP Region

*Includes the following: Public Benefit Corporation, Community Interest Company, Limited Liability Partnership

Participating Organisation Services across each STP Region

Respondent Details
<table>
<thead>
<tr>
<th>Questions</th>
<th>Mean %</th>
</tr>
</thead>
<tbody>
<tr>
<td>I trust my line manager/supervisor/team leader to act in my best interests</td>
<td>80</td>
</tr>
<tr>
<td>I receive all the training I need to improve the skills to do my job</td>
<td>80</td>
</tr>
<tr>
<td>My manager/supervisor/team leader encourages us to talk about work to help us improve things</td>
<td>79</td>
</tr>
<tr>
<td>The leaders (directors/business owners) of my organisation inspire me with their vision of our future</td>
<td>64</td>
</tr>
<tr>
<td>The leaders (directors/business owners) of my organisation do what they say - promises are kept</td>
<td>62</td>
</tr>
<tr>
<td>I am often under excessive pressure at my work*</td>
<td>53</td>
</tr>
<tr>
<td>I am often required to do more with less resources*</td>
<td>54</td>
</tr>
<tr>
<td>The quality of service I deliver to my clients is often compromised by time pressures</td>
<td>46</td>
</tr>
<tr>
<td>I am proud of my work</td>
<td>90</td>
</tr>
<tr>
<td>I feel my pay and benefits are reasonable for what I do</td>
<td>49</td>
</tr>
<tr>
<td>I am confident in carrying out my role</td>
<td>88</td>
</tr>
<tr>
<td>I feel appreciated by my manager/supervisor/team leader for what I do</td>
<td>74</td>
</tr>
<tr>
<td>As a team, we talk about how to improve things</td>
<td>77</td>
</tr>
<tr>
<td>I would recommend working for my organisation to a friend</td>
<td>73</td>
</tr>
<tr>
<td>Overall, I am satisfied what my organisation provides for me and what I am expected to give in return</td>
<td>71</td>
</tr>
<tr>
<td>At present, I have no intention to leave my organisation, even if another job of similar pay and benefits became available</td>
<td>76</td>
</tr>
<tr>
<td>If I do leave my organisation, it is likely to be for another job in adult social care</td>
<td>65</td>
</tr>
<tr>
<td><strong>Total number of respondents</strong></td>
<td>1086</td>
</tr>
</tbody>
</table>

*Sustain (75 +): Good score to be celebrated
Monitor or Maintain (51 – 74): Moderate Score – capable of improvement
Improve (50 or less): Relatively poor score – a clear signal to take steps to improve

*NOTE: The index scores for Job Pressure and Workplace Tensions are reverse logic, i.e. a higher score is a relatively poor outcome.
KEY DRIVER 1: Overall, I am satisfied what my organisation provides for me and what I am expected
to give in return [71]

Good pay and benefits – salary, pension, other rewards   My career – an opportunity to progress
and take on new challenges.
They help with flexible hours as I have two children.
Good working condition and a good team.
I have previously only worked under qualified nurses but my current role gives me greater
responsibility and utilises my skills, capabilities further.
I have worked for my employers for ... years. They are absolutely brilliant.
I have worked for my organisation for over ... and it is only in the last few years that I have come to
realise that they do not care about their employees, their welfare, nor do they wish to address why
the organisation is having difficulties recruiting new staff or retaining long standing competent
staff.
I have worked for the company for ... progressing within the organisation within this time. The ability
to develop skills and knowledge are actively encouraged by my employers and we all ensure that
an open door policy is available to everyone in the organisation. Everyone within the organisation
are involved in inclusive practice promoting the Health & Well -being of the individuals we support
including all staff.
I feel management and support workers are becoming further apart.
Care workers are not paid enough for the responsibilities they have.
The pay isn’t enough for the responsibilities care workers have in the community.
Dealing with the lack of policies and education that surround important issues, especially related
to environment and human health.
Too much paperwork and poor staffing levels mean less time is spent making sure clients feel
valued and comfortable where they live.
Lack of communication between other departments often makes my job more difficult and stressful
at times.
The lack of employee benefits and the massive staff retention turnover.
Not having the correct tools to do my job.
IT infrastructure not up to date.
The training is exceptional as we are able to progress throughout our service with the extra skills
and knowledge we learn through valuable courses.
Depending what hours you work in my hour role even if you are provided excellent training by the
[org] before you start your role actually working with residents and not being guided and taught
by others is an extreme downfall for me and affects my confidence which effects the way I work. I
am a twilight and seen as filling the gaps of work for people.
Key Driver 2: As a team, we talk about how to improve things [77]

Sometimes you feel like you have so much to do with so little time to complete tasks, but we work together and get everything done.

We have a fantastic team all working to make a difference to our clients but couldn’t do it without the support of our fantastic manager.

The team I work with is the best team I have ever worked with in the 10 years of doing care.

I enjoy my job role and work well within the management team.

A wonderful team who are always there for each other.

Key Driver 3: I receive all the training I need to improve the skills to do my job [80]

The company I work for are excellent they provide very good training and are always contactable and there is room to progress.

The training and support I get is really good and helpful.

The training is done now on me learning on the computer, which I understand is cheaper, but some of the issues are so complex that just getting the answer right does not mean you understand the whole system, and would be good to clarify with an instructor.

I would like more training on autism, staffing can be a problem when AL or sickness. We can physically be attacked and harmed and nothing is done to help myself or others.

I am often placed in situations where I have not had enough training.

Key Driver 4: The leaders (directors/business owners) of my organisation inspire me with their vision of our future [64]

I love the company’s ethics, I am 100% confident that if I raise a concern it will be dealt with appropriately, and also I am not made to feel bad for raising concerns.

Not enough support from higher management.

In some areas of my work I feel I am not involved in the decision making that directly affects the activities I facilitate with regards to new premises and transport enabling clients to access an activity. I sometimes feel changes are made in my absence that affect me directly.

Senior manager I find unapproachable and do not trust.

Terrible treatment of frontline staff from the executive.

Senior leadership do not inspire any confidence, don’t have an idea of realities of job.

Lack of understanding from the senior leadership team.

Management are never held accountable and when required all stick together to ensure none of them come out looking like they have done anything wrong. I’ve witnessed this time and time again in many years of working here.
I do also have a very good relationship with my manager who goes above and beyond for the service users.

My service has a very low turnover of staff as each and everyone is valued and appreciation is shown.

Very friendly place to work, all about the people we support and good staff/manager working relationships.

I get help if and when I need it and the managers are always there to give you support if needed.

I am fully supported in my job. Both myself and the person I support always come first and are second to none.

Low pay. Support Workers often question whether it’s worth doing the job; when they can get more money for retail or domestic jobs – which are generally less demanding. The job role is therefore undervalued; which in turn; makes you feel undervalued within your job role; and within the sector.

Managers are too far removed from the caring side of the job they are only interested in Budgets.

Manager needs to learn people skills and learn how to speak with people arrogance is very high in the house and favouritism is played through out

I feel Team Leaders are expected to accept more and more added to our already heavy workload and we are underpaid for the level of responsibility.

The pressure isn’t about our job roles, it is from being expected to do considerably more than what is part of your job role at the same time as doing what is part of your role, and getting no appreciation for it.

There is pressure to all staff in the building as there is not enough support, management team try their best to support all staff on all shifts.

Managers not caring about staff and decisions getting made by people in company who have no idea who the clients are.

[Org] is a new service, we have all come together and work great as a team, good positive attitudes. Some of the staff have never done this work before, some staff have worked together previous but we all support each other enhancing each other strengths and weaknesses.
Appendix 5

Participating Organisations

Richard’s House
A Chance For Life
Advinia Health Care
Alexander Care Home
Alistre Lodge Nursing and Care Home
Alternative Futures Group Limited
Autism Together
Belong Limited
Blackpool Council
Bloom Care
Bluebird Care Cheshire West and Chester
Bolton Cares
Bridge Centre North West Limited
Bridgewood Trust Limited
Bury Council
Buryild
Carers Trust 4all
Cherish UK
Choice Support
Church View Nursing Home
Compassionate Care Ltd
Complete Care Services
CRG Homecare
Frances Taylor Foundation
Future Directions
Glenelg Support Limited
Hft Lancashire
Home Instead Rochdale
Homecare Services
Hometrust Care Limited
Impression Health and Support Domiciliary Care Agency
Key Fort Group Limited
Key2Support
Lake View Resthomes Limited
Lancashire County Council
L’Arche, Liverpool
Master Staff Health Care
MerseyCare Julie Ann Ltd
MioCare Group CIC
Newbarn Ltd
Next Stage A Way Forward Limited
Northern Case Management Limited
Outreach Community & Residential Services
Prime Care (UK) Limited
Select Support Partnerships
Skydda Homes Limited
TED Enterprises
The Fed
Your Life Your Way
Zeno Ltd
Appendix 6

Some organisations that have used TEDD®

- Haringey
- Kent County Council
- Norfolk County Council
- thurrock.gov.uk
- Northamptonshire Healthcare
  - NHS Foundation Trust
- Maldon District Council
- Guy's and St Thomas'
  - NHS Foundation Trust
- Coventry City Council
- King's College Hospital
  - NHS Foundation Trust
- London Borough of Redbridge
- Dudley Metropolitan Borough Council
- NHS England
- London Borough of Ealing
- www.ealing.gov.uk


Dr Martin Reddington

DBA, Academic Fellow CIPD Director

Martin was the lead researcher for this report. He has worked extensively in the public sector, most notably with local government organisations, with the aim of creating service improvements through the application of TEDD® - a well-researched and developed diagnostic tool for mapping employee experience and associated outcomes. He is an Honourary Researcher at the University of Dundee and has published several books and academic articles, based on his research and practice.

Fatima Elmi

MSC (Social and Cultural Anthropology) MSc (Human Resource Management and Organisational Analysis) Research and Development Analyst

Fatima acted as a primary contact point with organisations during the data collection phase and worked closely with other team members and stakeholders in shaping the content of this report. Her skills in narrative analysis enrich the statistical findings – effectively helping to show how ‘scores’ reveal themselves in respondents’ free-text accounts.

Maryam AhmadiyANKOOSKhghazi

MSC (Pure Mathematics), MSC (Mathematical Finance), Research and Development Analyst

Maryam has provided the statistical analysis for this report, using a variety of techniques to ensure reliability and relevance.

Elmira Bakhshalian

MSc (Occupational Psychology) MSc (Human Resource Management and Organisational Analysis) Associate CIPD Research and Development Manager

Elmira is at the forefront of the latest techniques to analyse employee voice and blends this with statistical data to produce powerful insights into workforce performance. Her forthcoming academic article (see references section) underpins her capability to link conceptual thinking with impact in the workplace.