Adult Social Care Recruitment Campaign
Workshop for Care Providers

Every day is different when you care

January – March 2019
Agenda

1. Campaign overview
   - Context
   - Pilots
   - Campaign development
   - National roll out plans: content, advertising and timings
2. How can care providers get involved?
3. Campaign toolkit overview
   - What it’s for and how to use it
   - A look at what campaign materials are available so far
   - General tips and advice for local recruitment marketing activity
4. Signposting for more information
Campaign overview
Context
How has a national recruitment campaign come about?

• To help fill a recruitment gap; there are 110,000 vacancies at any one time in England with a staff turnover rate of over 30%, alongside an aging population with a complex set of care needs.

• To change people’s perceptions about what it means to work in adult social care and improve the sector’s image as a long term career option.

• To support care providers to recruit the right people with the right values to increase staff retention.

The campaign has been developed based on a scoping exercise and a recommendation from Skills for Care.
Pilots

What was done and why?

Why were pilot campaigns done?

• The adult social care sector in England is fragmented and diverse with no one central/national job board and many different recruitment infrastructures and employers.

• A pilot allowed us to test and learn what channels, messages, and imagery were most effective and how best to bring a fragmented sector together in one national sector campaign with local activation.

What did the pilots look like?

• Local PR, radio ads, online ads and paid social media activity during November 2018 in Gloucestershire and Tyne and Wear. Supported by a campaign Facebook page which promoted case studies.

• Advertising signposted to Proud to Care in Gloucestershire and a new microsite everydayisdifferent.com and DWP Find a Job in Tyne and Wear.

• PR activity reached 5.3m people with BBC Gloucester, BBC Newcastle and local ITV TV stations covering it.
Pilots and research

What was learnt?

• **Communications is powerful:** 1 in 5 of those surveyed* had considered a job in adult social care in the past 12 months, but only 1 in 25 of those who have considered working in adult social care (‘ASC’) have actually applied. So we need to do more to explain the variety of work day to day and across roles, how people can use their current skills set, how they need to be the right fit, how they can progress their career if they wish, and how.

• **Care providers are highly influential:** Speaking to an employer during the search process more than doubles the chances of them actually applying.

• **How to reach job seekers’ most effectively:** Online is the most popular channel for searching and applying for jobs, followed by direct contact with the care provider.

• **The existing workforce are powerful advocates:** Public Relations (‘PR’) coverage and social media engagement was most powerful when highlighting care worker stories. And they’re one of the biggest drivers of referrals.

• **Motivators differ for different people:** Career messages motivated males more than females, whereas females were engaged by messages around flexibility.

* This is based on a combination of research and evaluation from the pilots, including:
  • A benchmarking online survey of 2,760 people in England aged 20-55 (this is a representative sample of this age group) done in October 2018 where people were asked about their awareness of, attitudes towards and propensity to apply for a job in adult social care – and why/why not.
  • Focus groups with prospective new employees and care professionals.
Further research
More testing and consultation with the sector and prospective new employees was done to develop the campaign and make it as authentic as possible.

- Focus groups with prospective new employees (prospects)
- Focus groups and surveys with care workers, care assistants, personal assistants
- Consultation with national bodies in the sector

- Care provider site visits
- Pilot campaigns

- Consultation with the sector
- Consultation with users of care services
- Focus groups/co-creation sessions and in-depth telephone interviews with prospects
- Focus groups and co-creation sessions with current care professionals
- In-depth interviews with care providers

- National campaign roll out
National campaign overview 1
What is it aiming to do and who is it targeting?

Objectives

To drive a new generation of people to consider and apply for a job in adult social care by:

• raising awareness of the variety of job roles and opportunities available.
• changing what people think about working in the sector.
• increasing consideration and applications from individuals with the right values, who might be looking for a new challenge.

Target audiences

• **Prospective new employees**: the paid for advertising will target 20-39 year olds who have the right values as recent research shows this group to be most likely to consider a job in the sector in the next 12 months. NB the PR and provider support will reach a much wider audience.

• **Existing workforce**: referrals and recommendations are one of the most powerful recruitment drivers, and current staff are our most powerful sector advocates.

Activity will highlight direct care roles in different care settings across different care need types, focusing on entry-level roles but also highlighting career progression opportunities and pathways.
National campaign overview 2
What are the campaign key messages?

• Find out about the many **rewarding and varied ways** to make a difference when you work in social care.
• See how working in social care helps you **build on the skills you have and learn new ones**.
• **Build a rewarding career** in social care; there are many training and progression opportunities.
• Social care jobs are **available near you**; apply today.

**NB:** these are generic messages which apply to the whole sector. These can be tailored according to a care provider’s specific requirements/care provision.

The campaign is called: **“Every day is different when you care”**

• Based on audience insight and testing; the ‘new’ news for people considering a job in ASC is its rich variety day-to-day and across the different job roles available.
Creative images
Range of scenarios and settings

• Top images will be the key ones used across outdoor posters and/or partner materials. Bottom line of images will be used in social media/website.
• Four care workers and the people they support across a range of residential and domestic settings in/around volunteers’ own homes
• Mix of scenarios led by the volunteers who have said what they normally do, and what they feel comfortable being photographed doing.

To show even more range and diversity, these adverts will be supported by:
- Case studies on Facebook
- Case study videos on the campaign website
Campaign adverts

Outdoor posters (e.g. at bus stops)

Online adverts (dynamic, moving adverts moving from the first image to the third)

Social media adverts (Facebook)
National campaign overview 3
What channels are being used and where from 12th February to early April 2019

• **National PR**: National press release and media engagement led by the Minister of State for Care at launch (from 12th February 2019)

• **Regional PR**: Regionally tailored press releases ‘sold in’ to media in each region across England at launch (from 12th February 2019) followed by regional media engagement to promote four local media events in those cities/towns.

• **Outdoor posters (e.g. at bus stops)**: Situated in towns and cities across the five regions in England which have the highest vacancy rates (according to the NMDS-SC) as this is the most efficient way to spend a finite media budget: North West, East, Central (East and West Midlands), South East and London.

• **Radio and online advertising** will run nationally across both rural and urban areas across England

Further information
- everydayisdifferent.com
- facebook.com/everydayisdifferent
Campaign website

What’s new for the campaign website?

Refreshed site:

- Updated campaign images
- More **case study** videos
- More information on **job roles**
- **Career progression** opportunities
- Directs users to **DWP Find a Job** – pre filtered to ‘**social care jobs’**
- **Resources** page for care providers to download materials

Tips for using DWP Find a Job:

- How to [Create an employer account](#)
- How to [Post a job](#)
- Recommendation is that providers use the ‘company type’ as ‘**social work**’ → job searches will look at specific words and matches that to any part of the advert / job title / description. So users searching for ‘social + care’ will see all relevant jobs, which can be filtered by location.
How can care providers get involved?

Ideas and opportunities

1. **Advertise job vacancies** on DWP Find a Job alongside any other local job boards.

2. Send DHSC **case studies** to be featured in local PR and on Facebook

3. **Promote the quiz** and the campaign [Facebook](#) posts through own social media channels

4. Ask your staff to **share the quiz** using the hashtag #shareifyoucare

5. Start using the **campaign materials** featured in the toolkit – more to come.
What’s the benefits of the campaign and supporting it?

• **Drive more enquiries and applicants:** The campaign will raise awareness of working in adult social care and aims to drive enquiries and applications to care providers. So care providers are urged to take full advantage of the increased noise to support their own recruitment marketing.

• **Ideas on how to make local recruitment marketing effective:** The insight and research conducted to develop the campaign has revealed some great simple tips and ideas for reaching and encouraging potential new employees with the right values. Find out more in the campaign toolkit!

• **Clear role for providers:** Care providers are vital in converting interested people into applicants – campaign research has highlighted what they can do and when to use their influence to get as many quality applications in as possible.

• **New materials:** Materials such as posters are free to download and print, and can be personalised.

• **Free promotion:** Send in case studies whilst the campaign is running – if used on the campaign Facebook page, it’s free promotion for their organisations.
Latest campaign timings and media channels

• **Provider briefings** are running at the moment until March.

• **Coverage in the trade press** started from 31st January.

• **Advertising** on websites, social media and radio started on 12th February supported by national press engagement. It will finish in early April 2019.
  
  • Outdoor posters will run for two weeks from w/c 25th February.

• **Evaluation** will be conducted in early April 2019.
Campaign toolkit
What’s it for and how to use it

What is the toolkit for?
• Explain what the national recruitment campaign aims to do and how.
• Showcase the campaign materials and resources available for providers to use.
• Offer simple ideas and tips for care providers on how to take part in the campaign locally and maximise the impact of existing recruitment marketing.
• To help care providers of all sizes and types in both the short and long term. Tips and advice in this toolkit is not limited to just the campaign.
• One, some, of all of the ideas could be used depending on a care provider’s time and resources.

Where can I find it?
• On a new section of the campaign website: www.everydayisdifferent.com/resources
• Materials are downloadable and printable at any time

How do I use it?
• As an interactive document, scroll through the pages or jump straight to relevant information by clicking on section icons in the bar at the top or on the links throughout.
Campaign toolkit
Sample materials and tools

QUIZ 1: How well do you know yourself?
Enables people to identify those values in themselves and see how they would be matched in adult social care.
Less than two minutes to complete, it will be promoted on: facebook.com/everydayisdifferent

QUIZ 2: Could you care?
Aimed at people who are actively considering a career in social care, this quiz presents scenarios that the user could be faced with. It will take a couple of minutes on: www.everydayisdifferent.com

POSTERS
A-sized posters which can be downloaded and printed from the website.
White space for personalisation (e.g. writing on event details or dropping in logo).

LEAFLETS
A5 double sided leaflets can be downloaded and printed from the website.
White space for personalisation (e.g. writing on event details or dropping in logo).

SOCIAL MEDIA POSTS
Suggested posted in the toolkit

PULL UP BANNER
Artwork which can be printed and displayed in a standard banner for events

Please flag to providers to keep checking the Resources page the website for more posters and leaflet options.
Campaign toolkit
Marketing planning tips

• Values-based recruitment should form the basis of care providers’ recruitment strategy. The toolkit signposts to guidance from Skills for Care on how this can be integrated into a care provider’s recruitment strategy and activity.

• The national campaign will boost awareness and consideration of the sector as a career choice and aims to drive applications to care providers, so it’s a platform to build on for organisations’ own local activity and tailor messages according to its own care service offer.

• When considering any local recruitment marketing activity, it’s a good idea to run through these four key steps:
  - Who would you like to work in your organisation?
  - Where can you reach them?
  - What message(s) do you want to give them?
  - Remember to build links with your local community and JobCentre Plus contacts to extend your reach.
Campaign toolkit

Advice

Local PR

- Care workers talking to the local press about their jobs and how rewarding it is captured local media’s attention during the pilots; it’s an effective way to bring to life what it means to work in social care as it’s coming from those doing it each day.

- PR is not designed to be done each day/week/month, but it is useful when there’s an ad hoc ‘hook’ such as a ‘day in the life feature’, an anniversary or special occasion.

- Raises the profile of a care provider in the local community so when people are considering a job move, they will already be aware of that organisation and more likely to consider it.

Word of mouth/staff

- Powerful recruitment driver for attracting the right people.

- The toolkit provides some examples and a case study from Bluebird Care which invited their staff to highlight the most rewarding moments of their day and used #spreadasmile – a powerful way to change the image of working in social care in a cost-effective way.
Campaign toolkit

Advice

Social media

• If a care provider does not have a website, a Facebook page can be a low cost and accessible option; it’s quick and easy to update and can reach more people if content is shared by staff.

• Toolkit provides tips on how to write effective content and highlights the campaign’s hashtags for providers to use when supporting the campaign:

  #everydayisdifferent # workincare #shareifyoucare

Website

• Online is the most popular channel to research what it is like to work in social care. If an organisation has a website, it is important to keep it updated.

  • Use it to ‘sell’ the organisation as a great place to work
  • Advertise vacancies on there if this is possible. The more vacancies posted, the more people can apply!
Research shows that **direct contact with employers doubles the chances of an application being submitted**, and that prospects with no previous care experience **have questions about the work**.

So facilitating direct contact and giving people the chance to look round, ask questions, talk to staff is very effective in **boosting retention** through:

- selling an organisation as a great employer
- enabling applicants to view the facilities, talk to staff, have their questions answered and be aware of the realities of the job

**Campaign materials** such as pull up banners and posters could be used if a care provider does not have its own.

**Case study** focuses on a care provider in North London which offered prospects a complete application journey there and then; an effective way to capture interest.
Dealing with interest and enquiries

Improving the selection process

- Communications through the national campaign will drive awareness of working in social care and encourage enquiries to care providers.

- Care providers play a vital role here in helping to covert an enquiry into an application; providing a streamlined and consist response to all will ensure:
  - Care providers build their reputation as a professional employers which values its staff.
  - The best applicants are kept motivated and engaged.
  - It is a competitive labour market for good employees. So once an application is submitted, care providers will keep their best applicants motivated by being clear on the interview/assessment process, and if successful, staying in touch during the pre-employment check process.
  - The toolkit signposts to Skills for Care guidance on application forms and interview questions.

Improving the Selection Process

Every Enquiry is a Potential Recruit

Supporting the Candidate Through Applicant Journey

- The national recruitment campaign aims to boost enquiries to your organisation, so it is worth planning and streamlining your organisation’s response to the variety of ways interested people can get in touch to keep them motivated. For example, consider:
  - Work in enquiry: pass on a leaflet and direct them to your organisation’s website/social media page, or everydaydifferent.com. Encourage them to complete the quiz and if they agree, note their contact details before they leave.
  - Email and/or telephone and/or post enquiry: direct to your organisation’s website/social media page, or everydaydifferent.com, encourage them to complete the quizzes. Have a telephone enquiry form ready which staff can use to capture key contact information, which enables a follow up.
  - Application sent in the post: call back and get their contact details, send next step and timings with the applicant.
  - Incomplete application forms: re-contact the applicant, ask if they have any questions.

Follow links for Care’s best practice guide on designing application forms and consider what questions you would ask to pre-screen candidates over the phone, face-to-face and at interview, and here for advice on sets and experience-based interview questions.
Making the most of the current workforce

Improving employee referrals

- Once a good employee has been recruited, ask and encourage them to recommend others they may know who would be a good fit.

- **Employee referrals work**: conversion from job boards is approximately 3%, conversion from employee referrals is closer to 50%.

- It can take time and resources but can provide long term benefits through lower recruitment costs and higher retention rates.

- Toolkit provides examples and tips on how to make employee referral schemes and benefits more effective.
Thank you

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www.everydayisdifferent.com/resources
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