

Recruitment and retention:

secrets of success

All adult social care employers want to attract, recruit and retain the right staff to support them to deliver high quality, person centred care.

Skills for Care spoke to 140 employers with low turnover rates (less than 10%) to find out what works well for them in terms of finding, developing and keeping staff. You might be surprised to know that lots of the things that make a difference don't necessarily cost much, but can have a positive impact on potential candidates and existing employees.

You can read the full report at www.skillsforcare.org.uk/secretsofsuccess.

You can find lots of useful resources to support your recruitment and retention at www.skillsforcare.org.uk/finderskeepers, including our values-based recruitment toolkit at www.skillsforcare.org.uk/valuesandbehaviours.



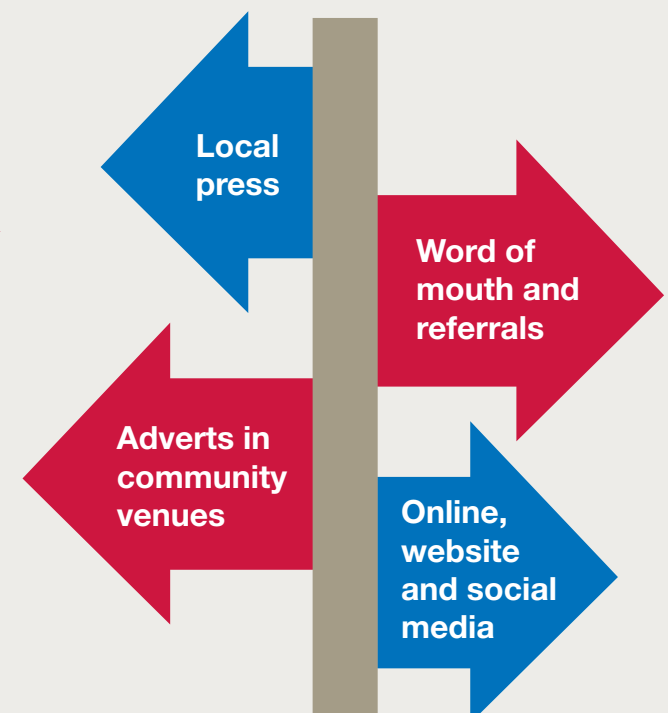
Attract and recruit the right staff: what works well for employers

Your business planning should be informed by an understanding of local needs and circumstances. You should use innovative strategies to attract and harness the potential of the local (and wider) community. Recruitment adverts should be targeted to ensure they appeal to people with the right values, behaviours and attitudes to work in adult social care. Values based recruitment will help to ensure that you appoint the right people to your vacancies.

How can I attract more candidates?

- Invest in staff development
- Offer good rates of pay and working conditions
- Develop a positive culture where staff are supported and valued
- Utilise staff's networks to attract like-minded people who buy into the values of the organisation
- Be clear from the outset about the realities of the job

What are the most successful advertising channels?



How can I make sure I get the right people?

- Conduct values based interviews
- Offer work experience or taster shifts
- Include people who need care and support, their families or advocates in selection
- Include pre-interview visits and assessments in recruitment
- Engage with local pre-employment initiatives

What to look for when selecting staff

- First and foremost, values and behaviours
- Also consider:
 - prior experience
 - qualifications
 - commitment
 - willingness to learn
 - flexibility

Develop and keep your staff: what works well for employers

It's vital that you retain well trained and dedicated staff to ensure you deliver high quality, person centre care and support. Once you've recruited the right people, you need to make them stay and grow with you.

How can I identify development needs?

- Through the induction process
- During regular supervision and performance appraisals
- By devising individual performance development plans
- By encouraging reflective practice



How can I develop talent and skills?

- Provide learning and qualifications to improve skills and knowledge
- Establish a mentor or buddy programme
- Facilitate group knowledge sharing sessions
- Continuously model and check that the values and behaviours that are important to your organisation are embedded in your workplace

How can I keep the right people?

Invest in learning and development



Embed the right values and behaviours



Celebrate your achievements and show staff you value their contribution



Involve staff in decision making



Pay above minimum local wage rates



Encourage commitment and loyalty from your staff



Recruitment and retention: links to quality

Research suggests that adult social care employers with a 'good' or 'outstanding' Care Quality Commission (CQC) rating had a lower staff turnover rate than those rated either requiring improvement or inadequate. Whilst staff turnover is only one of many factors that influences the quality of care, the data analysed did show that it was an influencing factor.

The majority of employers who responded to this survey had been awarded a rating of 'good' across the five Key Lines of Enquiry.

Resources to help

Finding and keeping workers has lots of resources and guidance to help you attract, take on, develop and keep the right workers. www.skillsforcare.org.uk/finderskeepers

Recruiting for values and behaviours in adult social care: a toolkit for you has practical guidance and templates to help you recruit people with the right values and behaviours for your organisation. www.skillsforcare.org.uk/valuesandbehaviours

