

Governance and implementation



Overview of actions

Clear roles, structured processes and consistent monitoring were essential to implementing Sheffcare's recruitment reforms.

Roles and accountability

- **Defined responsibilities** – HR team managed recruitment operations – advertising, screening and co-ordinating interviews – while home managers retained responsibility for final interviews and team integration to ensure they were relevant to the specific home the new recruit would be working in
- **Shared accountability** – Operational leads oversaw implementation and strategic alignment of the new recruitment approach, and frontline staff supported onboarding through the buddy system, creating clarity and collaboration across all levels.



Managing the process

- **Centralised tracking system** – A comprehensive HR spreadsheet monitors recruitment from vacancy posting through onboarding, supporting real-time updates and seamless handovers to reduce delays caused by shift patterns or absence.
- **End-to-end recruitment work flow** – The spreadsheet provides a clear process for managing recruits, from tracking vacancies, screening and interview outcomes through to confirming induction and system setup. It also includes checks, such as DBS and contracts, as well as job fairs, internal moves and leavers, so that payroll and training records stay up to date.
- **Audit-ready and scalable** – Embedding documentation into daily practice ensures compliance, accountability and proactive workforce planning –demonstrating how even simplified systems can enhance oversight and reduce administrative burden for providers.

Measuring progress

- **Integrated monitoring** – Recruitment reforms were tracked using key metrics such as time-to-hire, probationary retention rates, candidate feedback and staff engagement levels to measure impact and progress.
- **Data-driven insights** – HR collected application and onboarding data, while managers provided qualitative feedback on team integration. New starters and buddies contributed input to refine induction and support systems.
- **Continuous improvement** – Treating recruitment as a strategic function with measurable outcomes ensured reforms delivered tangible benefits and remained responsive to workforce needs.



Ensuring consistency

- **Consistency across care homes** – Regular internal audits, compliance checks and continuous improvement make sure the approach is consistent across care homes. Every stage of recruitment – from screening to onboarding – aligns with organisational and CQC standards.
- **Communication and engagement** – Monthly managers’ meetings, business reviews and HR-led workshops foster alignment, address challenges such as turnover and share best practices. These forums reinforce expectations and keep recruitment processes aligned with organisational values and leadership principles.

“We monitor retention monthly and follow up with new starters to check how they’re settling in and resolve any issues early.”

Merewyn Scafe, Director of HR, Sheffcare





Key decisions

- Defined clear responsibilities for HR and home managers in recruitment and onboarding.
- Introduced shared spreadsheets and applicant checklists for compliance and handovers.

Key learning

Governance frameworks ensured accountability and reduced risk by embedding clear processes and consistent oversight across all homes.

- **Role clarity** – A well-defined division of tasks between HR and managers improved efficiency, strengthened compliance and aligned recruitment with strategic workforce goals.
- **Structured monitoring** – Centralised tracking systems supported audits, streamlined communication, and enabled progress to be shared in real-time. This reduced delays while maintaining high standards.