

Recruitment and retention

Secrets of success



Adult social care employers need to attract, recruit and retain the right staff to deliver high-quality, person-centred care. Research conducted with employers with a less than 10% staff turnover shared what works for them in terms of finding, developing and keeping staff.

You can find lots of useful resources to support your recruitment and retention at www.skillsforcare.org.uk/randr.

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

- Inform your business planning by understanding local needs and circumstances. Visit www.skillsforcare.org.uk/asc-wds.
- Values-based recruitment will help you take on the right people. Visit www.skillsforcare.org.uk/values to find out how to get started.
- Recruiting people for their values helps you attract people who know what it means to provide high quality care and support. Visit www.skillsforcare.org.uk/recruit.
- Use innovative strategies to attract and harness local/wider community such as *I Care...Ambassadors* and people from underrepresented groups. Visit www.skillsforcare.org.uk/attract.

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.

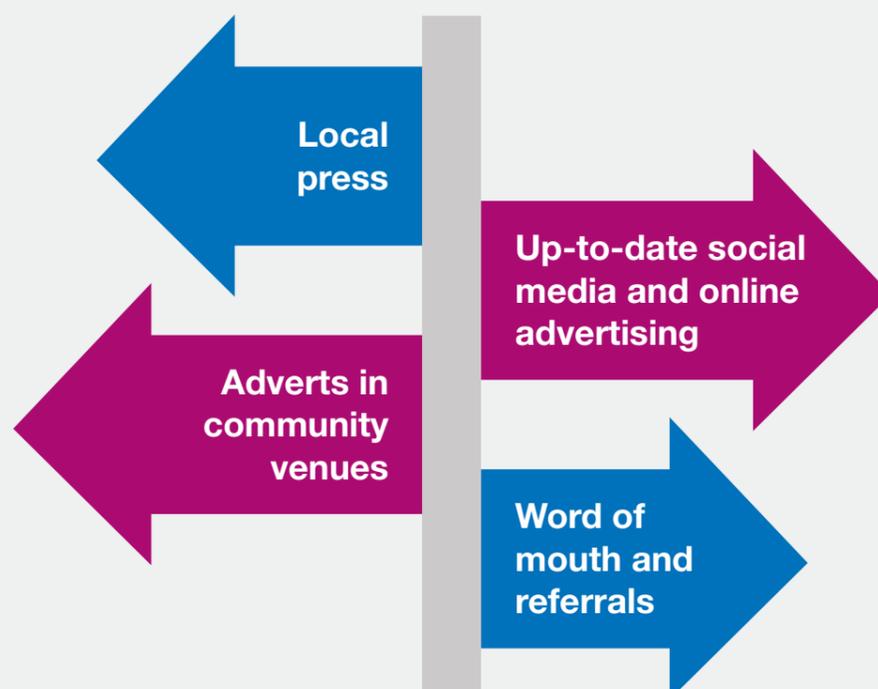


How can I make sure I get the right people?

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



What are the most successful advertising channels?



What to look for when selecting staff

First and foremost, values and behaviours. Also consider:

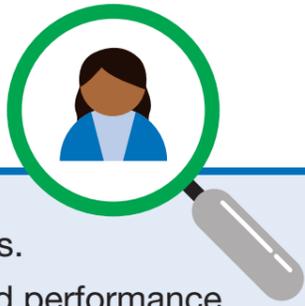
- prior experience (includes work, volunteering, or lived experience)
- qualifications
- commitment
- willingness to learn
- flexibility.



Develop and keep your staff: what works well for employers

Well-trained and dedicated staff contribute to the delivery of high-quality, person-centred care and support. Once you've recruited the right people, you need to invest in retaining them.

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?

Embed the right values and behaviours



Involve staff in decision making



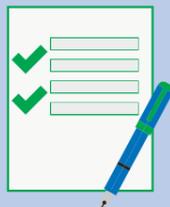
Encourage commitment and loyalty from your staff



Pay above minimum local wage rates



Invest in learning and development



Celebrate your achievements and show staff you value their contribution



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

Visit www.skillsforcare.org.uk/recruitment for tools and resources to support you to recruit and retain people with the right values.

Planning your recruitment



Recruiting the right people



Retaining your staff



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

