



Recruitment & Retention: Revolutionary Practice for the Future Social Care Workforce

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Introductions



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Our Services: Recruitment and Workforce Solutions

Fully Outsourced
Recruitment

Campaign & Project
Recruitment

Agency & Bank
Management

Early Talent
Recruitment

Retention Services



Attraction & Engagement

The Future of Values Based Recruitment

Where are we now?

Technology

The Future of Retention

Stereotypes, Demographics & Diversity

Where are we now?

57%

of people recruited are from
within sector

131,000

vacancies across adult social care

24%

turnover rate across Adult Social
Care

8%

under 25 years of age

79%

female employees

13%

youth unemployment

Attraction & Engagement

The Future of Values Based Recruitment

What action is required?

Technology

The Future of Retention

Stereotypes, Demographics & Diversity

Attraction & Engagement

SHORT TERM

Review your attraction strategy
– what is delivering better ROI?

Positive pass through – social care as a stepping stone

MEDIUM TERM

Targeted programmes – e.g.
work experience

Flexible contracts – flexibility
doesn't just mean bank!

LONG TERM

Shared talent pools – rotational
tasters between care
organisations

Collaborate - for better
advertising bargaining power?



A rewarding career in care **with shifts** that fit around your lifestyle.



- Allows the employee to choose the contracted hours worked within a 12-week cycle
- 3 month fixed-term contract – 11, 20 or 33 hours. E.g. work 132 hours on 11 hour contract in 6 weeks and could take next 6 weeks off. Anything extra is paid as overtime
- Accept shifts on a first come first serve basis across multiple homes



Choose your hours

Choose the hours to suit your
lifestyle



Set monthly pay

Receive consistent pay each
month



Close to home

Work across multiple homes
near you



No experience required

You'll receive full training to
gain the skills you need

Attraction & Engagement

Recommendations

1

Review your attraction strategy

2

Make contracts flexible

3

Consider collaboration opportunities

The Future of Values Based Recruitment

SHORT TERM

Your Values Based Recruitment
– embed your values throughout
the entire process

**Targeted Values Based
Recruitment** – e.g. family carers,
ex-forces, care leavers

MEDIUM TERM

Portfolio Careers – how can we
appeal to those seeking more
than one employment?

**Look at key recruitment and
retention metrics** – who needs
support and what does that look
like?

LONG TERM

Interview skills – consistent
values based training and support
to those involved in recruitment
and onboarding

**Future generations
considerations** – younger people
prioritise those with aligned
values

WORKFORCE FLEXIBILITY: A CASE STUDY

We spoke with the CEO of Millsted Care and Dayspace, Hannah Millsted-Bowdery, about offering flexible working to their workforce.



- Offering flexible working arrangements for 27 years
- Various flexible working patterns across their care services
- Permanent employees can request when they want to work
- Reviewed employee benefits and policies to ensure flexibility
- Opened the doors to younger people - year on year they welcome back students who work purely outside of term time
- Attracting people with excellent creative skills - actors, artists, teachers, cooks, and fitness instructors
- Guarantee a full weekend off each month



dayspace millstedcare
DEVELOPING INDIVIDUAL POTENTIAL

WORKFORCE FLEXIBILITY: A CASE STUDY

We spoke with the CEO of Millsted Care and Dayspace, Hannah Millsted-Bowdery, about offering flexible working to their workforce.

Millsted Care and Dayspace is a family-run company providing person-centred residential and supported living homes, as well as day services in Surrey and South London. The team specialise in working with adults with a learning disability.

HOW LONG HAVE YOU BEEN OFFERING FLEXIBLE WORKING?

We've been offering flexible working arrangements for 27 years. I'm proud to lead a company that promotes flexible working and genuinely is and can be flexible. People often say it's too difficult - but it really doesn't have to be. It takes more conversation, a lot more planning, and some headaches on roads - but it's absolutely doable.

WHAT TYPE OF FLEXIBILITY DO YOU OFFER?

We have many flexible working patterns across our care services. One of our support workers works three set days between 8 am and 2 pm as this suits them. They occasionally cover a 6 pm to 10 pm shift at the weekend - because we're flexible, they offer the same flexibility back.

CAN PERMANENT EMPLOYEES REQUEST WHEN THEY WANT TO WORK?

Yes - and we do our best to accommodate requests. One care team member has prior commitments on a Wednesday and a Saturday - so we don't rotate them to work on either day. We also offer various contract types to suit individual needs, including zero and minimum hours, providing flexibility and variety.

ARE YOU FLEXIBLE IN OTHER WAYS?

We've reviewed our employee benefits and policies to ensure flexibility. One example is that we offer full maternity pay for six months. We find that most people stay with us and return to working their previous hours or flexible patterns.

DOES OFFERING FLEXIBILITY OPEN THE DOORS TO YOUNGER WORKERS?

Absolutely! In our day services, year on year we welcome back students who work purely outside of term time. In fact, it works so well that we often have more availability from our student pool than shifts we can offer!

Created by
Social Care Recruitment Specialists **cohesion**

The Future of Values Based Recruitment

Recommendations

1

Take YOUR values based recruitment to communities with aligned values

2

Keep working on flexibility – it WILL become even more essential

3

Deep dive into interview skills – don't do the same thing over and over!

Technology

SHORT TERM

Technology audit – what do we have, where are the gaps, and how do they complement other systems?

Applicant Tracking System – ensure this is fit for purpose but don't over-automate and lose the human touch

MEDIUM TERM

Look at your data – and act accordingly

Invest in the right tools – that support values based hiring and enhance engagement

LONG TERM

Artificial Intelligence (AI) support – but make sure it features in the right places!

Gamification & Virtual Reality (VR) – a future for social care recruitment?



- Invited ahead of pre-screening – c. 30-35% deselect themselves
- Number of **valuable** pre-screens have increased
- Interview 'no shows' halved
- Offer rate from interview **increased by 20%**
- Development Report supports **meaningful conversations** during first few months

"Care Character is an excellent tool. The feature that allows us to select questions from the Care Character's **recommended interview questions** is particularly useful. It provides a **structured approach** to interviewing, ensuring that all necessary topics are covered."

"Really interesting and **not usually what you receive when you apply** to a lot of care companies. Shows that you are looking for people with the right values."



Technology

Recommendations

1

The right ATS and holistic reporting

2

Invest in impactful supportive tools

3

Enhance rather than replace
the human touch

Stereotypes, Demographics and Diversity

SHORT TERM

Identify social media champions
– useful for targeting younger people

Talk about the unique elements of the role – activities in care homes, trips out etc.

MEDIUM TERM

Review your imagery and content - make it diverse and appeal to a range of backgrounds

Identify who in your communities can be targeted – all types of skills exist and translate

LONG TERM

Better connections with Education – single biggest opportunity is increasing Gen Z workforce

Use data to inform interventions – what would positively influence outcomes for greater diversity?

What is important to different groups?

What Gen Z need to know about working in social care

With increasing older worker staff numbers, employers and organisations will be competing with other sectors to attract the 16-24 age group. There are several reasons why Gen Z may be more likely to work in social care:

- 1. Work/Life balance**
The age group value career. However, the flexibility for social care work is high.
- 2. Variety**
Gen Z work across many roles. Highlight the best of what you offer in the same role. Gen Z work in many roles.
- 3. Doing good**
The age group value their work. Highlight the positive impact of the work. Gen Z work in many roles.
- 4. Do what they love**
Gen Z want to work in what they love. Highlight the positive impact of the work. Gen Z work in many roles.
- 5. Progression**
Gen Z want to progress in their work. Highlight the positive impact of the work. Gen Z work in many roles.

www.skillsforwork.org.uk/employment

What employees want by generation

By Robert M. Kelly, Ph.D., Director for Human Resources for educational and health-related industries

Baby Boomers 1946-1964	Gen X 1965-1979	Millennials 1980-1995	Gen Z Born after 1996
BEST WORK TRAITS	BEST WORK TRAITS	BEST WORK TRAITS	BEST WORK TRAITS
<ul style="list-style-type: none"> Optimistic Steady membership Strong work ethic 	<ul style="list-style-type: none"> Independent Innovative Strong communication 	<ul style="list-style-type: none"> Tech savvy Collaborative Focused on the greater good 	<ul style="list-style-type: none"> Digitally fluent Practical Flourish in diverse workplaces
What they want from work			
<ul style="list-style-type: none"> A loyal employer Hierarchical culture Step-by-step to master tasks Respect 	<ul style="list-style-type: none"> A trustworthy employer Problem-solving autonomy Competent colleagues Autonomy 	<ul style="list-style-type: none"> An empathetic employer Meaningful work Training for new skills Flexibility 	<ul style="list-style-type: none"> A culturally competent employer Competitive wages Work-life balance Stability

What are others doing?

Build the future with Bellway

Five reasons to start a career in construction

Story

Laying the Foundations for Women in Construction

Bellway

What are others doing to target older people?

DEMOS

THE PLATINUM POUND

BOOSTING EMPLOYMENT AMONG OLDER WORKERS

ANDREW O'BRIEN
ANDREW PHILLIPS

SEPTEMBER 2023

anchor

B&Q **AVIVA**

Boots **national express**

NEXT **Sainsbury's**

Atos

- Age friendly employment policies
- Encouraging people to remain in the workforce
- Occupational health / healthy for longer

What are others doing to target people with a disability?

Harry Specters: The Ely chocolate factory hiring autistic workers

The Big Table

BELLA ITALIA | IGUANAS | CAFE ROUGE

mencap **BeyondAutism**

<https://www.anchor.org.uk/media/campaigns/platinum-pound>

Stereotypes, Demographics & Diversity

Recommendations

1

Encourage others to tell the story

2

Focus on what makes
care and support unique

3

Intervene based on your
data findings

The Future of Retention

SHORT TERM

Retention Interviews -
get the detail you need to make
impact, from the people that
matter

Stay Interviews -
open communication about what
will influence to stay

MEDIUM TERM

Support for older employees -
Flexibility. Tailored advice.
Planning for retirement

A good Induction -
define exactly what this should
look like for every new joiner

LONG TERM

Weekly pay options -
Drawdowns tend to be small and
towards the end of the month

Retention Strategy -
Be laser focused.
Include incremental gains
that add up to make a difference

JOIN OUR SOCIAL CARE RETENTION PROJECT

Our expert interviewers will call a sample of your new hires during their first month to complete retention interviews.

FREE OF CHARGE

take part to receive

- Free retention interviews
- Bespoke report
- Access to the sector-wide report developed by Professor Steve Woods

plus +

receive a discount on future retention interview solutions

Email anna.possee@cohesionrecruitment.com
to get involved!

The Future of Retention

Recommendations

1

Get the induction right

2

Conduct retention and stay interviews consistently

3

A sound retention strategy

Recap

Attraction

1

Review your attraction strategy
Make contracts flexible
Consider collaboration opportunities

Values based

2

YOUR Values Based Recruitment
Flexibility is key
The very best interviewing experience

Technology

3

ATS & Holistic Reporting
Invest in impactful tools
Enhance with technology

Diversity

4

Story tell with authenticity
Focus on what makes you unique
Use data to intervene

Retention

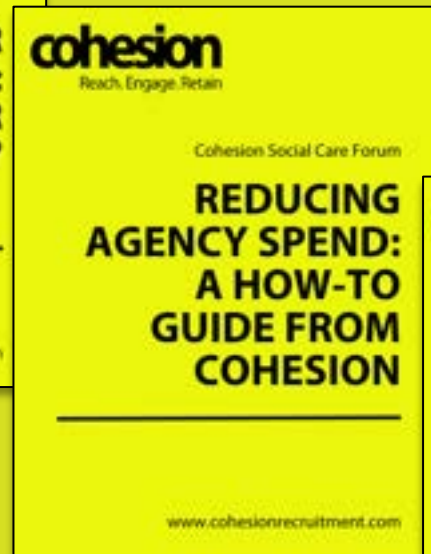
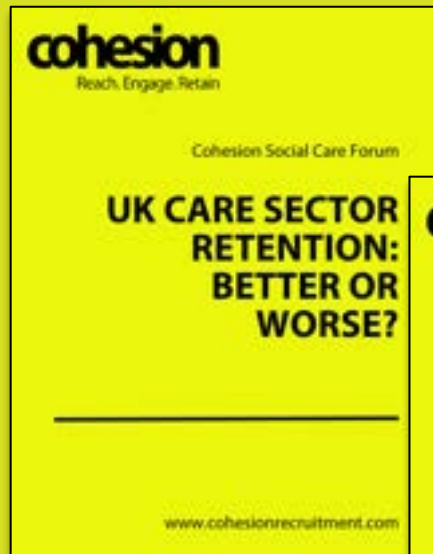
5

A positive induction and welcome
Consistent retention discussions
A focused retention strategy

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