



RECRUITING DURING COVID-19: A CASE STUDY

Faced with an extraordinary situation at the beginning of 2020, innovation in the recruitment process became more important than ever. The pandemic has been a challenging period, but we also believe it has been a catalyst for positive change in social care recruitment.

This Case Study explores the partnership between social care recruitment experts, Cohesion, and leading not for profit care provider, The Orders of St John Care Trust (OSJCT), to deliver over 450 hires in a three-month period during Covid-19.

Key Results

451

Starters

72%

Video Interview
Attendance

97%

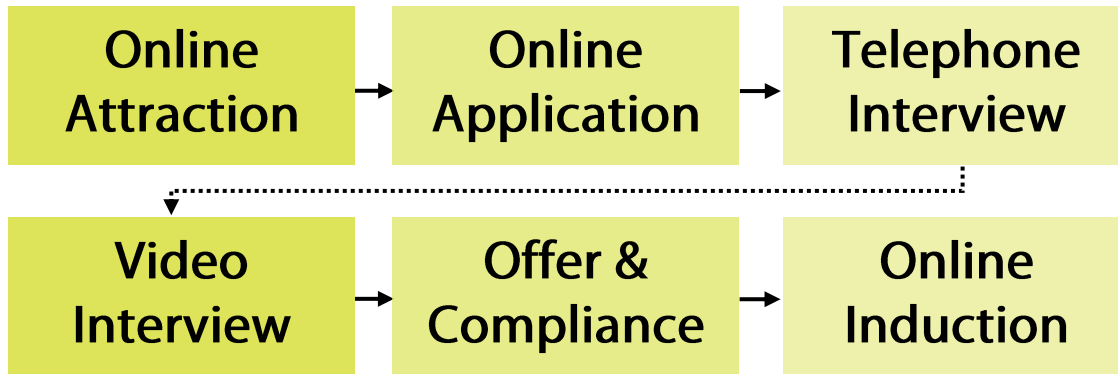
Offer Acceptance

Project Outline

OSJCT experienced an increased demand for frontline care, ancillary and nursing staff at the start of the pandemic. **Application numbers increased from 200 a week to 1,000 a week** due to the heightened focus on the sector, and the operations teams required support in keeping recruitment timely while securing the right talent for their care homes.

The internal recruitment team took a leading role in conducting final stage interviews on behalf of the operations teams, and the Trust selected Cohesion as an additional specialist resource to manage candidate engagement which included the initial screening stages of the process, and compliance checks post offer.

Digitalised Recruitment



The process was entirely digitalised to keep cycle times to a minimum and candidates engaged throughout the recruitment process.

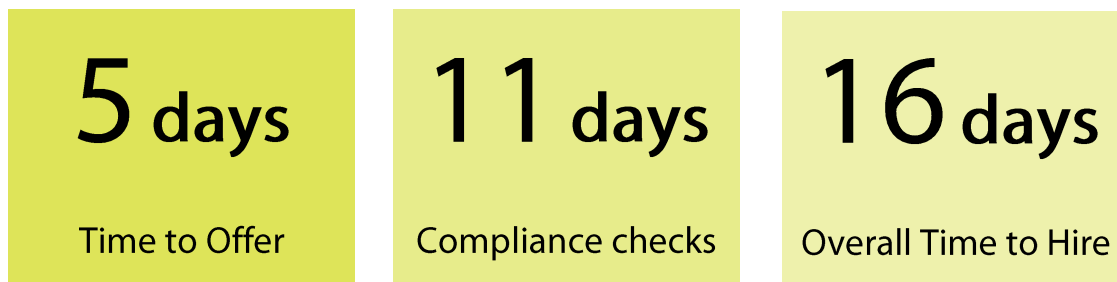
Values based telephone interviews identified candidates with the right behaviours and skills.

Video interviews replaced the traditional face-to-face interviews and offers were made at the end of the assessment.

Compliance rules were reviewed and updated in line with appropriate changes which allowed for candidates to start training while full references were finalised.

OSJCT moved induction training online and scheduled weekly intakes which allowed for candidates to train for two days online and start in the home on day three with no delay.

Cycle Times



Results

- Managed and responded to **over 3,000 applications**
- **72% attendance rate** for final stage video interview
- **97% offer acceptance rate**
- Only **16% of applications withdrew** from the telephone interview stage
- **21% drop out at compliance stages**
- **Time to hire was reduced from 29 days to 16 days on average**
- **Retention of starters two months later reported at 92%**
- **97% of Hiring Managers agreed with the hires made on their behalf**

Testimonial

“Ensuring high quality care to our residents is at the core of what we do. This relies on having values driven and enthusiastic colleagues in all of our services, which makes recruitment one of the most important activities that we do. Because Cohesion are experts in the care sector; they understand this, so worked with us every step of the way to create a streamlined, digital process that worked for our candidates, hiring managers and recruiters alike.

I believe both parties have learnt from the collaboration; their feedback and impressive market knowledge allowed us to have some honest debates to resolve issues along the way. And their friendly but professional approach made it a pleasure to work with them during the most unprecedented time in my career.”

Maxine Roberts
Head of Recruitment, OSJCT

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