

# Graffiti Wall - Workforce Forum, January 2016

Questions	Issues & concerns	Solutions & ideas	Comments
<ul style="list-style-type: none"> <li>• What are the main barriers to being a care worker?</li> <li>• How do we capture the right person? Interview process, skills</li> <li>• How do you encapsulate "a warm heart" in a job advert / description?</li> <li>• Why is turnover so high among care workers?</li> <li>• What is the best way to test for values in recruitment? Is there any VBR training coming up?</li> <li>• What are the key times when people leave? 2, 6, 12 months???</li> <li>• How do we "sell" our service / sector? How do we market ourselves?</li> <li>• Is "home care worker" a better job title than "carer"? Is support worker even better?</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment is always a problem!</li> <li>• Barriers to employment - unsociable hours, lack of progression opportunities, level of pay for young people, pay &amp; conditions</li> <li>• Zero-hours (contracts) can be a barrier especially if no guarantee that the person will get 16+ hours' work each week</li> <li>• Need financial investment in the sector</li> <li>• The sector needs greater representation to elected members (councillors)</li> <li>• Aspiration for cares to be valued like other health professionals - not just a carer</li> <li>• Breaking down barriers - clinical snobbery!</li> <li>• Social care is an "invisible" sector compared to others</li> <li>• No free training from OCC - used to have this, now a provider cost</li> <li>• Want to employ young carers but worried they would leave</li> <li>• There's confusion over what the</li> </ul>	<ul style="list-style-type: none"> <li>• Ban the phrase "just a carer" - "we do an awesome job"</li> </ul> <p><b>Finding the "right" people</b></p> <ul style="list-style-type: none"> <li>• We use people we support in the interview process. They use a scoring matrix and we pay them. It also gives the people being interviewed an insight into the people they might support.</li> <li>• "We run recruitment days, advertise in the local paper and get the people that we support there too - we always recruit from this event and we offer interviews on the day. We could do this in partnership with other, complementary organisations. We could share"</li> <li>• We are going to use one of our supported person's story on our website and in a leaflet to help attract the "right" people - using the right language</li> <li>• Make sure the people with the right skills are doing the recruiting</li> </ul> <p><b>Where to focus attraction &amp; recruitment efforts?</b></p> <ul style="list-style-type: none"> <li>• Older workforce - "we have a special leaflet targeted at candidates who are over 55"</li> <li>• Children's centres</li> <li>• People who are caring for family members</li> <li>• People retiring from professions who would enhance the caring role</li> <li>• "We encourage people with disabilities to work for us - another group of people who will be empathetic and so have a great deal to offer"</li> <li>• Young carers who have resilience due to their past experiences</li> <li>• We advertise at "indeed" &amp; <a href="http://www.dailyinfo.co.uk">www.dailyinfo.co.uk</a></li> <li>• We offer a financial reward to staff who recruit other staff - £75 if they complete induction &amp; stay for 3 months, another £75 if they</li> </ul>	<ul style="list-style-type: none"> <li>• "Shocked at turnover rates"</li> <li>• Retention is less valuable if your turnover is already low</li> <li>• Interested to hear carer's perspective</li> <li>• It's so important to get line management right</li> <li>• The ability to care - you've either got it or you haven't - age is not a factor</li> <li>• Recruit the "right" people. Retain the "right" people. That should be the goal.</li> <li>• Need to be creative about where we recruit from.</li> <li>• Recruitment costs are hidden - managers need to be made aware of the <u>true</u> costs</li> <li>• "Training is key to recruitment - need more person-centred training. It makes people feel supported."</li> <li>• Job description outputs - need to be realistic and achievable (time)</li> <li>• Retention - it's really important to care for the carers. We must invest in them. It's not about HR</li> </ul>

	<p>job is</p> <ul style="list-style-type: none"> <li>• Tendering process every 3 years - where is continuity?</li> <li>• DBS process is frustrating!</li> <li>• Registration for care workers</li> <li>• Contradiction of OCC's strategy, eg. dis-investment</li> <li>• In dom care there is not enough time to develop meaningful relationships - just to cover the basics :o(</li> <li>• In order to retain, we need to get staff in the door first!</li> <li>• Health / others have a perception that social care is "low skilled"</li> <li>• Pressure of living wage - diminishes recruitment base</li> <li>• We could save money if OCC re-introduced block contracts for home care</li> <li>• There's a disconnect between why managers think staff leave and why they really leave</li> <li>• Pay must be competitive</li> <li>• The industry is risk averse - it's difficult to get commitment for the medium and long term.</li> <li>• We lose some very good staff because they don't drive</li> </ul>	<p>stay for 6 months.</p> <ul style="list-style-type: none"> <li>• Using questions in recruitment helps encourage people to read the advert meaningfully</li> </ul> <p><b>Job adverts should ...</b></p> <ul style="list-style-type: none"> <li>• emphasise the positive outcomes of care work - you make a difference to people's lives</li> <li>• stress that there will be continuing professional development</li> <li>• better articulate the non-financial benefits of the job</li> <li>• Include specific needs and values</li> <li>• How do you make home care as attractive as residential care? Move away from time and task to outcomes &amp; provide continuity of carers</li> </ul> <p><b>And more ...</b></p> <ul style="list-style-type: none"> <li>• <b>Better PR for the sector</b> - we need a positive campaign - TV advert, government involvement?</li> <li>• <b>Taster days</b> - this is what the job is!</li> <li>• Minimise up-front costs - allow <b>shadowing before DBS</b></li> <li>• <b>Pre-employment programmes</b> are great at preparing people for the challenges of care work - likely to reduce turnover</li> <li>• Providing <b>workplace experience</b> for 16 year olds can lead to employment</li> <li>• <b>Childcare</b> - needs to be available and affordable, at times when "caring" is needed, eg. early mornings, weekends. Develop relationships with child care providers to provide facilities. Closure of children's centres - could the (adult social care) sector target these staff?</li> <li>• <b>Driving</b> - offer driving lessons (many people can't afford them); refresher driving lessons; low cost car loans; is insurance a problem? Can employers talk as a group to insurance companies to address this?</li> <li>• <b>Reward schemes</b> don't have to cost a lot but they make people feel valued. Incentive schemes are important - use <a href="#">Perk Box</a></li> <li>• <b>Good quality staff recruited from overseas</b> are helped if you can provide housing, cars and English lessons</li> </ul>	<p>processes - it's about humanity in practice.</p> <ul style="list-style-type: none"> <li>• We are looking at using a Values Based approach in depth now for RETENTION</li> <li>• Pay more!</li> <li>• Some carers become disillusioned because they don't have time to provide care / interact with people</li> <li>• (It's all about ...) quantity versus quality</li> <li>• Managers must support their staff</li> <li>• Some places treat their staff like rubbish and they wonder why they have high turnover rates. They need to nurture their staff.</li> <li>• It's vital that we have a positive attitude about ourselves</li> <li>• Charge rates in dom care need to be increased. Care workers need to be paid more.</li> <li>• Don't just recruit "warm bodies" - it's a mistake - they don't stay!</li> <li>• Retention is very important for clients</li> </ul>
--	--	---	--

		<ul style="list-style-type: none"> <li>• <i>Word of mouth</i> brings people into the sector BUT bad experiences of "exploited" staff spread quickly!</li> <li>• Target <i>live-in</i> for a wider net for recruitment</li> <li>• Use professional <i>videos</i> of service users / professionals on the web - very effective</li> <li>• <i>Recognise and celebrate success</i> - challenge the low pay, low skill, low value perception!</li> <li>• "We are setting up a management development programme and we'll be advertising that."</li> <li>• (We need) <i>case studies</i> to show career progression opportunities</li> <li>• <i>Recognition awards</i> - important in each organisation</li> <li>• <i>It's important to be known in the local community</i></li> </ul> <p><i>Time to train and learn</i></p> <ul style="list-style-type: none"> <li>• <i>Problem solving with carers</i> - what to do if ...</li> <li>• <i>Continued support that doesn't stop after induction</i></li> <li>• <i>Important that applicants understand the role and challenges</i> - use current carers as ambassadors to recruit and spread the word; shadowing; transition stage of new carers from a different area of work - it's very important to make sure they know &amp; understand the role</li> </ul>	
<b>And some answers ...</b>			
<p><i>What is the best way to test for values in recruitment? Is there any VBR training coming up?</i></p> <p><i>Oxfordshire County Council is working with partners to try and make VBR training more widely available &amp; at an affordable cost. We will tell you when we know more about this but in the meantime, please <a href="#">click this link</a> to find out more about VBR from Skills for Care. If you would like to</i></p>	<p><i>Social care is an "invisible" sector compared to others</i></p> <p><i>Yes it is. It's really big and it's like nobody knows that it's there - apart from the people who work in the sector of course, and the people who use care and support services. About 14,750 people work in the sector in Oxfordshire - just a small part of the social care workforce in England which is made up of 1.5 million people - bigger than the</i></p>	<p><i>It's important that applicants understand the role and challenges</i></p> <p><i>A Question of Care might help. It's free to use and you might want to use it as part of your recruitment process to help candidates get some sense of what's involved. <a href="#">Here's the link.</a></i></p>	<p><i>"Shocked at turnover rates"</i></p> <p><i>There's no two ways about it - the turnover rate in the private, voluntary and independent sector is high at 29% - nearly one in three people leave each year. Turnover is actually higher in care homes and highest among care home nurses at around 50% per year.</i></p>

<p>read our report on the values-based recruitment project in Oxfordshire please email <a href="mailto:rachel.lawrence@oxfordshire.gov.uk">rachel.lawrence@oxfordshire.gov.uk</a></p>	<p>NHS! Follow <a href="#">this link</a> to the facts and figures.</p>		
<p><b>How do we "sell" our service / sector? How do we market ourselves?</b> Neil Eastwood's slides - attached - are a 'starter for ten' but it's a question all care providers will need to keep answering. We'll try and help you do that through future Workforce Forums, events and communications.</p>	<p><b>We want to employ young carers but we're worried they would leave</b> It all depends on how well you look after them. Setting up an apprenticeship scheme in your organisation could help. Follow <a href="#">this link</a> to find out more about the benefits of setting up a scheme and what's involved.</p>		<p><b>Recruitment costs are hidden - managers need to be made aware of the <u>true costs</u></b> A quick reminder on why it costs so much &amp; what employers are really paying for ...</p> <ul style="list-style-type: none"> <li>• Advertising</li> <li>• Sifting applications</li> <li>• Interviews</li> <li>• References</li> <li>• DBS checks</li> <li>• Equipment</li> <li>• Setting up on payroll</li> <li>• Induction</li> <li>• Care Certificate</li> <li>• Time not working</li> </ul> <p>Follow <a href="#">this link</a> to find out more.</p>
<p><b>Is "home care worker" a better job title than "carer"? Is "support worker" even better?</b> What do you think? Please complete the doodle poll linked to let us know!</p>	<p><b>There's a disconnect between why managers think staff leave and why they really leave</b> Yes there is. Take a look at Neil Eastwood's slides - attached - for a reminder about the different points of view of managers and their staff.</p>		<p><b>"Training is key to recruitment ... It makes people feel supported."</b> The next Workforce Forum will focus on how stakeholders can work together to increase capability. See you then!</p>

**And finally ... next time we need a bigger Graffiti Wall!**