

SAVING SOCIAL CARE Recruiting Well



An E-Book Series

Recruiting Well ● Sourcing Creatively ● Retaining Longer

Saving Social Care

The United Kingdom is well advanced on its Person Centered Care journey. With an opportunity to learn from their experience we have partnered with UK based Care Sector Expert Neil Eastwood – the author of the best-selling book Saving Social Care.

We leveraged Neil's experience in a CDC environment and combined it with our knowledge of the Australian Care Sector to create 3 e-books, based on Neil's work, to help you with your quest to find, select and retain the best care staff.



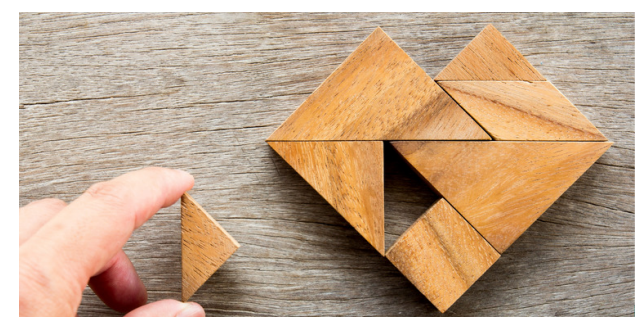
E-Book 1

Recruiting Well



E-Book 2

Sourcing Creatively



E-Book 3

Retaining Longer

Follow us on LinkedIn or Twitter for the other e-books





♥♥ *So, who are these over one and a half million souls across the UK (and many more millions internationally) who care for people they are not related to and who they had never previously met? What motivates them when there are so many more 'comfortable' alternatives?*

The more I investigated, the more I discovered that for the right type of person, the intrinsic rewards of hands-on care, and in many cases the opportunity to work with likeminded organisations and individuals are so strong that they manage to overcome those poor working conditions and in so doing keep this vital service afloat. ♥♥

Neil Eastwood

experienced social care provider, entrepreneur and analyst



Follow Neil on Twitter



recruiting well

powerful headwinds
picking your ideal target worker
marketing to job seekers
building an effective recruitment system
pre-screening
upgrading the interview

sourcing creatively

finding applicants online
traditional media
the power of your in-house networks
community networking
widening your search

retaining longer

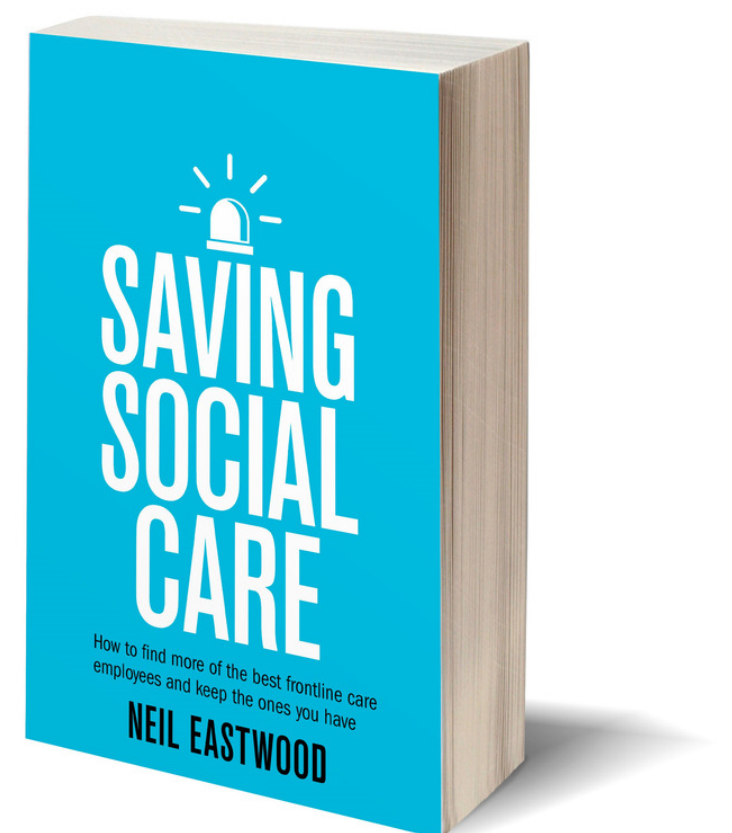
staff turnover
why is care work a revolving door?
keeping staff – ten quick wins
keeping staff – ten long-term improvements
what next?

Neil Eastwood is a **worldwide expert and international speaker on frontline health and aged care workforce recruitment and retention**. He has spent many years studying the best practices of care recruiters (in-house and agency) around the world.

Previously he was a director at a 10,000 staff UK homecare provider and studied at Harvard Business School.

His book Saving Social Care is available on Amazon now.

Care Source has partnered with Neil to provide you these e-books which contain useful excerpts from the book that we believe are relevant for the Australian care setting.



A handful of care providers around the world have found **clever ways to seek out, attract, screen, select, mentor and support their workforce.**

It turns out there are actually **enough of the right types of people** in the communities around us if you know where to look and what to say when you find them.

Equally important are **simple, effective and low-cost ways** of avoiding unsuitable applicants, making the good ones feel welcome and keeping them for longer.



"Hire an **attitude**, not just experience
and qualifications."

Greg Savage



The Ideal Frontline Care Employee

There are a recurring set of traits or characteristics that are commonly cited by care providers when you ask them to describe why a member of staff is so good at their job. The list can be quite long. The following appear regularly:

- A mature outlook
- Patience
- Empathy/sensitivity to others' needs
- Reliability
- Honesty
- Compassion
- An ability to follow the rules
- Tough-mindedness and determination
- Resilience and able to handle stress
- Introversion
(particularly for support worker roles)
- Problem-solvers
- A 'calling' for the work.



When I run recruitment workshops with care managers and recruiters, I ask participants to come to the session having identified **one or two profiles of their highest performing staff.**

In every case so far, the most popular profile in the session always features an older person (often over 50). Where younger people (under 25s) feature, they are described as having a maturity beyond their years and often some exposure to caring for others.

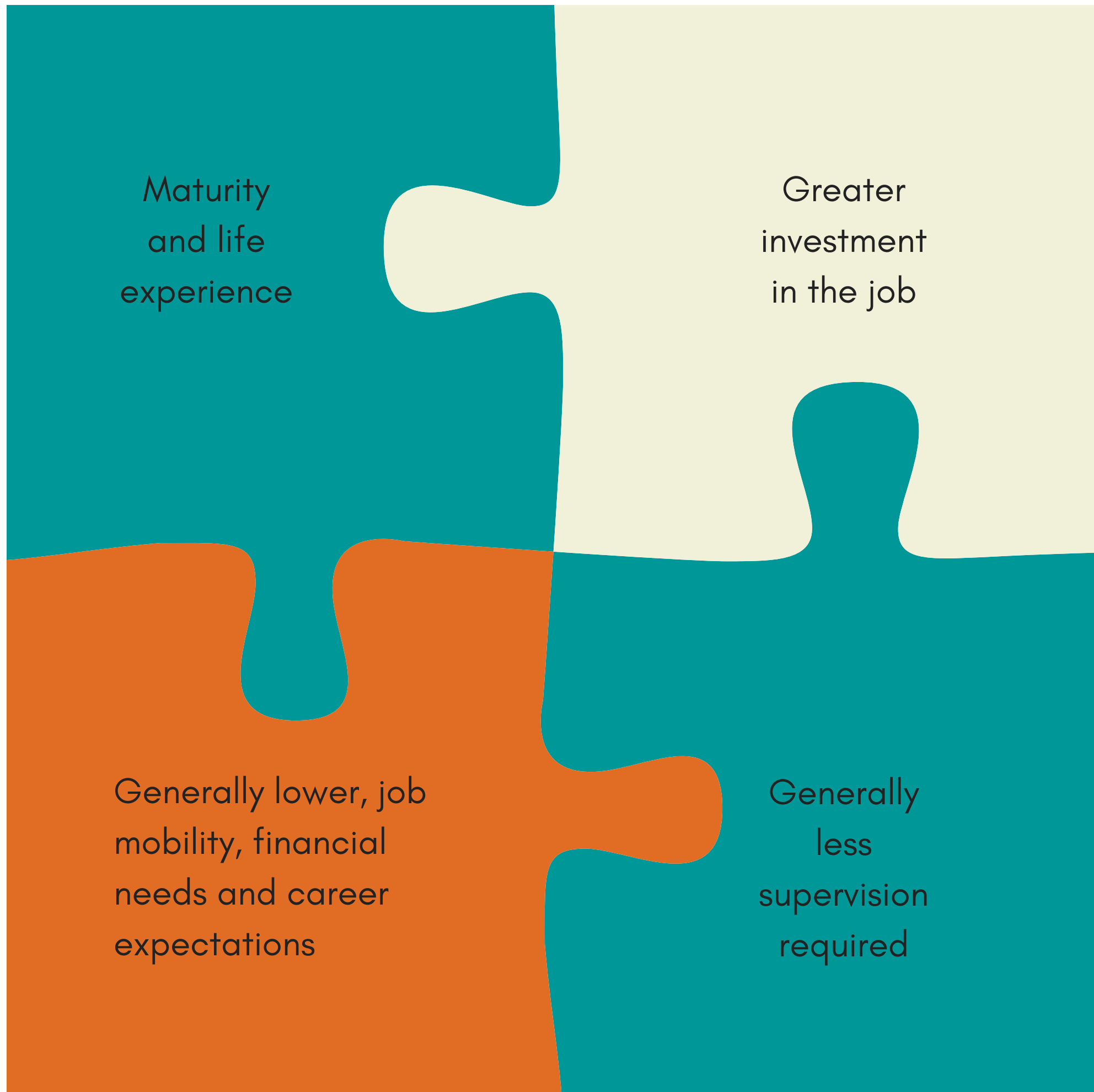
Think about: What does your organisation's high-performing-staff-profile look like?



The median age in Australia for residential aged care workers is 46 years and for home care workers it is 52 years

source: abs

Why do older people make high performing care workers?



The right motivation

The best care

Perceived low barriers to entry for a frontline care role combined with the lack of other job opportunities is usually **a poor reason** to work in this sector.

Wanting to help others or enjoying being with older people or those with a disability is a much better starting point.

Ideally you want applicants who are **running to you and not running away from something else**.

The powerful impact of a worker's motivation on the quality of care delivered was illustrated in the research by a team at Northwestern University School of Medicine in 2012 .

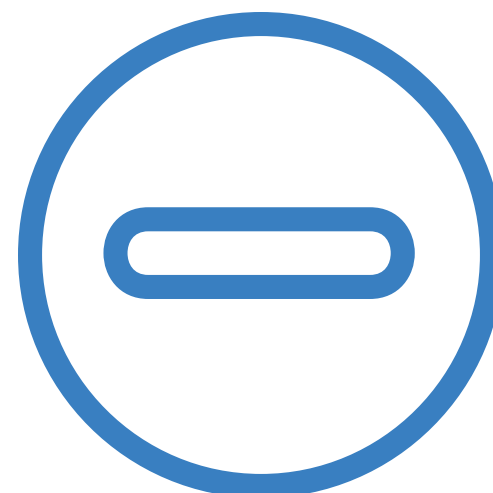
They recorded the motivation of 98 paid care staff and identified **three primary motivations**:



61%
became care workers as they enjoyed being with older people



31%
were unable to find other work



8%
chose it as a prerequisite to a career in healthcare

They then went on to investigate the incidence of falls with fractures of the people being cared for by these groups. The difference was statistically significant and marked:

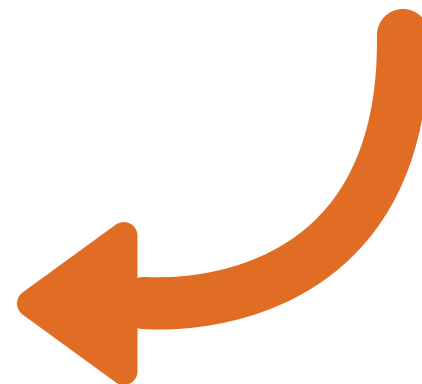
63%

of fractures came from the group being supported by the “unable to find other work category”

26%

of fractures came from the group who cited they enjoyed caring for elderly people

Right motivation
for better care



Candidate groups

From my work with care providers there are **five profiles** into which most care workers will fit.

Older workers (or perhaps more correctly, those with a mature outlook) are often correlated with success in care, but good performing staff can be found in each of these groups.

THE UNDER 25

THE HOMEMAKER

ACTIVE RETIREE

MIGRANT WORKER

PRIMARY BREADWINNER
AND/OR SINGLE PARENT

It becomes increasingly important for employers to widen their recruitment reach to encompass both active and passive applicants, within these groups, testing as many sources as possible to maximise the chances of identifying quality new staff.

Video: Common
demographic groups
of care workers



Screen early, screen efficiently

In all the research I have undertaken, a common characteristic of the very best care providers is that they emphasize their **pre-screening process** as a core part of maintaining the best workforce. Let's see what tools and methods they use and what they are screening for.



**Video: the
performance
of interviewers**


Killer Questions

Every recruiter will have a set of mandatory requirements before processing an applicant. These are often referred to as 'killer questions' and include issues such as right to work in the country, location and transport options, salary expectations, availability and willingness to work certain hours.

Frustratingly, the answers you receive to these questions are not always honest. It is possible to detect a lack of openness by listening to how the applicant answers your question for example during a phone screen. Do they sound evasive or non-committal? Are they giving a qualified answer, such as 'probably'? Do they even remember your job vacancy?

Psychometric testing

Behavioural assessments are not new. **What has held back the use of psychometrics in social care until recent years** included:



Assessments not built for frontline roles: lengthy questionnaires not catering for literacy and education levels

No relevance to the care sector

High cost of testing

Complex interpretation training required

All those issues have been overcome and we are seeing high levels of growth in the adoption of formal behavioural screening by care employers as a method of reducing risk and staff turnover, identifying talent, improving consistency (across sites for example), efficiency and candidate experience.

Contemporary psychometric tools can assess personality, identify fit with a particular role – care worker for example –, provide insights into workplace attitudes and provide targeted interview questions.

Learn more about one such tool:
Care Advantage

Situational judgement testing

Although not widely used by social care employers, Situational Judgment Tests, or SJTs, are a good test of common sense and on-the-job problem-solving. These can use a written, verbal or video-based scenario describing a typical problem that a frontline care worker might face. Usually there is a choice of answers.



The predictive validity of a structured interview alone is 0.5. A more robust screening process increases this number and reduces your hiring risk.

[Learn more about predictive validity](#)

Group assessments / Assessment centre

Group assessments can be an effective way of evaluating many candidates in one go, although most employers are continually recruiting and group sessions are usually only run periodically. This means there is a risk of candidates dropping out while they wait, but these type of selection processes have good feedback from the employers that run them.

Group assessments can help recruiters see how each person works as part of a team, and how they perform under pressure. They are most commonly used for bulk recruitment ahead of the launch of a new care service.

Take Away

Robust pre-employment screening is critical to ensure the protection of vulnerable consumers and reduce staff turnover and wasted cost and effort.



Recruiters can be more confident of the likely potential of an applicant by **learning how they heard about the company** and probing their **reasons for wanting to work in a frontline care role**.



People • Strategy • Partnership

With extensive knowledge across the aged and disability sector supported by a clear understanding of the changing landscape confronting providers and a proven capacity to advise and deliver, Care Source provides a broad range of human resource and workforce consulting solutions.



ADVISE

The understanding to guide effective workforce strategies and HR decisions for today, and into the future



RECRUIT

The knowledge and expertise to identify, attract, assess and deliver quality candidates



SELECT

The clarity to invest in the right people through behavioural screening



ALIGN

The commitment to support valued staff in times of change