



Value based recruitment and retention

The journey and road ahead 2018



The Cedar Foundation Vision, Mission & Values



Our Vision

An inclusive society for all

Our Values

Collaboration

Equality

Dignity

Achievement

Resilience

Our Mission

Supporting individuals and families living with disability, autism and brain injury to live the lives they choose.



In Cedar we believe that recruiting staff with the right values gives you the best foundation on which training, support and coaching can build upon. By recruiting those with the right values we should be able to deliver high quality support services whilst retaining staff providing a consistent team of individuals. Cedar believes in **Opportunity Choice** and **Inclusion** for all and we believe value based recruitment will help us achieve this.



- In Cedar Living Options in April 2017 we looked at ways in which we recruit and select our staff as our voids were increasing and we were also opening new services that would require around 75 staff. Since April 2017 we have recruited 140 staff. From April 2016- March 2017 we recruited 65 staff.
- We needed to respond quickly and effectively as we wanted to ensure our services continued to deliver a high quality of service to our service users and to also reduce agency use as this has financial and quality implications.



So what did we do?

- We knew that our whole recruitment and selection pathway needed a full overhaul.
- So we looked at Advertising, the shortlisting and interview process, we then looked at the time frames from application received to the person starting at the service.



Advertising



To ensure we could reach a wide variety of people we knew we had to look at where and how we were advertising.

We wanted to reach all ages and experiences of people so had to make sure we knew the places people would be looking.

We spoke to the current staff we had to find out what platforms they would use the most and how we could access these. From this we were able to branch out of our usual routes.





We had previously only advertised via our website, Community NI and Jobs NI. In order to reach who we needed we then used the following:

- Facebook and Twitter
- Cedar Website – This now included staff videos and more information about the services being advertised.
- Remained on Community NI and NI Jobs, we then added Indeed.co.uk – all proving useful.



- Our HR department arranged to sit in at Job Centres to capture people coming in looking for work. Application forms were available to fill in on the day.
- Attendance at College and School open days
- Banners outside our main office buildings
- Advertising in Local Papers as our staff had suggested this as a way of recruiting people who like to work and live in their community.
- Placed flyers in local shops close to services
- Continued to advertise in local Unis, colleges and schools



We looked at our timescales for shortlisting to interview and this was taking sometimes up to 3-4 weeks, far too long.



We worked closely with our HR department to identify a way in which we could use online shortlisting and interview schedules to make this quicker. To date we now receive applications, prioritise shortlisting and arrange interviews within 5 days.

Interviews – we knew our interview questions needed to change so we looked at 2 types of value based questioning



- Behavioural
- Situational

Asking questions about their past experiences in relation to the role, what they have done.

Giving the person a situation they would encounter in their role, what they would do.

As part of the reviewing our interview process we felt having a group based interview would assist us in observing and evaluating the person within a team setting.

Group work – sharing best practice



1. To Capture an applicants value base, what is the most important question we can ask?
2. Come up with 1 behavioural and 1 situational type question we could ask an applicant for a support/care worker post?

Group interviews



We decided to get people together in a group, let them watch a video and then ask the group questions.

We showed the group part of the Winterbourne View documentary. We knew from this that we could discuss with people how they felt and how they would respond in this situation, enabling us to capture values.

We asked the group 2 questions from the video

1. How did this make you feel?
2. What would you do if you came across this situation?

Group Interviews



- We observed and recorded peoples answers.
- After the group session we took an applicant each and asked several situational and behavioural based questions.
- This proved successful as we felt it not only put people more at ease but also let us observe peoples reactions and also their team working skills.



Pre employment checks



- As previously mentioned we worked with our HR department to allocate a person to focus on our departments recruitment, this meant less communication channels so a quicker response.
- We had weekly recruitment meetings setting targets to allow us all to focus on specific areas, this made a big difference to our timeframes.





NOW WE HAVE STAFF

HOW DO WE RETAIN THEM?

Retention



So what makes staff member stay?

- **Pay rates and conditions of employment** – we raised these in line with other like services and plan to raise these further for specific services focusing on skill based.
- **Quality training** – Further on I will discuss what training we provide and the methods used.
- **The staff knows what is expected of them, has a clearly identified role** – through the induction process we adopt a buddy system of someone in the same role
- **Opportunity for development and growth** – we train staff to develop through the services by providing a very individualised training programme.
- **Staff feel they are known in the organisation**– Our staff need to know they are appreciated by our senior team, our CEO delivers an induction to Cedar session regularly throughout the year.

Retention



- **Communication – Freedom of Speech and expression** – Our staff have to feel their views are taken seriously and that they have a platform in which to communicate
- **Recognition and rewards** – STAR Awards, Birthday and Christmas Vouchers, Length of service awards and increased annual leave, recognised qualifications, staff well being, coffee mornings, lunch time retreat, one for all cards.



Staff Satisfaction



Training delivery



Mandatory

- Safeguarding
- Management of records
- Safe and healthy work practices
- Moving and Handling
- Complaints Management
- Medicines Management
- Infection Control
- Supervision and Appraisal

Added Value

- Positive behaviour Support Introduction
- Coaching and Mentoring
- Be Inspection Ready
- Active Support
- Personality Disorder
- MAPA
- Learn Lead Manage
- PBS Coaches Qualification
- QCF and ILM
- Stress and anxiety management
- Learning disability awareness
- Autism Awareness
- Assessing Need

Competency assessment and coaching



To fit the needs of our differing services two competency assessments were developed

We believe that rather than a one size fits all approach we needed assessments that enabled the skills required for each service to be developed and maintained

See handouts

Group work – Sharing Best Practice



We have discussed a few ideas around retention and training – within your groups could you come up with some other ideas that you think all of us as providers could use to retain and develop our staff?

We are the ones who
make the difference



ATTITUDES ARE
CONTAGIOUS
MAKE YOURS WORTH
CATCHING



Thank you
