



Clarendon Executive  
Knowing People. Finding Leaders.

Attracting People to a Sector in Crisis  
**A Head Hunter's perspective**

Ciaran Sheehan, Managing Partner, Clarendon Executive  
Co-Founder, Innovia Care



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**Nearly half UK care home workers leave within a year, finds report**

Volume of care workers on zero-hour contracts and lack of career progression in sector has led to 'severe challenges in maintaining staffing levels', report warns

**Social care system 'in crisis' with patients receiving 15-minute visits**



Northern Ireland | UK | Social & Personal | World | Sport | Politics | Health | Lifestyle

**NHS crisis: Overworked Northern Ireland nurses in tears and patients with no hope of being seen**

Home | UK | World | Business | Politics | Tech | Science | Health | Family & Education

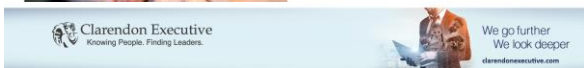
NEWS

Home UK World Business Politics Tech Science Health Family & Education

N Ireland N Ireland Politics Local News

**Belfast Health Trust's Amsterdam trip costs £85,000**

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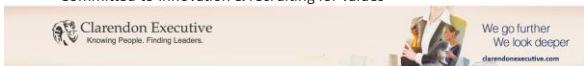
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**Relevance**

- Experienced Head-Hunter
- 96% success rate in securing appointments in last five years
- Co - Founder of Innovia Care and founder of several care companies – employing 800 people at peak.
- Established Social Enterprises to deliver care
- 25 years experience recruiting at all levels in Health and Social Care - Domestic Assistant to Chief Executive
- Committed to innovation & recruiting for values



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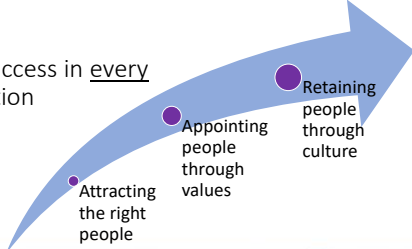
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Key to Success in every organisation




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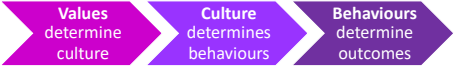
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Key to Success in every organisation




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**Attracting People**

- The opportunity to make life changing / life saving impacts
  - **Care for Life**
- Clear messages built around values, honesty and career path
- “Barrier free” application processes – if it’s not easy, it will fail!
- Applicants receive a proper “customer experience”
- Seek feedback - win / learn




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## Appointing People

### Application Process

- Online and easy
- Rapid Response
- Information Sharing

### Values-Based Interviewing

- What they want from the job?
- What is important to them?
- What drives their behaviour?

### Offer & Acceptance

- Full information
- Taster session / conversations with carers
- Commitment to induction

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## Retention Challenge

- Post appointment, promises aren't delivered – "The job is not what I thought it would be"
- Lack of proper induction, training, support in personal development
- 36% of nurses leaving within a year
- 1 in 4 social care workers leaving within a year
- Solve retention, before you can solve the problem!

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## Retaining Good People

### Flexibility

- Hours / Shifts
- Tailored benefits
- Family friendly policies
- Job Variety
- Incentives
- **Utilise technologies**

### Open Communications

- Information huddles – short / sharp / regular
- **Utilise technologies**
- Seek and act on feedback
- Blogs / insights / successes
- Challenge with negativity & underperformance

### Make the job easier

- **Utilise technologies**
- Engage staff in problem solving
- Empower people in decision making
- Continuous improvement
- Encourage and recognise excellence everyday

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Case Study in Practice



- Values determine Culture,
- Culture Determines Behaviour,
- Behaviour Determines Outcomes

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Open Discussion

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