



CARE SECTOR ALLIANCE CUMBRIA

STAFF RETENTION REPORT

1. BACKGROUND

For many years the issue of staff retention has been high on the social care agenda nationally. Low pay, stressful and difficult work and unsociable hours, along with a poor image of the sector, are all factors that are cited as adversely affecting recruitment and retention along with competition from other service industry jobs. The Wanless Report 2006 “Securing Good Care for Older People” refers to the sector’s ability to respond to the demands of the future. The report makes it clear that social care providers will need to act in a more competitive manner if they are to attract staff to the sector in future.

It could be argued that Cumbria, because of its small population yet large rural geographical area and the associated difficulties these engender, has more problems to overcome than its urban counterparts. This includes a small pool of people available to enter the social care workforce.

It is therefore vitally important that people who have made the decision to join social care providers are encouraged to stay.

“ ... companies should not be finding out why people want to leave just as they walk out of the door.” Online Recruitment 2006

Hence Care Sector Alliance Cumbria decided to carry out research and talk to a selection of social care workers from different organisations and geographical areas across the county. Our ultimate aim is to produce a Cumbrian staff retention strategy. However before we do this, we wanted to learn more about the issues that impact on individuals and influence their decision to either stay with an organisation or leave it.

“There seems to be a growing awareness that investment in retention reaps more dividends than recruitment. Things like investment in good management, supervision and appraisal, the quality of the working environment and family friendly policies are emerging as key issues.

Its about things that make people think “It’s alright working here”.” D Hayes 2006

Therefore, the research was designed to find out what people most liked about their employment, what they least liked about it and whether they had ever considered leaving. If they had, we wanted to discover why and attempt

to include suggested actions around these within the strategy. Additionally, our aim was to see whether the retention rhetoric was factual in Cumbria, and whether any other factors were highlighted. We also wanted to learn more about individual's perceptions of their organisation, the communication within it, their relationships and opportunities for training and development.

As the care sector is recognised as employing a significant number of staff who have essential skills needs the research also aimed to discover whether staff felt that they had enough support in this area. Finally, research participants were asked what employers should do/understand to help them retain their staff.

This report will simply analyse the results of the research. Our next step is to use the results to help us create a retention strategy, which will be distributed to Care Sector Alliance Cumbria members and others who have an interest in staff retention in Cumbria. The Care Sector Alliance Cumbria Implementation Group will be invited to contribute to this.

2. METHODOLOGY

The Recruitment and Retention working group of Care Sector Alliance Cumbria decided that the most appropriate method to gather information would be to design a simple to complete questionnaire that could be distributed to a large number of front line staff (see annex 1). It was agreed that the questionnaire would neither identify the individual nor the organisation that they worked for. Coupled with this, the group created a short covering letter which informed potential research participants as to the purpose of the research. This letter also advertised a financial reward of two £20 gift vouchers, which it was hoped would act as an incentive for individuals to complete and return the questionnaire (see annex 2). It was also agreed that a pre-paid envelope addressed to the Workforce Development Officer from CSAC would be given out with each questionnaire. This provided participants with the opportunity to post their completed forms themselves without their employers/managers having sight of the questionnaire and reinforced the anonymous nature of the research.

The Workforce Development Officer was then tasked with finding a selection of organisations that were willing to dispense questionnaires to their workforce. It was agreed that these organisations should be geographically diverse and offer a mixture of services in order to gain a general picture from social care staff across the county. The Workforce Development Officer approached some organisations directly and also attended a selection of provider forums where she described the questionnaire and it's aims. She then invited organisations that were willing to get involved to contact her. As the vast majority of CSAC members deliver services to adults, the organisations that agreed to take part all deliver services to adults.

3.1 THE RESULTS

The results were analysed by the Recruitment and Retention Group who decided to focus on the main themes that emerged from the data.

Initially the recruitment and retention group thought it was possible that individuals who were unhappy in their posts were much more likely to complete the questionnaire, thereby influencing the results in a negative way. However, 42% of respondents indicated that they had never considered leaving their jobs.

3.1.1 Overview

9 organisations distributed 764 questionnaires. 213 (28%) completed questionnaires were returned. Not every respondent answered all questions.

Of the 213 respondents, 39 were managers and this report will analyse their results separately within section 3.5.

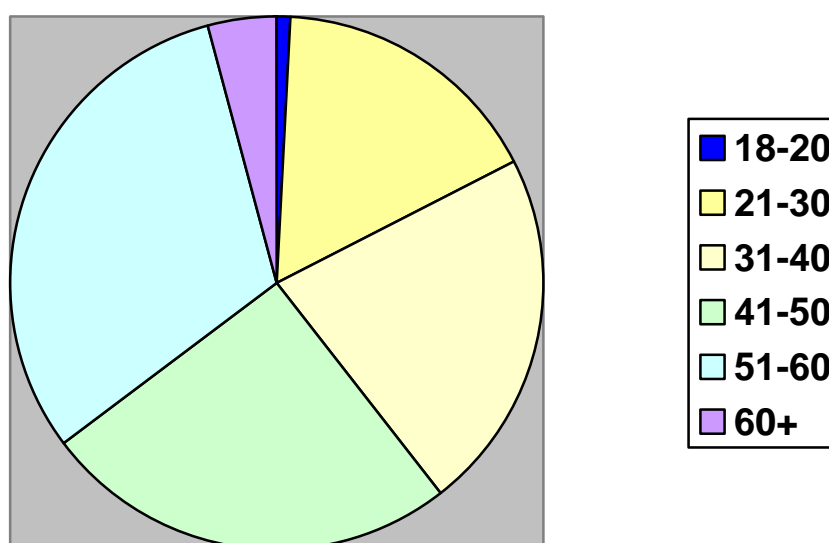
3.1.2 Gender

Of the 213 individuals who returned questionnaires only 16 were male. This is no surprise and matches with other research that indicates that the care sector workforce is predominantly female (Simon et al, 2003).

3.1.3 Age

The ages of respondents were divided as follows:

Age	18 – 20	21 – 30	31 – 40	41 – 50	51 – 60	60+
No of Respondents	2	35	47	54	66	9



As the largest group of respondents are aged between 51 – 60 this fits with the national picture, of an ageing workforce facing retirement in the coming years. This comes at a time when there is a need for services to expand to meet the increase in size of the elderly population as the “baby boom” generation ages.

The lower number of younger people who took part in the research could indicate that a career in social care is not something that many of the younger generation consider. This may be linked to a poor public image of the work but could also be associated with the fact that there are limitations on employing young people between the ages of 16 and 18 and also that as young people are encouraged to stay within the education system for longer, opportunities to work in care are lost to them.

3.1.4 Pay

Respondents were in receipt of the following salaries:

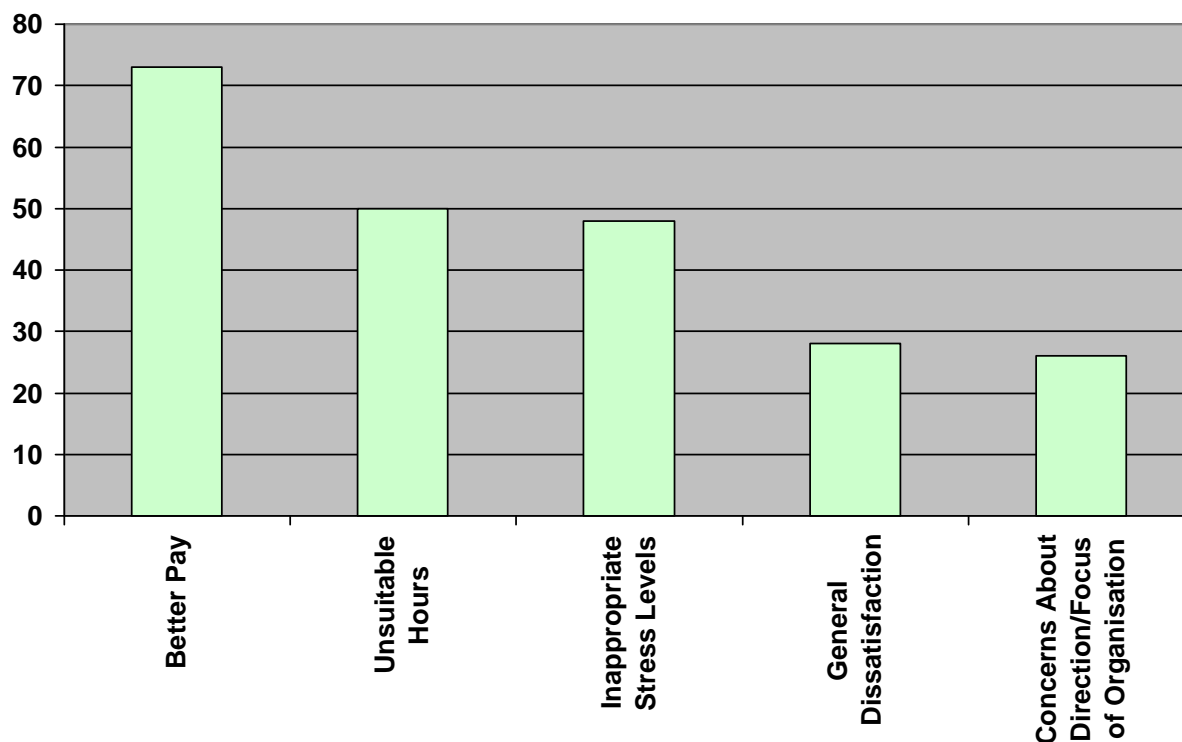
Hourly Pay	£5.00 - £6.50	£6.51 - £8.00	£8.01 - £10.00	£10.01- £15.00	£15.01 - £20.00
No of Respondents	142	52	8	7	1

3.1.5 Numbers considered leaving their posts

89 of the 213 respondents (42%) had never considered leaving the care sector and indicated that they were generally happy in their jobs although a significant number voiced concerns about specific aspects of their contracts including pay, sick leave and holiday entitlement. Despite the issues raised, they did not anticipate leaving and the negatives appeared to be outweighed by their job satisfaction.

119 (56%) stated that they had considered leaving their posts. The 5 main reasons cited from a list of 15 were:

better pay	73	(62%)
unsuitable hours	50	(42%)
inappropriate stress levels	48	(41%)
general dissatisfaction	28	(24%)
concerns about direction/focus of organisation	26	(21%)



Respondents who completed the 'other reason' section stated:

- To move to NHS
- Overworked
- Changing conditions of employment
- The way staff are treated by management
- Given too many hours
- Move to a new service
- To work with children with learning disabilities
- Once I was proud of where I worked, not any more
- Unreasonable company policies

Additionally, a number of domiciliary workers whose jobs involved travel between clients expressed concerns around travel expectations and very low mileage rates as well as insufficient time allowed for their journeys.

3.1.6 Time in post

The research respondents were asked how long they had been in their current jobs. The table below indicates the spread.

	Less than 1 year	1 – 3 Years	4 – 5 Years	6 – 10 Years	11 – 20 Years	More than 20 Years
Individuals that had not considered leaving their post	15	34	10	16	10	4
Individuals that had considered leaving their post	10	25	17	35	25	7

These results are interesting. Disturbingly, a significant number of people with a wealth of experience have considered leaving their posts. If they go ahead and leave, the impact on their organisation is likely to be huge.

3.2 What people most liked about their employment

The vast majority of research respondents were able to identify positive aspects of their job. These generally fell within a number of themes:

- Forming positive relationships with service users/clients
- The rewards offered by the job
- Variety of work
- Opportunity to learn new skills
- Positive aspects of teamwork
- Opportunities for personal development
- Flexible hours
- Good company to work for
- Travelling within the local environment

Quotes from respondents include:

“I love my job, I feel as though I am important to the service users I care for. A good listener when they want to talk and try to help with advice when they ask me for it. To make them feel happy and for me to be happy caring for them.”

“Seeing clients happy, satisfied with their care, getting smiles off clients knowing I have brightened their day.”

“Helping clients to feel happy and comfortable is very rewarding. I try to fulfil this.”

“The feeling of satisfaction, of being able to help and care for clients. Very rewarding.”

“Helping clients feel part of society, giving them back their confidence in themselves.”

“Meeting new people and doing a variety of tasks.”

“Everyday is different.”

“Learning new skills as I have never done this type of work before, knowing that I have achieved something when I go home after a shift.”

“Working as part of a team, opportunity to do NVQ2 and 3.”

“I love working with a variety of service users with diverse needs with our company. I find the work challenging and ever-changing and I am on a constant learning curve which I find stimulating. The opportunity to change peoples lives for the better is very fulfilling. Training opportunities are good.”

“The people within the company are friendly and care about all our clients and us alike. I can train to better myself.”

“The support from service manager, the job satisfaction from working within the learning disability section.”

“The people I look after and the people I work with.”

“Flexibility, friendly, appropriate training courses.”

“It doesn't feel like going to work because it is a lovely job and the hours fit in with my kids.”

“On returning to work from maternity leave, employer was accommodating with hours that suited me. The clients I work with and the activities that they participate in.”

“Choosing the hours that suit you. Good work colleagues. Meeting and helping different people. Various learning courses offered.”

“Knowing I'm here to help is very rewarding to me and all the other staff are very friendly. We all get on great. It's just a good company, one of the best I've worked for.”

Driving about in beautiful countryside, stunning scenery. Most clients.”

“Being part of a caring professional company. Knowing I am doing a job which enables elderly clients to live in their own houses.”

“Thought about doing this work for years before applying. I find the work very rewarding, helping people emotionally and physically. I enjoy working on my own and being able to use my initiative being responsible for myself. I also feel very happy when a client bonds with me and is happy with my work I enjoy driving.”

“I like meeting different people (clients). Job satisfaction, all the services link together to help clients, good relationship with colleagues.”

3.3 What people least liked about their employment

The majority of respondents identified some aspects of their employment that they weren't happy with. These fell within a number of themes.

- Poor pay and conditions
- Poor communication – general and management and staff
- Home/work life balance
- Issues around rota and shift patterns
- Travel time between visits
- Unreliability of colleagues
- Paperwork
- Not feeling valued

In response to the question what do you least like about your employment, quotes from respondents include:

“Pay is under what we carers really deserve.”

“Not getting a pay rise.”

“The amount of money that we are paid to the great amount of responsibility we have in our job. It's not much and should be more as we are professionals but aren't treated as them. We care for people who cannot care for themselves, so we are responsible for someone else's life.”

“Very poor hourly rate. Very poor holiday allowance.”

“Wages are poor and do not reflect the responsibility of the roles we undertake and no sick pay offered.”

“Very low pay, not being recognised for your abilities. Management do not appreciate you enough, they just see the pound signs.”

“The pay rate should be increased. There is no time allowance with my company; however some companies do have this. Split shifts, gaps between calls. Although this is a highly rewarding job, the pay is very low.”

“Pay – I have worked with clients for 5 years and drive and get the same pay but more responsibility than an 18 year old coming in just out of school that doesn't drive. No enhanced pay for nights and weekends. Have also been promised NVQ level 3 training for 2/3 years but won't let me do it because I'm not in a senior role and above 25 years of age.”

“There's no sick pay, poor wages, no incentives eg. We don't get anything extra for working nights or weekends. Morale is low due to issues with management. Due to us getting no sick pay, staff are coming to work even

when they're ill because we can't afford to be off. Also only 1 staff member on nights."

"The way the holidays are worked out ie. Using bank holidays as part of your annual leave."

"We are always short staffed. Travelling too far. Working extra shifts to cover. Working too many weekends."

"Wages and mile allowance. Having to fit extra calls in when at times it isn't possible. I do not like having to rush from A to B or rush the care work."

"Pay rates along with mileage expenses, time it takes to solve a problem. Not been able to do NVQ level 3 after completing level 2. Morale of other carers."

"Running around from place to place with no travel time."

"The way work puts pressure on you to work long hours and on your days off."

"Changing shifts every week, never know whether you are coming or going, supposed to be a rolling rota over 3 weeks."

Only having one week notice before following month's rota released. Not having weekends off often."

"I would like to have a steady 7 or 8 hours per day work, not sometimes 4 hours and I have to do in two shift, morning from 7am and night work and sometimes we have to work from 7am to 10 pm with only 1 or 2 hours rest, a 12 to 13 hours day."

"I know it must be difficult to keep the hours regular with clients going in to hospital etc and holidays to fill. However, some weeks I've had 12/14 hours and other weeks 40. I applied for 20/25 hours because that is what I need."

"I feel the organisation says one thing but does another. Our work is about service user choice but often is more about what management wants."

"Higher people within the company not recognising the hard work that support workers, senior managers, undertake in the running of the homes."

"Management provide no support to their carers. The feedback received in meetings etc is always negative so morale is low. It can be frustrating when you cannot provide the level and quality of care you would like because of financial restrictions."

"You are expected to give up any personal time at a moments notice and management can become quite funny with you if you say no. They never tell you the full facts about any client and then if anything goes wrong the carer gets the blame."

“Not knowing who is on shift after you – so you don’t know if anyone is on after you. If no one comes you are expected to stay on.”

“Constant stress, pressure, lack of support if experiencing problems. No team spirit because everyone you work with is stressed out. Line managers who have no idea how to handle tired, stressed staff.”

“Do not feel valued.”

“Uncertainty of future contracts.”

“No job security, poor communication links.”

“Having contact with the office/rota department/managers. Nothing is ever simple and you receive very little support.”

“Losing the people you care for.”

“When a patient passes away when you’ve looked after them for a long time.”

“Having to deal with client’s mental illness. I have had no experience of this type of thing before.”

3.4 Paperwork and literacy skills

As mentioned in the overview of this report, a significant number of care staff are recognised as having essential skills gaps. Care Sector Alliance Cumbria has recently managed the MOVE ON CAREfully in Cumbria project, a project which was designed to contextualise essential skills learning materials and promote the Move On approach within Cumbrian care organisations. This research provided an opportunity to hear from care staff themselves and ascertain whether they would appreciate the chance to enhance their literacy skills.

In response to the question, do you feel that being offered the opportunity to improve your reading and writing skills would make you feel more confident when completing paperwork 62 people (29%) answered yes. When asked if being offered the opportunity to improve reading and writing skills would make respondents feel more confident when undertaking NVQs, 73 people (34 %) answered yes.

Of course it is possible that a number of people who have a literacy skills gap fail to recognise this themselves. Therefore, the number of individuals that would benefit from such training may be significantly higher.

3.5 Analysis of managers’ questionnaires

Of the 213 people that completed the questionnaire, 39 were managers. It is apparent that the vast majority of managers carry out ‘hands on’ client focused work in addition to their management responsibilities. When

answering what they most liked about their employment, a common theme was the opportunity to empower and lead teams and act as a role model.

When answering what they least liked about their employment, their responses included:

- Lack of job security
- Stress of line management responsibility
- Impact of stress on the team
- Regulations being enforced and CSCI regulations
- Dealing with confrontation
- Lack of communication from senior managers
- Lack of recognition by senior managers of work of all staff
- Hands on managers not able to fulfil management role see quote below:

“Lack of time, not being super(numary) and having to balance working “hands on” with the management requirements of the role.”

3.6 Thoughts about job and organisation

The following is a table that collates the responses to the question that asked respondents to score their thoughts about different aspects of their work. A continuum was used that asked individuals to respond to particular statements. This was:

Disagree strongly
Disagree
Unsure
Agree
Agree strongly

For the purpose of this report we have joined the ‘disagree strongly’ and ‘disagree’ responses together. Likewise we have joined the ‘agree’ and agree ‘strongly’ responses.

3.6.1 THE ORGANISATION, COMMUNICATION, TERMS AND CONDITIONS

	Disagree	Unsure	Agree
The way the organisation is managed fits with my expectations from my interview	35	35	143
The way the organisation is managed matches the ideals stated in the organisational mission/vision statements	31	47	135
Communication within my organisation is effective	62	36	115
Communication within my team is effective	37	12	156
Pay is satisfactory	117	25	71
Benefits (holidays etc) are satisfactory	79	29	105
Working flexible hours is important to me	24	30	159
If working flexible hours is important to me I am given the opportunity to do so	26	28	159
Opportunities for promotion are important to me	33	49	131
There are opportunities for promotion within the organisation	42	50	121
Job security is important to me	1	1	211
There is job security in my organisation	22	50	141

3.6.2 RELATIONSHIPS & JOB SATISFACTION

	Disagree	Unsure	Agree
The opportunity to form positive relationships with clients/service users is important to me	1	6	206
I am given opportunities to form positive relationships with clients/service users	11	15	187
Feeling that I am respected by clients/service users is important to me	3	11	199
I am respected by clients/service users	6	19	188
Having a positive relationship with my line manager is important to me	0	3	210
I have a positive relationship with my line manager	19	26	168
Having a positive relationship with colleagues is important to me	2	5	206
I have positive relationships with colleagues	5	22	186
Having the opportunity to be part of a team is important to me	1	6	206
I am part of an effective team	6	15	192
Having good morale within my team is important to me	0	1	212
Morale within my team is high	46	44	123
Feeling that my work is rewarding is important to me	0	0	213
My work is rewarding	6	16	191
Having lots of variety in my everyday tasks is important to me	0	15	198
I have lots of variety in my everyday tasks	17	28	168

	Disagree	Unsure	Agree
Knowing exactly what I have to do in my job is important to me	1	0	212
I understand what I have to do in my job	2	12	199
Getting recognition for a job well done is important to me	4	10	199
I get recognition for a job well done	42	39	132
Having the opportunity to use my initiative is important to me	7	14	192
I have opportunities to use my own initiative	7	16	190
Having the opportunity to use my skills and abilities is important to me	4	4	205
I have opportunity to use my skills and abilities	14	18	178

3.6.3 SUPERVISIONS. TRAINING & DEVELOPMENT

The idea of having supervisions is a good one	2	18	193
My supervisions are useful and of a high quality	23	40	150
The opportunity to attend training and achieve qualifications is important to me	4	11	198
The training I attend is relevant and helps me with my work	10	25	178
The amount of training I take part in is just right	24	37	152
The courses I attend are of a good quality	10	38	165
The Induction programme helped me understand my role and the organisation	8	27	178
Having opportunities to grow personally and professionally is important to me	4	10	199
I have the opportunity for personal and professional growth	18	49	146

The answers indicate that the following are all important to staff and the retention strategy should attempt to incorporate action points which encourage organisations to consider:

- Flexible working
- Job security
- Opportunities for promotion
- Positive relationships with clients/service users
- Feeling respected by clients/service users
- Opportunities to use own initiative
- Being part of a team
- Good morale within a team
- Variety of tasks
- Getting recognition for a job well done
- Having opportunities to use skills and abilities
- Opportunities to attend training
- Opportunities to grow both personally and professionally

Additionally, the retention strategy needs to make reference to communication, pay, benefits, and recognition of the work that staff carryout which were themes that a significant number of respondents indicated needed improving .

3.7 Suggestions for employers to improve staff retention

The questionnaire provided an opportunity for respondents to advise employers what they need to do/understand in order to help them retain their staff.

Themes that emerged include:

Financial	<ul style="list-style-type: none">- Improving pay and conditions including incentives for unsocial hours, sick pay and mileage allowance- Providing fixed contracts with fixed hours to domiciliary care workers- Recognising qualification achievement with financial imbursement
Communication	Listening to and consulting with staff
Valuing staff	Demonstrating that staff and the work they do is respected and appreciated
Supporting	Improving support to front-line workers including more useful supervisions as well as providing information about service users

- Home Life Balance** - Being person centred for staff as well as clients and recognising the importance of their families and time away from work
 - Review effectiveness of rota systems and ensure rotas are distributed early
- Training** Offer training more readily and ensure equality of access for all staff
- Be Responsive** - to suggestions
 - to complaints re other staff and potential mistreatment

Comments include:

“Better communication between management and staff. Make staff feel valued. Involve staff more when big changes within the company are being made. Listen to the staffs needs and opinions.”

“Management/HR etc. Working 9 – 5 Monday to Friday do not understand what it is like to work unsociable hours and the implication of this on health and relationships. People should not be treated as another ‘resource’ like furniture or office stationery. They should be given a much higher value status.”

“Suitable training. Regular supervisions (of high quality). Praise from managers. Help with NVQ work. Time to do paperwork. Pay that reflects job stresses, sleepovers, unsocial hours.”

The company has good training programmes but doesn’t encourage staff to stay with the company i.e. staff doing NVQ are only given 20p extra. This has no incentive for that person to stay with the company. The company loses staff due to this.”

“To try and keep hold of good staff by appreciating them, not to disillusion them by treating as a number. To give praise when due. Not to take advantage of staff who are prepared to help out with shift cover by constantly phoning them, especially on weekends off.”

“Increase wage and pence per mile.”

The pay is no incentive to stay. Unsocial hours are a necessary part of the job, but low pay doesn’t have to be.”

“Act on complaints made by carers about other carers who are not doing their jobs properly and not brush them aside to make life easy.”

“Ensure all staff are trained properly and thoroughly. Listen and act upon things reported.”

“Employers need to listen to what staff need e.g. what hours they can work, really when employees have children to work around.”

“Sometimes we are treated like the job is the most important thing in our lives and we shouldn’t have social lives or family problems or commitments. Some staff members when phoning to ask you to do extra work bully you into it or ask why not when its really none of their business.”

“Recognise the workload and variety involved in staff roles. Better pay may help but as this is unlikely, maybe improve terms and conditions i.e. increase holiday entitlements, pay sick pay i.e. if I have doctor certificate. Give managers time to manage. I am counted in shift numbers at least 60 –70% of the rota, so do hands on rather than manage the service.”

Meet the staff at least twice a year to listen to their grievances. Consult not dictate changes. There are lots of good skilled carers who feel undervalued and leave. “

“Better pay more valued. Not letting people who are off persistently sick off with it. They let their colleagues down and this reduces staff morale. More staff on shift would be better and then we could give clients a better service in being able to spend more time with them.”

“I think encouragement is extremely important to staff. Politeness and support at all times along with good communication. Flexibility of hours and holidays.”

4. Conclusion

This research has clearly demonstrated that Cumbrian care staff are affected by the same issues as their colleagues operating in other parts of the country. Low pay, poor conditions, stressful work, unsocial hours and a home/life balance that they feel isn’t working, are all factors that have contributed to many of them considering leaving the social care sector. However, the impact of their prospective departure is possibly more catastrophic in Cumbria due to our unique landscape, rural communities and low population from which to recruit new staff.

Like the rest of the country, Cumbria’s ‘baby boomers’ are approaching retirement. Projections show that services will therefore need to expand to ensure that older people are offered the services they require. This comes at a time when a significant proportion of the county’s social care workers are themselves facing retirement and therefore their departure is likely to put additional strains upon the organisations they leave. As well as the practical difficulties associated with filling their positions, many of them have a wealth of experience, and newcomers to the industry will undoubtedly come with a skills deficit, which organisations will have to address.

The difficulty of recruiting new staff appears to have a direct impact on the retention of those in post. Low pay, poor conditions and unsocial hours do not encourage jobseekers to consider care work. Organisations who operate with staff vacancies must continue to deliver services and therefore their personnel

are often asked to work additional hours. This can have a negative impact on their home/life balance, lead to stress and influence their decision to leave, thereby adding to the problem - a 'catch 22' situation.

Good work life balance is associated with the wellbeing of staff, low levels of persistent absence from work and high levels of staff who stay in their jobs ... Healthcare Commission 2006

All is not gloomy however. 42% of respondents indicated that they felt fulfilled in their jobs and cited the building of client relationships, variety of work, teamwork and opportunities to learn new skills and develop both professionally and personally as highly positive aspects of their work. These factors need to be built on both in terms of actions within the retention strategy and in any recruitment campaigns that organisations undertake.

This research highlighted the importance of clear and open communication at all levels within organisations. Staff indicated that they wanted to feel part of the decision making process and be consulted more.

"It is important for employers to engage with the workforce through approaches such as employee attitude surveys, the management of the 'psychological contract', which will improve performance, and involving employees in organisational development. If however, workforce opinions are sought, and then perceived by the workforce to have been ignored, it will lead to feelings of frustration, that will be more damaging to morale"
Worcestershire Workforce Strategy

They also wanted to feel respected and valued. This went further than simply having the work they do recognised by what they feel is an adequate wage (although the vast majority of respondents asked for this).

The managers who completed the questionnaire cited the opportunity to empower and lead and act as a role model as the aspect of their work they most liked. However, many found juggling management duties with hands on care work difficult. They also highlighted problems associated with communication and indicated they had difficulty recognising stress and dealing with confrontation. Whilst many managers undertake management qualifications such as the Registered Managers Award these can fail to equip individuals with the 'soft' skills that they need to carry out their role confidently. The retention strategy action plan therefore needs to consider ways to help develop these areas.

Respondents were asked if they felt they would benefit from the chance to improve their reading and writing skills. Approximately 30% believed that their confidence to complete paperwork and undertake NVQs would improve if they were offered the opportunity to enhance their literacy skills. It is likely that this

figure could be higher as some individuals may not recognise that they have a skills gap. Therefore it is desirable that organisations take advantage of the 'MOVE ON CAREfully in Cumbria' essential skills project in order to enhance confidence, increase productivity and improve retention rates. Information about this project needs to be written into the retention strategy.

This research has given us an insight into the thoughts of social care workers delivering services to adults in Cumbria and has provided Care Sector Alliance Cumbria with a basis from which to create a retention strategy. We hope to complete this work by the end of October.

We would like to thank all the individuals who took part in this research and their organisations for agreeing to distribute questionnaires.

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Workforce Development Officer
Care Sector Alliance Cumbria

6 August 2006

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CARE SECTOR ALLIANCE CUMBRIA

RECRUITMENT STRATEGY QUESTIONNAIRE

1. GENERAL INFORMATION

1.a. WHERE IS YOUR EMPLOYER BASED?

Barrow Area / Kendal Area / South Lakes / Penrith Area/ Carlisle Area / West Coast

1.b. WHAT IS YOUR JOB TITLE?

1.c. WHERE DO YOU WORK e.g. DAY CENTRE, CLIENT'S OWN HOME , RESIDENTIAL CARE HOME, CHILDREN'S HOME ETC?

1.d. PLEASE CLASSIFY THE TYPE OF SERVICE THAT YOU WORK IN e.g. LEARNING DISABILITIES, MENTAL HEALTH, CHILDREN, YOUNG PEOPLE, ELDERLY ADULTS, DOMICILLARY CARE etc

1.e. HOW LONG HAVE YOU WORKED IN THE CARE SECTOR?

1.f. DO YOU MANAGE A STAFF TEAM ? Please circle YES / NO

1.g WHAT IS YOUR SEX? Please circle Female / Male **1.h WHAT IS YOUR AGE?** Please circle 18-20 / 21-30 / 31-40 / 41-50 / 51-60 / 60 +

1.i. WHAT DOYOU EARN (hourly rate)? Please circle Less than £5.00
 £5.00 - £6.50 £6.55 - £8.00 £8.05 - £10.00 £10.05 - £15.00 Over £15.00

2. a. HAVE YOU EVER CONSIDERED LEAVING YOUR POST YES / NO

2.b. IF YES WOULD IT BE BECAUSE OF: Please tick the box(es) that apply

- | | | | | | |
|--|--------------------------|--|--------------------------|----------------------|--------------------------|
| Career change | <input type="checkbox"/> | Medical Reasons | <input type="checkbox"/> | Personal Reasons | <input type="checkbox"/> |
| Financial Reasons | <input type="checkbox"/> | Lack of Training | <input type="checkbox"/> | Better Pay / Terms | <input type="checkbox"/> |
| Unsuitable Hours | <input type="checkbox"/> | Retirement | <input type="checkbox"/> | Promotion | <input type="checkbox"/> |
| Inappropriate stress levels | <input type="checkbox"/> | General Dissatisfaction | <input type="checkbox"/> | Job not as described | <input type="checkbox"/> |
| Concerns about direction/
focus of organisation | <input type="checkbox"/> | To undertake full-time
education/training | <input type="checkbox"/> | Travel Expectations | <input type="checkbox"/> |

If Any Other Reason please explain

3. Please circle the number under the word(s) that most closely describe **your thoughts** about your job and your organisation. This will help us gain information about staff members contentment with their work .

3.1 THE ORGANISATION, COMMUNICATION, TERMS AND CONDITIONS

	Disagree Strongly	Disagree	Unsure	Agree	Agree Strongly
The way the organisation is managed fits with my expectations from my interview	1	2	3	4	5
The way the organisation is managed matches the ideals stated in the organisational mission/vision statements	1	2	3	4	5
Communication within my organisation is effective	1	2	3	4	5
Communication within my team is effective	1	2	3	4	5
Pay is satisfactory	1	2	3	4	5
Benefits (holidays etc) are satisfactory	1	2	3	4	5
Working flexible hours is important to me	1	2	3	4	5
If working flexible hours is important to me I am given the opportunity to do so	1	2	3	4	5
Opportunities for promotion are important to me	1	2	3	4	5
There are opportunities for promotion within the organisation	1	2	3	4	5
Job security is important to me	1	2	3	4	5
There is job security in my organisation	1	2	3	4	5

3.2 RELATIONSHIPS & JOB SATISFACTION

	Disagree Strongly	Disagree	Unsure	Agree	Agree Strongly
The opportunity to form positive relationships with clients/service users is important to me	1	2	3	4	5
I am given opportunities to form positive relationships with clients/service users	1	2	3	4	5

	Disagree Strongly	Disagree	Unsure	Agree	Agree Strongly
Feeling that I am respected by clients/service users is important to me	1	2	3	4	5
I am respected by clients/service users	1	2	3	4	5
Having a positive relationship with my line manager is important to me	1	2	3	4	5
I have a positive relationship with my line manager	1	2	3	4	5
Having a positive relationship with colleagues is important to me	1	2	3	4	5
I have positive relationships with colleagues	1	2	3	4	5
Having the opportunity to be part of a team is important to me	1	2	3	4	5
I am part of an effective team	1	2	3	4	5
Having good morale within my team is important to me	1	2	3	4	5
Morale within my team is high	1	2	3	4	5
Feeling that my work is rewarding is important to me	1	2	3	4	5
My work is rewarding	1	2	3	4	5
Having lots of variety in my everyday tasks is important to me	1	2	3	4	5
I have lots of variety in my everyday tasks	1	2	3	4	5
Knowing exactly what I have to do in my job is important to me	1	2	3	4	5
I understand what I have to do in my job	1	2	3	4	5
Getting recognition for a job well done is important to me	1	2	3	4	5
I get recognition for a job well done	1	2	3	4	5
Having the opportunity to use my initiative is important to me	1	2	3	4	5
I have opportunities to use my own initiative	1	2	3	4	5
Having the opportunity to use my skills and abilities is important to me	1	2	3	4	5
I have opportunity to use my skills and abilities	1	2	3	4	5

3.3 SUPERVISIONS. TRAINING & DEVELOPMENT

	Disagree Strongly	Disagree	Unsure	Agree	Agree Strongly
The idea of having supervisions is a good one	1	2	3	4	5
My supervisions are useful and of a high quality	1	2	3	4	5
The opportunity to attend training and achieve qualifications is important to me	1	2	3	4	5
The training I attend is relevant and helps me with my work	1	2	3	4	5
The amount of training I take part in is just right	1	2	3	4	5
The courses I attend are of a good quality	1	2	3	4	5
The Induction programme helped me understand my role and the organisation	1	2	3	4	5
Having opportunities to grow personally and professionally is important to me	1	2	3	4	5
I have the opportunity for personal and professional growth	1	2	3	4	5

4. Do you feel that you are given enough time and support to complete the paperwork that you have to fill in as part of your role e.g careplans, forms, diaries etc **YES / NO**

5. Do you feel that being offered the opportunity to improve your reading and writing skills would make you feel more confident when completing the paperwork mentioned above? **YES / NO**

6. Do you feel that being offered the opportunity to improve your reading and writing skills would make you feel more confident when undertaking an NVQ? **YES / NO**

7. Please tell us what you most like about your employment

8. Please tell us what you least like about your employment

9. Is there anything that you think employers should do/understand to help them keep their staff. If yes what?

Thank you for taking the time to complete this questionnaire. Please post back to me using the pre-paid envelope.

Lesley Gill

Workforce Development Officer
Care Sector Alliance Cumbria

APPENDIX 2

YOUR OPPORTUNITY TO HELP US MAKE WORKING CONDITIONS BETTER FOR CARE WORKERS AND WIN £20 OF GIFT VOUCHERS FOR A SHOP OF YOUR CHOICE

Care Sector Alliance Cumbria is attempting to create a plan or strategy that employers can use to help staff stay in the Care Sector in Cumbria. Your organisation has agreed to hand out questionnaires to their care / support workforce to help us do this. We'd really like to hear what you have to say and would ask you to fill in the questionnaire. It should only take about 10 minutes to complete and you will see from the questionnaire that we do not ask for your name or the name of your employer. We also have attached a pre-paid envelope so that you can return the questionnaire directly to me. This way your employer does not get to see what you have written. Please return the completed form by 30th June.

The person who gives you the questionnaire will also give you a raffle ticket (both pieces). Please return one half of the raffle ticket in the envelope with your completed questionnaire and make sure that you keep the other half safe. These will then be put into a raffle to win one of two lots of £20 gift vouchers from a shop of your choice.

We will inform organisations of the winning ticket numbers in our July bulletin and ask them to ensure that you are made aware of these. You will then need to contact me to claim your prize. Alternatively, you can check our website from Friday 7th July (www.cumbria.gov.uk/socialservices/partnerships/csac) to see if you have won.

Yours sincerely

Lesley Gill

Lesley Gill
Workforce Development Officer
Care Sector Alliance Cumbria