

# Attracting quality people in a challenging market

Dawson Walker Communications

August 2021

## Agenda

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- Introductions
- Survey results
- The market place
- How to stand out on a crowded market place
- Reaching new audiences
- Targeting under-represented groups
- Practical tips – dos and don'ts
- The collaborators
- Case studies

# Attracting

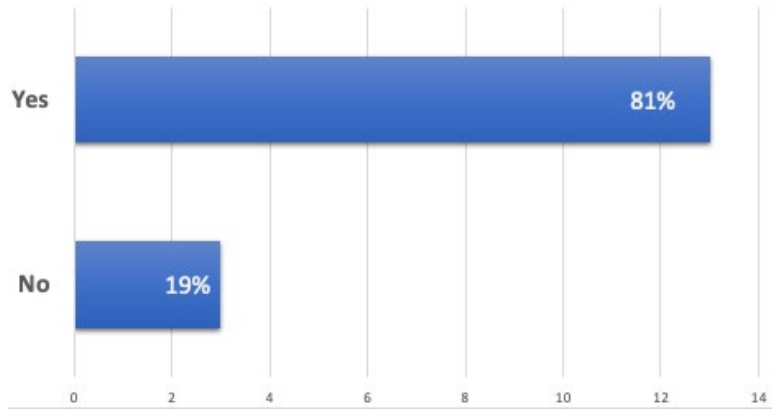
## Survey results

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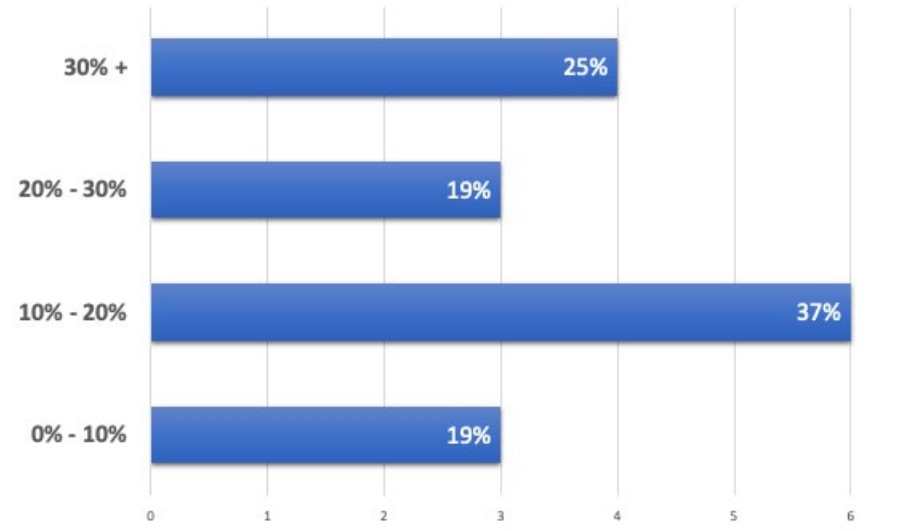
## Survey results

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Are you responsible for recruitment?

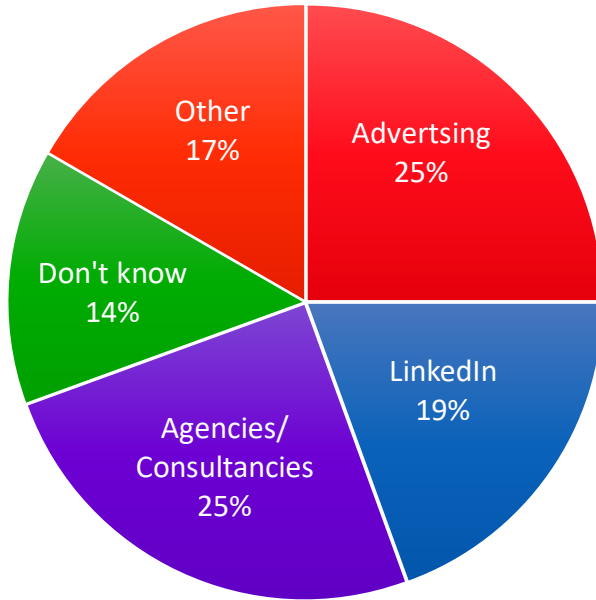


What is your current vacancy rate for care-workers and support workers?

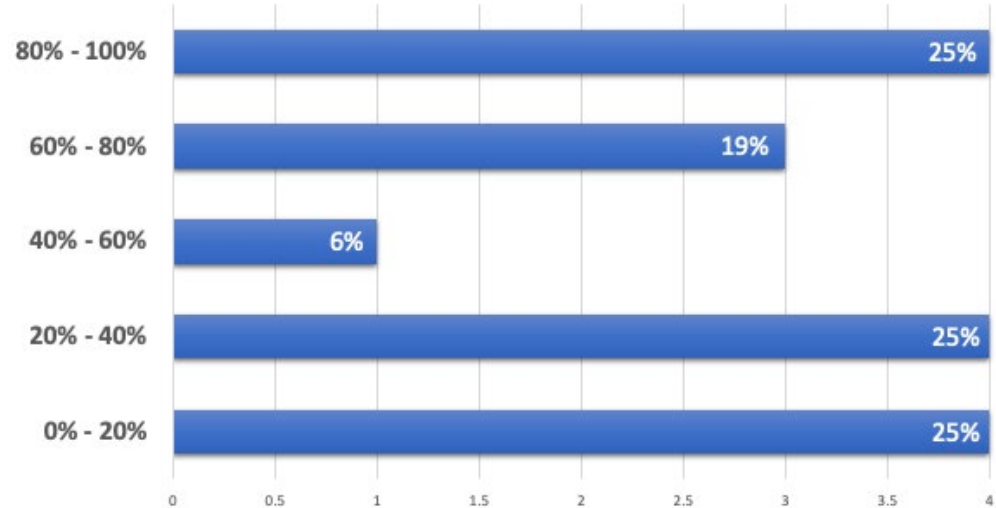


## Survey results

What % of your recruitment budget is spent on:

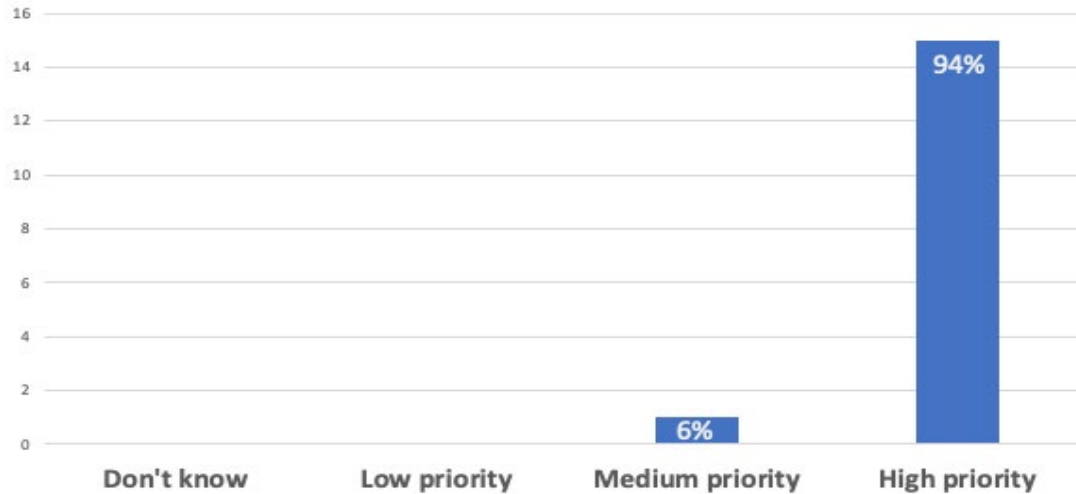


How much time do you devote to recruitment?



## Survey results

How high is recruitment and retention on your organisation's priority list?



How much does it cost your organisation for each unfilled vacancy?



## Survey results

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What recruitment marketing initiatives have you tried recently and what was the outcome?



# The market place



## Recruitment market

### Chart

Unemployment rate (aged 16 and over, seasonally adjusted)



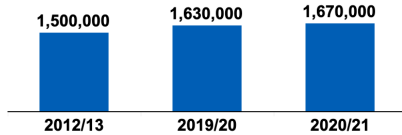
Source:

## Skills for care

**1.67m jobs**



estimated in adult social care in 2020/21  
In comparison there are **1.3m jobs** in the **NHS**.



**17,700 organisations**

estimated in adult social care in 2020/21

**1.54m people**



estimated in adult social care in 2020/21



**70,000 direct payment recipients**

employing their own staff in 2020/21

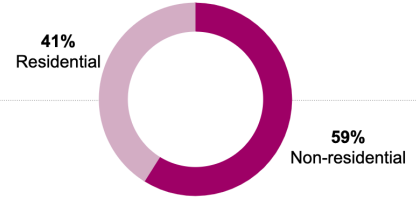
**39,000 establishments**

estimated in adult social care in 2020/21



**17,700 organisations**

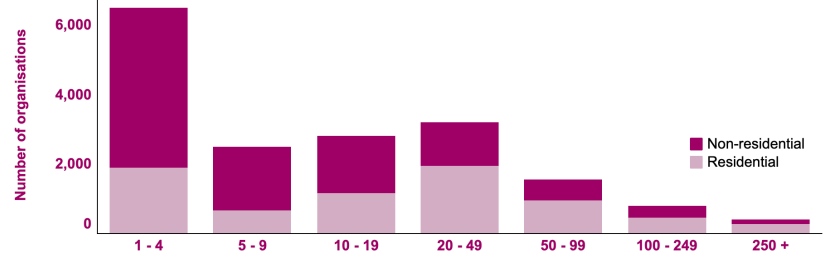
The estimated total number of **PAYE or VAT-registered whole organisations** (enterprises) involved in providing or organising adult social care in England as at **2020/21**.



**Estimated number of adult social care organisations in England by size group (number of employees)**

Select a view:

Bar chart



Average vacancy rate = 7.3%  
112,000 vacancies at any one time

Setting the scene by the BBC

**North East councils say children's social care unsustainable**

🕒 28 July

**Closure-threatened care home families 'fearful'**

🕒 16 June

**Covid: Carer who flouted coronavirus rules struck off**

**Coronavirus: Worst affected care homes revealed by watchdog**

By Alison Holt and Judith Burns  
BBC News

🕒 21 July

**Where is the good news?**



**Social care: What are the challenges facing the system?**

By Alison Holt & Ben Butcher  
BBC News

🕒 28 June

**Parents with learning disabilities in Wales 'set up to fail', says charity**

By Catherine Evans  
BBC News

🕒 10 July

**Social care workers lose out on £7,000 in pay each year, charity says**

By Alison Holt  
Social Affairs Correspondent, BBC News

🕒 9 July

**Orchard Manor: Closure of day care for disabled 'heart-breaking'**

🕒 18 May

# #1 How to stand out in a crowded market place

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# Employee Value Proposition



AUTHENTIC, COMPELLING, TARGETED

# Clinical Advisors


**Clinical Advisors**

[WELCOME](#)
[ROLE OVERVIEW](#)
[PAY & BENEFITS](#)
[TRAINING](#)
[APPLY](#)

## One home birth.

Two ear infections.  
One broken nose.  
All without leaving your home.

What did you do today?



### Welcome


"Welcome to HUC where we put the patient at the start and heart of our care. A social enterprise, embedded in the communities we serve, we are a team of over 1100 clinicians and Health Advisors who deliver Out Of Hours and NHS 111 Services to over 3.5 million patients.

As a home or urgent care practitioner, you can expect to join an agile multi-professional organisation which embraces change and invests in technology and innovation to improve outcomes for our patients.

We have four values that single us out: Caring, Collaborative, Respectful and Dynamic. These define our approach to both colleagues and patients and mean HUC is a vibrant and energetic place in which to work.

I do hope that you will want to join us as we can offer you a rewarding career with involved progression and plenty of opportunities for learning and development."

Janice Greenhill  
Chief Operating Officer



Consider the following responsibilities of your role and determine the best course of action that will range from offering advice on self-care or referring on to other services including emergency services.

- Minimum 16 hours per week (fixed pattern). As we are a 24/7 service we have a variety of role patterns covering days, evenings and overnights with a requirement to work certain weekend shifts
- Working from home or on-site at one of our contact centres in Welwyn Garden City, Peterborough or Bedford
- An opportunity to work additional hours above contract to increase income potential

[Job description Download Here](#)

TOTAL IMPRESSIONS: 911,098

TOTAL CLICKS: 5,522

SPLASH PAGE USERS: 2609

OFFERS MADE: 13



## One nut allergy

**Clinical Advisors**  
Nurses (Band 6) or Paramedics  
£17 to £23.71 per hour depending on shift  
Working from home - minimum 16 hours per week (fixed pattern)

One racing pulse.  
Two broken wrists.  
All without leaving your home.

What did you do today?





## One broken wrist.

**Clinical Advisors**  
Nurses (Band 6) or Paramedics  
£17 to £23.71 per hour depending on shift  
Working from home - minimum 16 hours per week (fixed pattern)


Two chest infections.  
And a cardiac arrest.  
All without leaving your home.

What did you do today?



## One nut allergy.

One racing pulse.  
Two broken wrists.  
All without leaving your home.





## One home birth.

**Clinical Advisors**  
Nurses (Band 6) or Paramedics  
£17 to £23.71 per hour depending on shift  
Working from home - minimum 16 hours per week (fixed pattern)

Two sprained ankles.  
And an unstoppable nosebleed.  
All without leaving your home.

What did you do today?





## One stubbed toe

**Clinical Advisors**  
Nurses (Band 6) or Paramedics  
£17 to £23.71 per hour depending on shift  
Working from home - minimum 16 hours per week (fixed pattern)

Two ear infections.  
One set of twins.  
All without leaving your home.

What did you do today?



## One home birth.



## One broken wrist.



## One nut allergy




# #2 Reaching new audiences

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# Reaching new audiences - Personas

## Meet Jade – I've recently graduated and want to give back



I love musical theatre and socializing with friends and have really missed that recently.

Born: 1990s

Studied: social work/criminology/psychology

Feels she has had a privileged life

I want to give back and I want to get experience. I enjoy seeing people grow and I like feeling needed. It can be chaotic and some young people have bigger problems than we can solve. It's ever-changing, enjoyable and interesting. You need to be well organised – there's a lot of paperwork. You need a heart for this job but you also need to be resilient. I can find it difficult to engage sometimes – you have to remain positive. I've had to learn a lot about the benefits system but I've been rewarded for going the extra mile and I'm lucky to work with a great team. I like working with tenants and am worried if I progress I will lose that contact, but I like challenges and want to learn more.

## Meet Eva – I've changed my career and wouldn't look back



I'm "Mum" to 2 small children and guardian to 2 siblings. How do I cope? I'm pretty sure if I think about it too much, it's all going to go horribly wrong

Born 1980s/1990s

Worked in restaurants previously

Feels like a fulfilling way to use my skills

In the first instance I did some volunteering – I've always had an interest in sociology. I want to make a change. These kids haven't always had the best kind of start in life and don't have the skills that they would naturally pick up in a home environment. Sometimes we'll watch a movie or cook together – it's at times like that you get the most out of it. They've had a lot of chaos and upheaval. They can be on the defensive thinking that they're going to get let down again. I have customers that come back many years after they've moved on. You have have an interest in people, to care, be a good listener and have a passion for this job. There is a lot of paperwork but it's necessary. We have a very good team. We have good management, we have good support.

## Meet Ben – I've had life experiences that count



I think my life experiences are invaluable to the service and the Young People I work with. The young people give you life. I haven't forgotten what I've been through. It's difficult when you become the target of their anger and they can be quite threatening. And although sometimes chairs are thrown at you the next minute you're having a laugh. You just need to realise it's not your fault. You can't be shy in this job, you need to be: approachable, friendly and reliable. I know that if I say I'm going to do something I better do it. If I'm honest I prefer the interaction with customers than doing the paperwork – but it's important to do. I've got good manager and everyone's flexible. Working at Look Ahead improves me – giving me the opportunity and autonomy to experience making decisions. After the start I had it's great to be trusted.

I really enjoy long bike rides – and I've just bought a kayak.

Born: 1980s/1970s

He's been there himself

Feels he has a special understanding

## Meet Cynthia – I'm a life-long devoted public servant



I wanted to actually make an impact, a direct impact on individuals. I'm quite a people person and I think young people are amazing. I read Look Ahead's values and they really resonated with me. The reward and recognition for this job is the emotional side – there's a lot of celebration when people meet their goals. Being a mother, I want young people to do well, I believe in them, I believe everyone's got the potential to achieve something in their life. It's challenging, engaging and enriching. You have to be confident, be accountable and think on your feet. It takes life experience and common sense – but you have to be able to leave your life at the front door. It's not always glamorous. But the rewards outweigh the challenges. You don't do this job for the financial rewards. Look Ahead are building my confidence by pushing me and managers here always listen.

I have two children, a three year old and a six year old – they are my motivation.

Born: 1970s/1960s/1950s

Has focused her life and career on helping others

Feels like this is my vocation



## Multi-channel approach

indeed

CVLibrary

Totaljobs

Reed.co.uk

Nursing  
Times

glassdoor

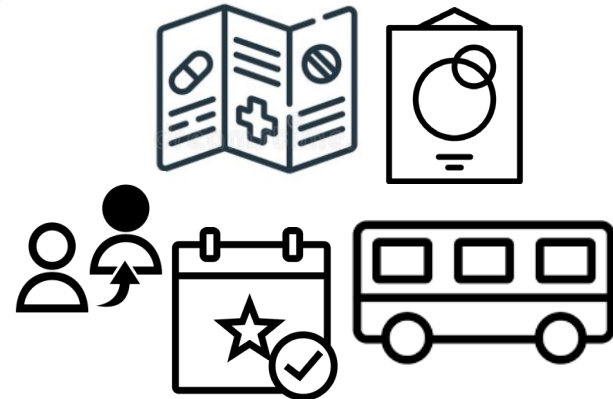
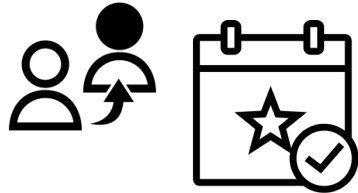
LinkedIn



Google  
Display Network

ACTIVE

PASSIVE



# **#3 Targeting under- represented groups**

Diversity

## L&Q inclusion week

### LET'S EXPLORE L&Q'S AMAZING DIVERSITY...

As an organisation made up of an incredible diversity of minds, we want to draw strength from our differences and champion every voice.



Here are just some of the events coming to a screen near you soon...

**L&Q's Diversity**  
Facts and Figures video

**L&Q BOOK CLUB**  
D&I focus

**Live polls on Yammer**  
How inclusive is L&Q?

**D&I FOCUS**  
**FILM CLUB EVENT**

**NATIONAL INCLUSION WEEK**

**Launch D&I ZONE**  
on HR hub

**No Bystanders**  
Webinar and Workshops

**Spectrum and iMatter**  
Virtual sessions

**Videos** - hear from teams across L&Q on why inclusion is important to them

**PHOTOGRAPHY**  
**COMPETITION**

**LET'S TALK ABOUT RACE**  
Workshops throughout September & October

**Virtual Yellow Chair Video**  
Elaine's Kaleidoscope pledge

**EXEC Coronacast**  
D&I Takeover

**L&Q Storytellers**

**Jenny Cornwell's Weekly Quiz**  
D&I edition

**Our Networks' Successes**  
& Current Plans

**Virtual Best Dressed**  
D&I competition

### ...AND LET'S TALK ABOUT BEING INCLUSIVE

Join our series of online events focused on learning, exploring, sharing and celebrating all things diversity and inclusion.

## Yellow chair video profiles

The Yellow Chair has become an emblem of our communications. We have taken it on tour to film L&Q people telling us their stories. Each location ensures the chair stands out incongruously and the stars bring along possessions from outside of work. They describe the reasons that make L&Q an employer of choice.

“This work is highly valued at L&Q, and it’s amazing to see our people (the stars in the yellow chair) raising our employer brand profile on social media - it all fits together so well. I get people asking me when the next instalment is and asking if they can appear in the yellow chair. Internally and externally it’s all making a very positive impact”.

Chris Gillam,  
Assistant Director HR, L&Q



# # 4 Top Tips – Dos and Don'ts

## 5 easy wins to develop an attraction strategy

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1.

Agree a set of objectives (perhaps do your own SWOT).

2.

Identify your target audience and put yourself in their shoes (talk to your team).

3.

Take a critical look at your materials: website, social channels, adverts, role profiles.

4.

Take a look at other local employers – what are they doing and saying?

5.

Measure the impact of your work.

## 5 easy wins to develop an attraction strategy

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### **DON'T:**

- **Set impossible targets**
- **Make promises to candidates you can't keep**
- **Just focus on the positives of the role**
- **Delay your communications & actions**
- **Leave any stone unturned**
- **Ignore your competitors**
- **Do anything without being able to measure the result**
- **Use more words than you need to**

## 5 easy wins to develop better tactics

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1.

Encourage employee advocacy (your people saying positive things).

2.

Use your owned and earned (free channels) first.

3.

Announcement or advert?

4.

Understand your target audience (talk to them, they're working for you)

5.

Is your process user friendly?



## 5 easy wins to develop better tactics

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### **DON'T:**

- **Under-estimate the power of word of mouth**
- **Spend money on advertising until your own channels are vibrant**
- **Just announce jobs**
- **Write for everyone**
- **Make the process cumbersome and onerous for candidates or you**
- **Be too formal – it's not very welcoming**

## The collaborators

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Is there a collective need that you could overcome together?

What are your common challenges?

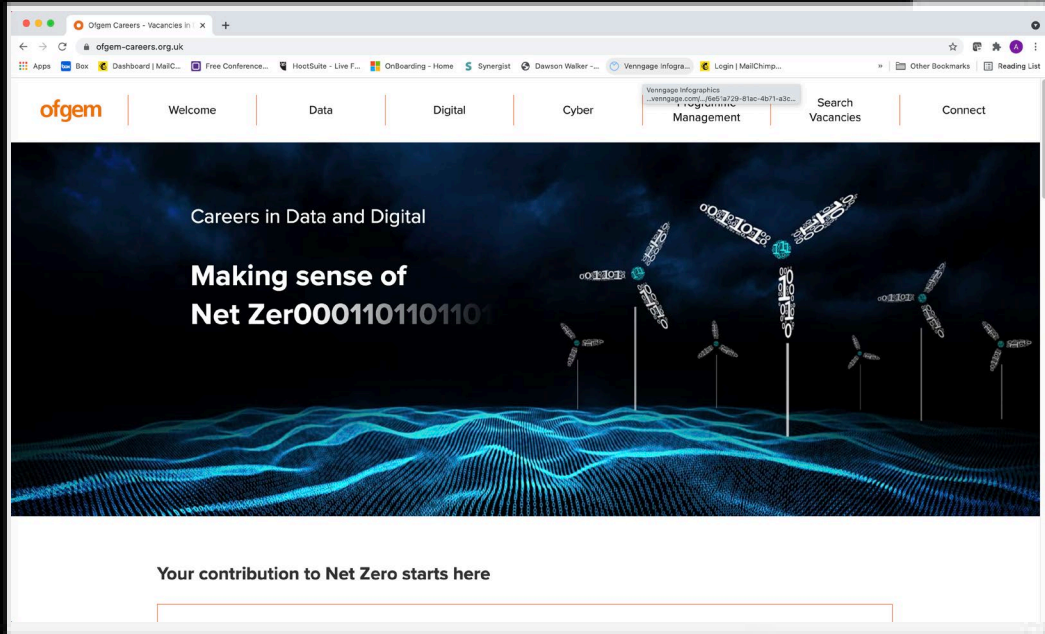
Is your voice and reach stronger together?

OR

Do you view each other as competitors?

# #5 Case studies

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# Airbus fly your ideas


Driven by the need to attract graduates from all backgrounds we devised a global student challenge. Through this initiative Airbus were able to engage with more women and a much wider reach of international candidates from over 100 universities. FYI also featured at Innovation Days, demonstrating to customers how they were investing into the future of aviation.



## CMA – Candidate collateral



Competition & Markets Authority



### INTRODUCTION TO CARTELS

CANDIDATE PACK 2015

### OPEN EVENING

We are delighted to invite you to join us on the evening of


## Wednesday 28 January 2015

at our Bloomsbury offices.

The evening will give you an opportunity to find out more about the Cartels team, its work and the wider CMA.

6pm - 8pm  
Victoria House, Southampton Row,  
London WC1B 4AD

Click here to register by Monday 26 January 2015



**NAME:** LUCYIA FALSARELLA PEREIRA  
**ROLE:** ASSISTANT DIRECTOR

**Career:** Before settling in the UK (based at CMA Competition in Bristol), and as a competition lawyer in private practice in Brazil, I joined the CMA working as a Case Handler and Head of 24 Mergers in the CMA's Mergers Group. Subsequently, upon leave and a half prior to joining the CMA, I worked as a senior competition law and policy during the financial crisis and its aftermath. I then returned to the CMA to join the Cartels Group.

**Why have you stayed?** The work is incredibly varied and challenging. My job involves dealing with almost all aspects of cartel enforcement and policy, from handling leniency applications to representing the UK's interests in international gatherings. Best of course, obtaining cartel enforcement cases. The CMA also offers many opportunities for exploring different roles and areas. For example, last year I took a two-month break from my job to the Cartels Group to lead a high-profile international team advising the Directorate in relation to the proceedings being made by the UK and the UK's Banking Group. But what motivates me the most is the impact of our work. We are very focused on achieving cases that make a real difference to companies, with a beneficial impact on business behaviour and on the economy.

**Typical day:** I have to do so much, and I'm working on so many things. I will normally have ongoing strategic responsibility for all work with cartel cases, but will simultaneously work on a number of other matters. In a single week I may be representing the UK at the Organisation for Economic Co-operation and Development, working with experienced investigators to develop our strategy for a new cartel investigation, and acting as the 'lead' or 'sponsor' in a complex merger case. I often work closely with the Competition Group to identify necessary compliance initiatives to ensure that the enforcement messages of our enforcement work are heard within the relevant industries.

**Would you recommend the CMA to others?** Certainly would. It is great to be part of the team that is building a respected and influential authority, and it's a particularly exciting time for the cartels group given our increased focus. I cannot think of a better place for someone who wants to work on challenging competition cases for the public good.



“ I cannot think of a better place for someone who wants to work on challenging competition cases for the public good. ”



## CMA – Recruitment advertising

Career opportunities in  
Cartel Enforcement



Assistant Directors  
£64,000 - £76,800



Principal Case Officers  
£48,000 - £57,600




Case Officers  
£29,405 - £32,934



Open evening: 28 January  
in central London



Summary Agenda Speakers Contact Us Location Directions



Information Summary

### CARTELS OPEN EVENING

We are delighted to invite you to join us at our cartels recruitment evening from 6pm to 8pm on 28th January 2015 at our Bloomsbury Offices.

The evening will give you an opportunity to find out more about the Competition & Markets Authority and the work of the Cartels and Criminal Group (CCG).

Alex Chisholm, Chief Executive, Sonya Branch, Executive Director – Enforcement and Juliette Erzen, Director – Cartels will welcome you to our offices and introduce you to the CMA.


Other colleagues working in CCG will provide their perspective on current work and the roles we have available. There will also be an opportunity to network and enjoy informal conversations with the team.


We really hope you can come and look forward to meeting you.

#### DETAILS

**WHEN**  
Wednesday, January 28, 2015  
6:00 PM - 8:00 PM  
Oversight Time

**WHERE**  
Competition & Markets Authority  
Victoria House  
Southampton Row  
London WC1B 4AD  
United Kingdom

 Add to Calendar

 Get Driving Directions

# Thank you

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**Adam Winterton:**

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