The Social Care Retention Crisis – How online assessment and development tools can make a difference

Researched and created by experts

Professor Steve Woods
Professor of Work and
Organisational Psychology
University of Surrey

Dr John Barratt
Author - 'Recruitment and
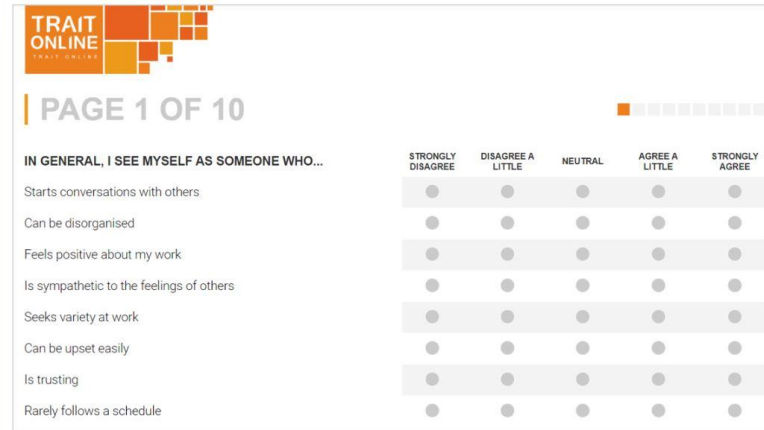selection in the UK care
sector'.

Will Shepherd
CEO – Cohesion Social
Care Recruitment and
Workforce Specialists

Overview of the tool

Communication

Compassion and Empathy

Dutifulness

Teamworking

Inclusivity and Respect

Adaptable and Resilient

Procedural Compliance

The seven care qualities that are measured by Care Character are **proven to be effective** when demonstrated by frontline workers

TRAIT ONLINE

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IN GENERAL, I SEE MYSELF AS SOMEONE WHO...	STRONGLY DISAGREE	DISAGREE A LITTLE	NEUTRAL	AGREE A LITTLE	STRONGLY AGREE
Starts conversations with others	○	○	○	○	○
Can be disorganised	○	○	○	○	○
Feels positive about my work	○	○	○	○	○
Is sympathetic to the feelings of others	○	○	○	○	○
Seeks variety at work	○	○	○	○	○
Can be upset easily	○	○	○	○	○
Is trusting	○	○	○	○	○
Rarely follows a schedule	○	○	○	○	○

Compassion and Empathy   1   2   3   4   5   6   **7**   8   9   10

Candidate's profile indicates that they...

- Are inclined to empathise with persons supported and are quick to read others' emotions
- Generally consider others' well-being but may appear less sympathetic at times, particularly when under pressure

RECOMMENDED INTERVIEW QUESTIONS

- Describe a time when you helped someone with a problem they were facing. How and why did you do this?
- Tell me about a time when you had to give non-judgemental advice to someone. What approach did you take?

Compassion and Empathy   1   2   3   4   5   6   **7**   8   9   10

This dimension concerns the extent to which a person seeks to build meaningful and trustful relationships with others.

- Showing concern and awareness for how someone is feeling
- Providing a tailored individual approach towards others
- Demonstrating a sensitive and tactful approach to care

Based on your results, consider the following as you develop your career in care:

Develop your sense of the situations that call for heightened awareness of how others are feeling and their concerns. How could you show that you understand people in those situations?

Think about ways that you could use your awareness of emotions to help people through difficult situations.

Recruitment impact

"Will you refer to it in future?"
80% said yes

"We offered roles to 85% of those who scored 8 and over"

"Did it help you to get the job?"
70% said yes

"Really helpful to know key skills and strengths"
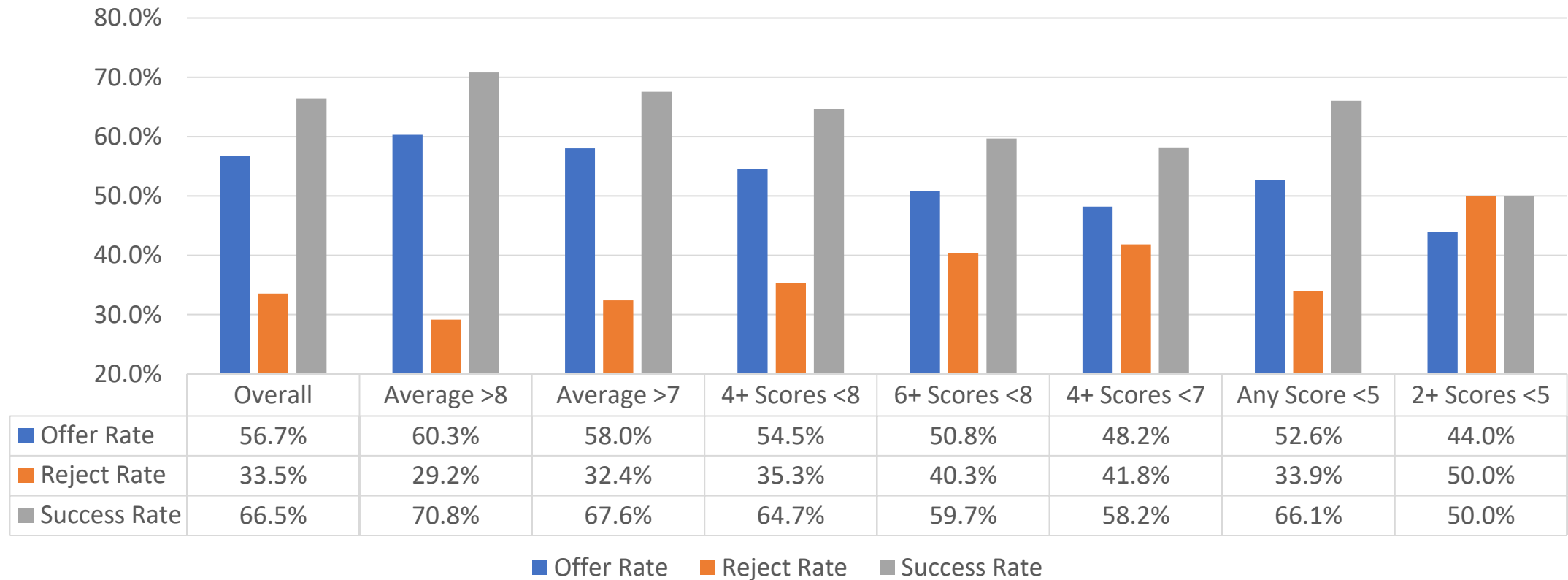
Case Study

- 319 respondents to Care Character
- Analysis of the seven Care Qualities scores
- Recruitment stage outcomes
  - Application
  - Telephone Interview
  - Interview
  - Talentbank
  - Offer
- Reviewing both 'Offer rate' and more broadly 'Success rate'

7 Care Qualities Analysis

Outcome and Offer Rate by Care Character Qualities Scores

	Overall	Average >8	Average >7	4+ Scores <8	6+ Scores <8	4+ Scores <7	Any Score <5	2+ Scores <5
Offer Rate	56.7%	60.3%	58.0%	54.5%	50.8%	48.2%	52.6%	44.0%
Reject Rate	33.5%	29.2%	32.4%	35.3%	40.3%	41.8%	33.9%	50.0%
Success Rate	66.5%	70.8%	67.6%	64.7%	59.7%	58.2%	66.1%	50.0%

■ Offer Rate   ■ Reject Rate   ■ Success Rate

Frequency of Offers

Frequencies	Total	Offer	No Offer	Offer Rate %
Care Character respondents	317	**185**	132	58.3%
All other applicants	3499	**652**	2847	18.6%
Totals	3816	**837**	2979	21.9%

- *Care Character respondents are 6x more likely to receive an offer*

Statistically significant:

Chi-sq = 267.89; p<0.0001

The Seven Care Qualities

- Communication
- Compassion and Empathy
- Dutifulness
- Teamworking
- Inclusivity and Respect
- Adaptable and Resilient
- Procedural Compliance

Insights from Research and Practice

- PhD research studies
  - Examined key behaviours needed for effectiveness in care
  - Traits and individual differences and their effects in care settings
- Trait personality inventory
  - Mapping care qualities to individual differences
  - 14 scales that underpin the assessment
- Feedback and insight from practice
  - Care employers and recruiters

Scientific Foundations

- Care Character draws on extensive scientific research and validation of the Trait assessment
    - Construct validity – validating the structure of the instrument
    - Reliability – testing the accuracy and stability of the assessment
    - Criterion validity – demonstrating the prediction of work behaviour and performance
- Assessment is used across a variety of human resource settings for recruitment, selection and development

The first 3 months

Retention call One: at around week 2 focuses on settling in and asks:

- Is the role meeting expectations
- How would you rate your induction
- Have you met your manager
- Have you been made to feel welcome and supported by your colleagues / buddy / manager

Retention call Two: after week 8 focuses on **support, training and development** and asks:

- Are you being supported by your colleagues / buddy / manager
- Have you had a meeting with you line manager or supervisor, if so was is helpful/constructive
- Do you see opportunities to develop in your role or beyond, and is this important to you

Both calls ask – do you need any additional support and how happy are you in your role
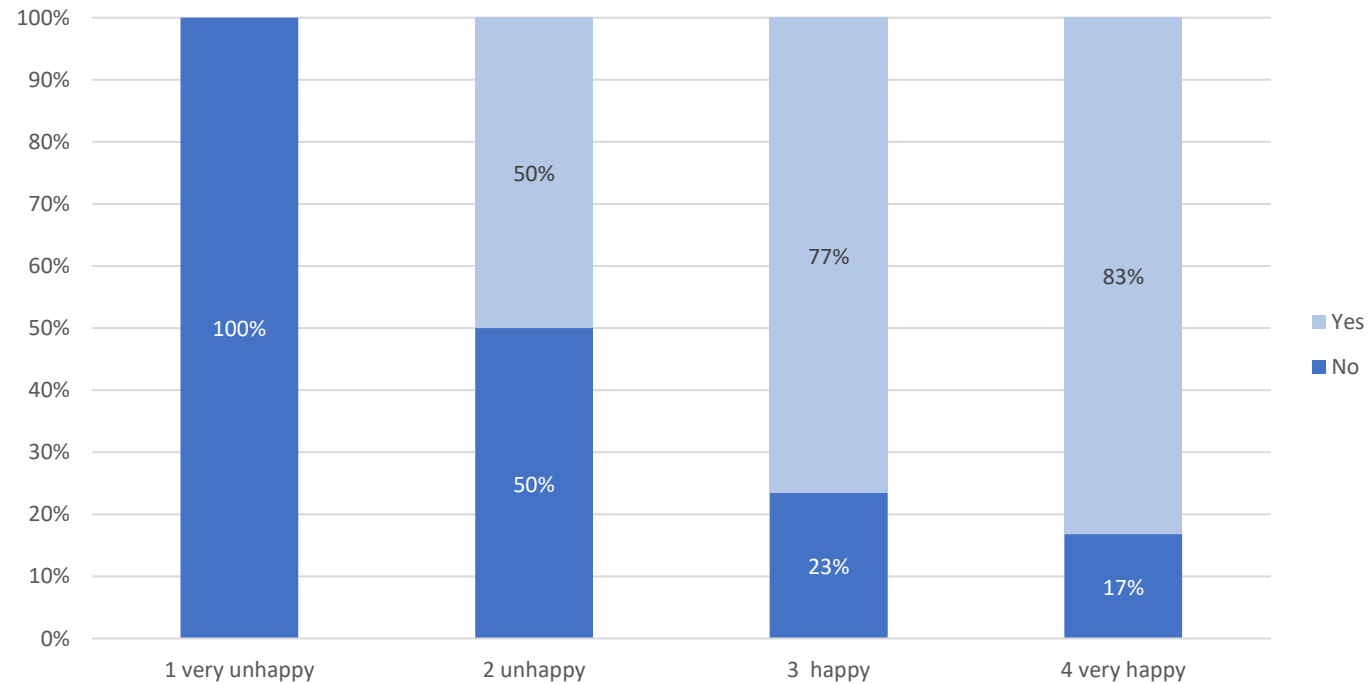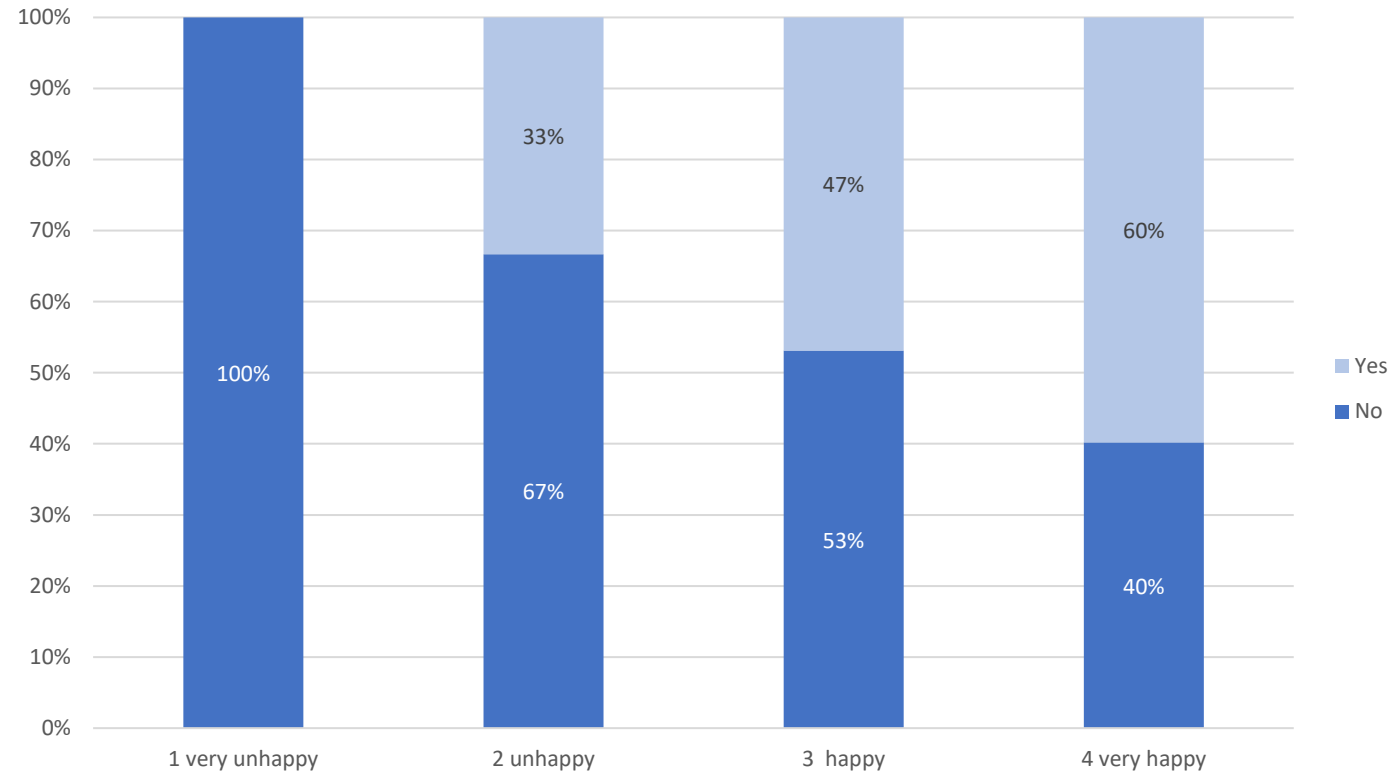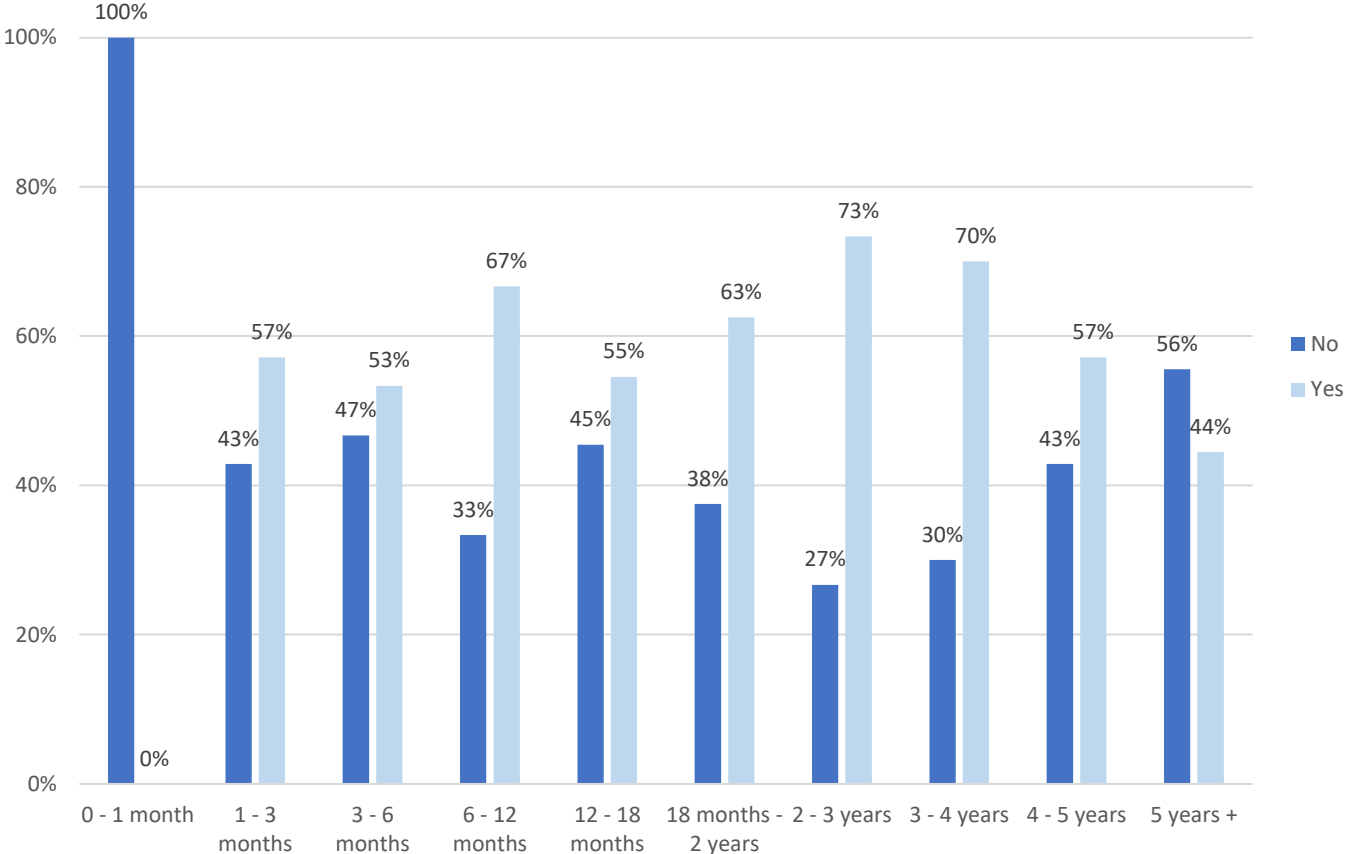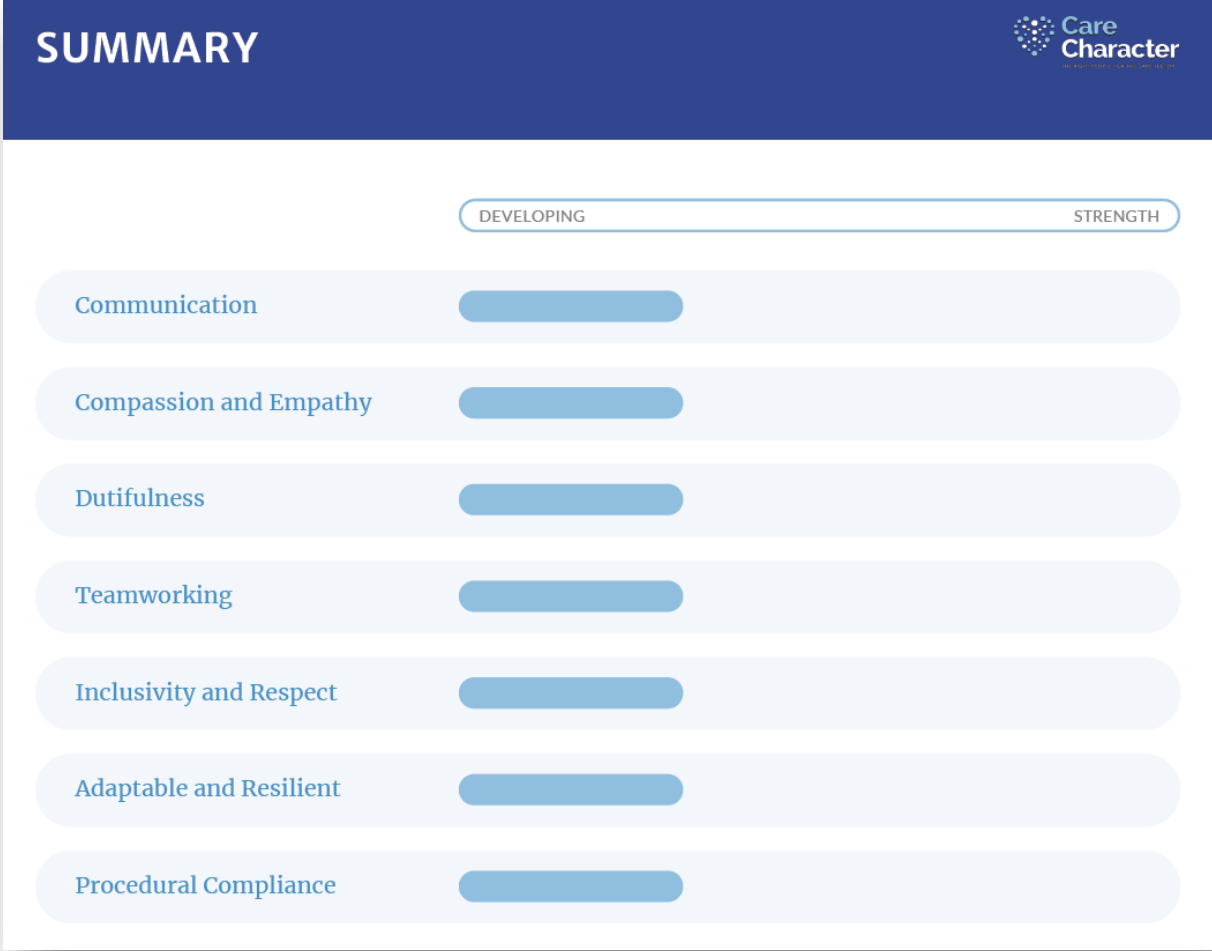
Leavers – how often did you have a 1-2-1 conversation
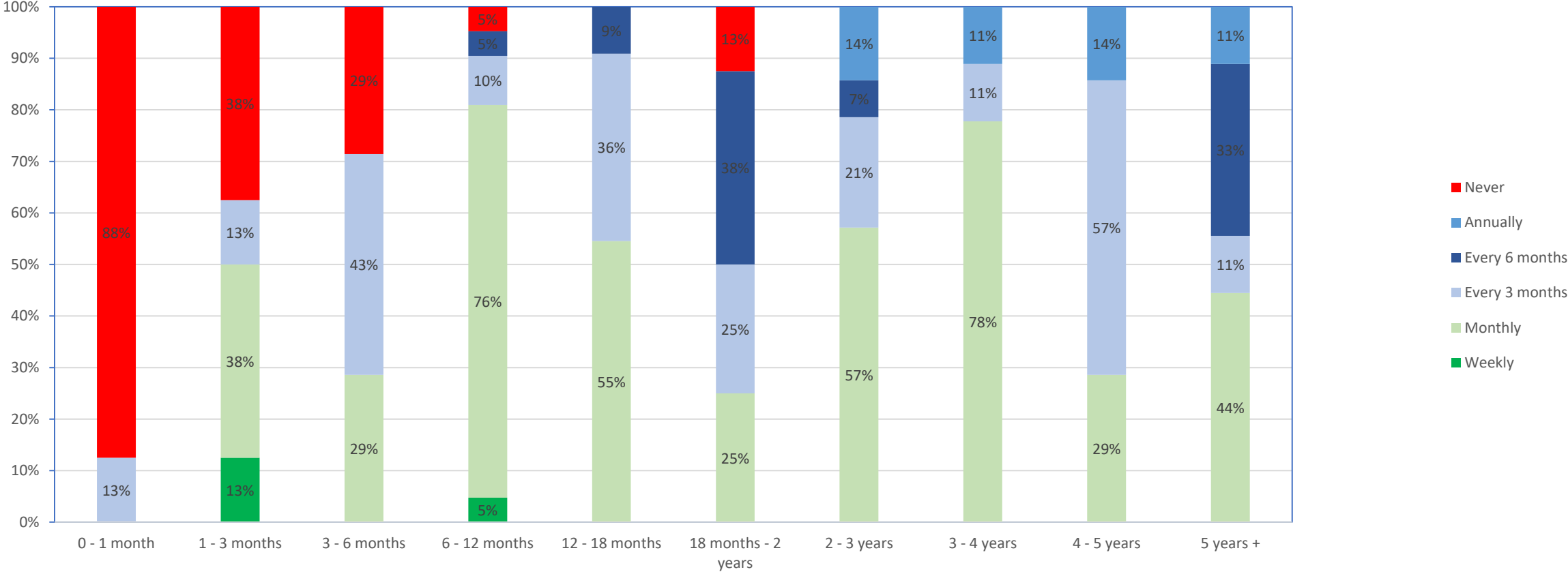
Leaver data – were your 1-2-1 meetings beneficial

REPORT ONE: Candidate

Candidates can reflect on their suitability for a position in care based on the seven care qualities and prepare for an interview

REPORT TWO: Interviewer

Interviewers can reflect on candidate suitability based on the seven care qualities and access recommended interview questions

REPORT THREE: Meet Your Carer

Individuals receiving care and support & family members can better understand their Carer's qualities

REPORT FOUR: Development

Used by new starters and line managers to facilitate learning & development discussions and aid better retention

Development Report

- Provides **feedback and guidance for new starter learning and development** based on their responses to the questionnaire and the **seven Care Qualities** that our PhD study research identified.

- It is designed to be **used by the new starter *and* line manager** to allow a discussion around learning and development.

- Each of the Care Qualities is scored on a scale ranging from **'Developing'** to **'Strength'**.

- Both the new starter and line manager are able talk through development in two **discussions held over a period of several weeks**.

- Assign the new starter with a **buddy or mentor** as part of the onboarding process.

Development Report

- **Discussion One:** focuses on talking through the content of the report and **recommended development activities** related to each care quality. There is space for the new starter to **take notes** from the discussion, and document any **agreed actions**.

- **Discussion Two:** focuses on a **reflection of learning since the first discussion** and providing feedback on progress. New starters should be encouraged to prepare by making notes on how they feel they have progressed in each area.

Communication

STRENGTH

Communicating effectively with staff and the people supported and adapting communication style depending on the target audience. Communicating face-to-face with clarity and appropriate tone, whilst both asking and being open to questions. Promoting a positive and warm interactional style whilst demonstrating active listening. Taking care with detail in communication, for example in plans, reports and handovers. Empowering the people supported by ensuring they feel listened to and that they are kept involved in their care.

WORK BEHAVIOUR IMPLICATIONS:

Your profile indicates that you...

- May feel uncomfortable when talking with people for the first time
- May come across as quiet and reserved to others
- May tend to prefer to keep your distance from others
- May find it harder to adapt your communication style with different people

Development Discussion 1:

The first development discussion is designed to help you explore potential ways to develop and improve as you start your role. The discussion should be held with your manager. Give thought to situations in which Communication is relevant, how you behave in those situations, and how you feel. Some suggested development activities are presented, and you can discuss how these may be useful for your learning and development. After the discussion, make some notes on the key points, agreed actions to work on, and any key people who can support you

The Communication dimension is relevant in the following situations at work:

- Meeting and interacting with colleagues and people you support

- Listening to people and ensuring they feel involved in their care

- Speaking and contributing in discussions with others or in handovers

To develop in this area, you could try the following development activities:

- Make effort to speak to people you are supporting, even on occasions that you are busy.

- Introduce yourself and start a conversation with your new colleagues and find out about them.

- Reflect on how you come across to others when interacting with them. Seek some feedback from your mentor or manager about your communication style and how to adapt it to present a warm and open style.

- Practice ways to provide positive and supportive reassurance to colleagues.

Key points from discussion:

My agreed development actions

1.

2.

3.

To be completed by (date):

People to discuss my development with:

DEVELOPMENT DISCUSSION 2

The second development discussion with your manager is designed to help you reflect on your learning and progress since the first discussion. To prepare before the discussion, make some notes in the first box about what has gone well in your development, what you need more help with and the extent to which all agreed actions are completed (refer to the notes you made previously). If you have opportunity to talk with a mentor before the discussion, you can also make some notes on any feedback they share about your development.

During the discussion, we recommend you talk through your thoughts and reflections with your manager and together agree future development plans and any support you may need.

My reflections on my progress and development in this area:

What has gone well?

What do I need more help with?

Are all agreed actions completed (provide brief details)?

Feedback from my manager and/or mentor about my development in this area:

My future development plans and support I may need:

Training for Line Managers

Discussion One – Week 4

- **My agreed development actions**
  - I will initiate conversations rather than waiting to be spoken to e.g. getting to know residents interests and activities they enjoy doing.
  - I will engage in group activities when the Activities Coordinator is running sessions.
  - I will introduce myself to staff I haven't worked with before on shift and ask them about what they have found out about the residents I care for.
  - I will ask my Shift Leader for feedback on my communication style and ask them how I can improve.

Discussion Two – Week 12

- **Feedback from my manager and/or mentor about my development in this area**

Discussion One	Discussion Two - Feedback
I feel comfortable talking to residents and colleagues when spoken to, but I sometimes hold back on initiating conversations.	A noticeable improvement in this area and more confident to make conversation with residents and colleagues. Keep building awareness of residents likes and dislikes and continue to be forthcoming with activity ideas.
I am sometimes quiet within group situations.	Improved engagement during activities. Continue to speak up and bring ideas that will positively impact the residents' wellbeing.
I don't always introduce myself to new colleagues or family members.	Positive feedback received from a resident's family member surrounding welcome on arrival. Recommendation made to support a new joiner who starts this week.
I will ask my Shift Leader for feedback on my communication style and ask them how I can improve.	Continue to ask for feedback from peers and managers and report back on group activity planning.

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Our Conclusion