Recruiting and retaining staff in the specialist sector

Samantha Munkley- Head of HR
Seashell Trust

About me…

What do all of these places have in common…

Seashell Trust
Communication for Life

Engineers and surface technology specialists	Bricklayers to VOID cleaners
Production operatives	Education and Support Staff

A war on talent!
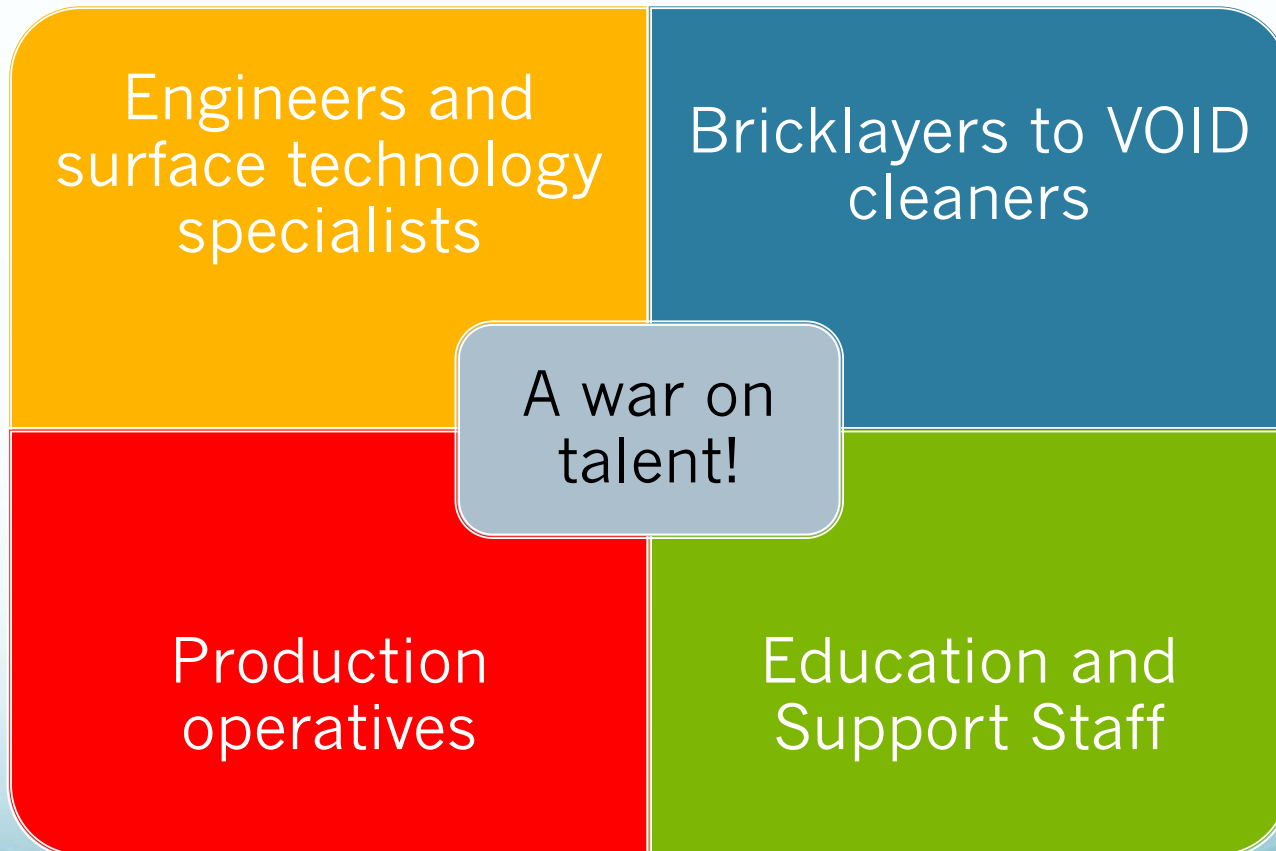
Food for thought…

> The social care sector employs 1.48 million people and will have half a million extra jobs available by 2030.

(NHS Health Careers)

What do you think the cost of recruitment is?

Some studies, such as the Society for Human Resource Management (SHRM), predict that every time a business replaces a salaried employee, it costs 6 to 9 months' salary on average. For a manager making £40,000 a year, that's £20,000 to £30,000 in recruiting and training expenses.

- 16% of annual salary for high-turnover, low-paying jobs (earning under £30,000 a year). For example, the cost to replace a £10/hour retail employee would be £3,328.

- 20% of annual salary for midrange positions (earning £30,000 to £50,000 a year). For example, the cost to replace a £40k manager would be £8,000.

- Up to 213% of annual salary for highly educated executive positions. For example, the cost to replace a £100k CEO is £213,000.

The true cost of recruitment is not just how much you pay for your recruiters, agency fees and ads, indeed this is the tip of a sizeable iceberg that impacts every facet of your company performance and productivity.

To make things a little more complicated

Safer Recruitment- An absolute necessity but what does that mean to you, the hiring manager and the candidate?

- Keeping Children Safe in Education 2018
- Children's Homes Regulations 2015 (Schedule 2)
- The Health and Social Care Act 2008 (Schedule 3)

Some Seashell Stats:

- School, College and Young Peoples Care are operating within the "buffer zone".

- Circa 3000 CV's/ Applications screened over the last 2 years

- 227 starters in the last 12 months
  (Increasing student/ resident numbers/ Leavers)

- 144 Leavers over the last 12 months
  (Staff going back to uni/ transitioning out of sector)

Attracting more people but also the right people.

Exercise

In your tables create a list of:

1. The different things you have done to attract more people to apply for your roles?

2. What were your hardest to recruit roles?

3. What worked and what didn't?

Somethings that we tried…

- We hired an external Social Media company to manage our recruitment social media. They manage our Facebook, LinkedIn, Twitter and Instagram careers pages.

- Before that we internally targeted local Facebook groups/boards such as 'Manchester Jobs', 'Stockport Jobs' and the mums pages such as 'Wilmslow Mums'

- We took to the local estates to distribute 1000 flyers

- We have attended Job Centre, University and local government Job Fairs

- We launched a £1000 refer a friend scheme

- We introduced a £500 golden hello (no longer in use).

- Coffee mornings and open days

- New banners for the site entrance, we even took advantage of road works and got traffic related banners printed.

- We priced up local bus advertising but then realized we had our own fleet of buses so used vehicle stickers on those.

- Sky writing and more that can be seen in your handout.

Keeping your people

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Exercise

In your tables discuss:

• Key initiatives that you have used to support retention in your organisation?

• What worked and what didn't work so well?

• Have you identified any retention trends?

Our retention journey

- Post Induction 2 way Feedback
- Induction Reunion
- Employee Engagement Forums
- 100% "Hands off" for 2 House Managers in each Residential Service
- Wow meetings in education
- Coaching training for managers
- Supervision training for managers
- Recruitment training to ensure the right people are selected
- Wellbeing initiatives
- Long Service Award review
- Pension contribution increase
- Benefits review
- IIP Survey
- Unison Engagement
- Proposed Yoomi pilot

yoomi.

We're all in this together

In summary

Thank you and any questions?