Context of retention

Risk factors

Multidimensional & interrelated

Retention Or turnover

Reasons to stay
Reasons to leave

Not homogenous group

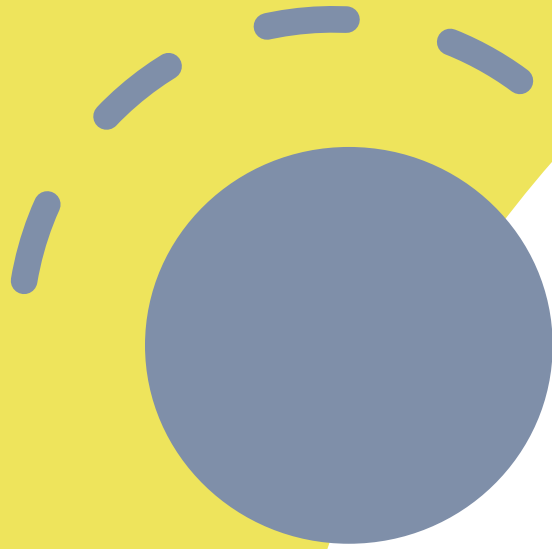# Retention factors

Individual

Organizational

Systems

What works?

Northern Ireland Social Care Council

Evidence base

Effectiveness of retention strategies varies

Tailored to context & diversity

Some promising practices

Recruitment strategies

- Recruitment AND retention
- No silver bullet
- Multiplier effect
- Innovations at organisational level
- Variety -roles, SU & services
- Resourcing

Themes about retention

- Values based recruitment
- Job satisfaction
- Working environment, culture & practices
- Good relationships at work
- Respect, value, and reward staff
- Good terms & conditions

- Flexibility & work/life balance
- Staff wellbeing
- Staff development & career progression
- Inclusion: voice of SCW
- Caring leaderships
- Workforce planning

Values based recruitment

- Defining values
- Other attributes
- Attract different cohorts
- Marketing & process
- Expand advertising
- Be upfront
- Pre-employment initiatives
- Involve staff

Selling your organisation

- How do you promote social care work and sell your organisation?
- Do you have a reputation as a good employer?
- Think about why people might want to work for you. What do you offer them?
- What is attractive about your company that would make someone want to stay?
- Identify challenges and needs of different groups of workers. What do young people want? Those with families? Older workers?
- How does your offer compare to others in the sector and non-social care employers?

Job satisfaction

- Job satisfaction- intrinsic factor

- Dissatisfaction- extrinsic factors

- Relationship-based & altruistic work

- Rationalised against poor conditions

- Not sustainable

- In the context of staff shortages, good working environments become more critical

- Understand personal motivations
- high job satisfaction predicts higher rates of retention
- Looking after staff
- 'mutually reinforcing beneficial effects'
- Improve service delivery

TALK TO
STAFF

ADDRESS
HIGH-STRESS
FACTORS.

WHAT DO
STAFF NOT
ENJOY

STAFF
SHORTAGES

Good relationships at work

- Positive relationships
- Absence of conflict
- Good teamwork
- Rewarding social exchanges can support retention
- SCW value good social connections
- Second family'
- supportive colleagues to offset challenges
- Support from management

- Staff conflicts
- What helps
- Experiences of relationships
- Peer support
- Team-building events
- Social activities

Respect, value & reward staff

- Respect their work
- Gratitude, compliments & praise
- Rewards they would enjoy
- Celebrate personal & professional milestones
- Challenge dismissive/derogatory about SCW

Terms & conditions

- High emphasis in turnover
- Comparisons -employers & sectors
- Level of responsibility
- Below the national minimum wage
- Unpaid time at work

Flexibility & work/life balance

- Performance & satisfaction

- Reciprocal benefits

- Loyalty

- Staff preferences

- shift patterns (fairness & equity)

- Leave- well-rested workforce

- Personal commitments

- Change hours

Staff wellbeing

- Demanding work
- Fit & well
- Be proactive
- Information about wellbeing
- Wellbeing surveys
- Regular check-ins
- Issue affecting several staff

Mental health resources

Care hub

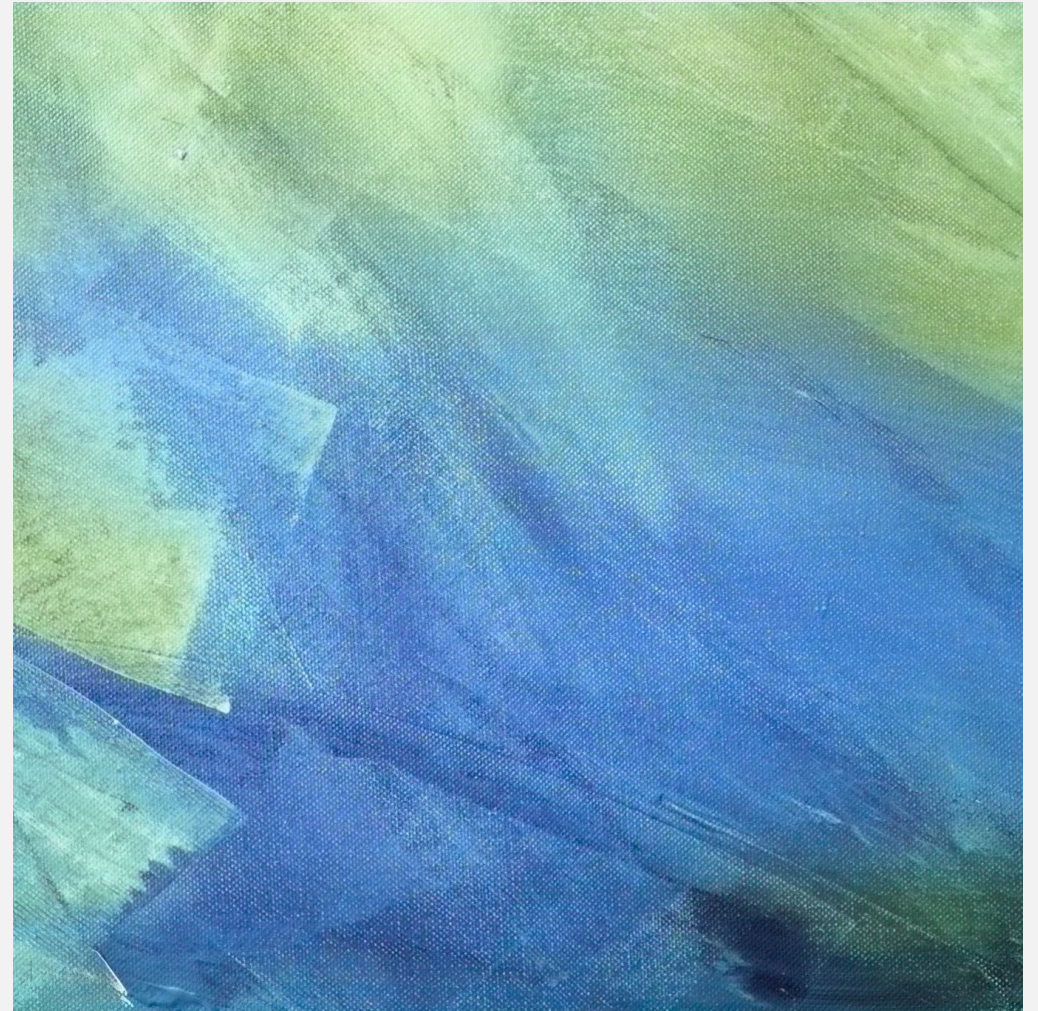Mental health first aiders

Healthcare benefits scheme

wellbeing podcasts

Return to work conversations

Risk assessments

Monitor through supervision.

Eye checks

Staff development and career progression

Northern Ireland Social Care Council

| Culture for learning | Aspirations & appetite | Development opportunities |
| Mentoring coaching buddying | Reward attainment | Part-time staff |

The 'voice' of social care

Staff feedback

Understand staff motivations

Work with staff to tackle retention issues

Negate a 'them and us' culture

Collaborating on common goals

Caring leadership

- High turnover of managers - high turnover of other staff
- Support managers
- Onsite, available & approachable
- Role models
- Supervision, coaching & mentoring
- Discuss satisfaction & intent
- Promote 'conversational practice'
- Strategies referenced under other themes in this guide also require caring leadership.

Workforce planning

- Attrition happens
- Factors beyond control
- Unhappy staff will look elsewhere
- Evidence about risk factors for retention; prevalence in your organisation
- Understand determinants of retention & turnover
- what makes people stay and what makes them leave?
- Visibility of retention strategies- existing staff

- What are the risk factors for staff leaving your organisation?

- Do you know when staff are thinking about leaving?

- What can you do to keep them?

- What are the levers for improvement in retention?

- Do you have a reputation as an employer of choice in your local community?

- Do you know what makes for a good employer?

- Do you know why some staff stay long term in SC employment and with certain employers?

- Do different groups of staff benefit from different retention activities?

- How could you divert finances used in repeated recruitment, induction and training used on transient staff to be better used for retention

And finally…

- Need for organisational & professional self-reflection

- Staff are a great resource to help with retention