



Social Care Managers Forum- May 2023

Workforce Learning & Development:

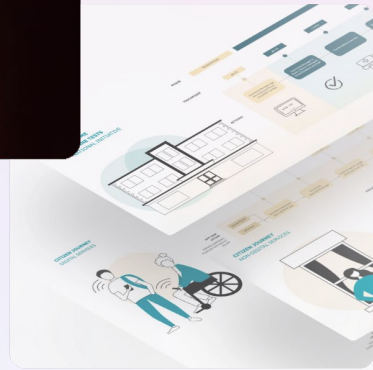
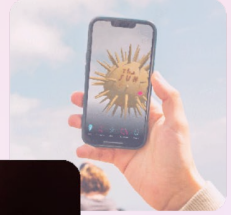
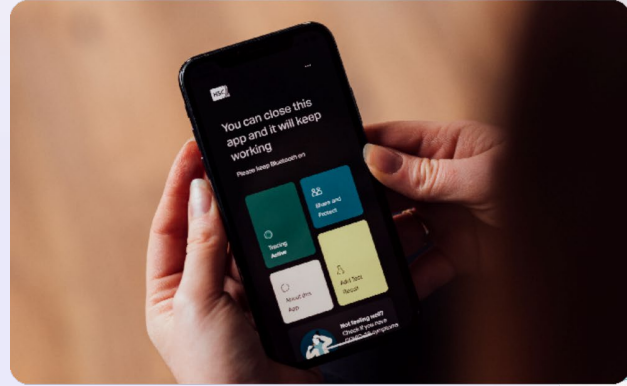
Understanding the Attitudes, Expectations, and Motivations of Frontline Staff

BIGMOTIVE



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We collaborate with global brands,
local governments, tech startups
and nonprofits to create future -ready
digital services in step with the needs
of *people* and the *planet*.



The Study



The Background

The Social Care Council is developing two initiatives to provide structured opportunities for continuous professional learning and development:

- The Care in Practice Framework
- The Safe and Effective Care Practice Certificate

The goals of these initiatives are to:

- Enable the workforce to provide the best care and support
- Provide opportunities for **recognition** and **specialisation**
- Address retention issues by increasing appeal as a **long-term career**

The Brief

Big Motive were asked to engage with a diverse population of Social Care Workers to inform the design, development, and deployment of these two initiatives.

We were asked to help understand:

- Attitudes and expectations regarding long -term working and learning in the Social Care profession.
- Barriers that may impact workforce retention and training.
- Perceptions of the two proposed L&D initiatives

Findings from this research would be used by the Social Care Council to refine the initiatives prior to launch.



Methodology



→ Participatory focus groups

- A series of online group discussions with SCWs
- Discussion of the the advantages and disadvantages of working in the profession.
- Open discussion regarding the two initiatives

→ Individual telephone interviews

- One-to-one telephone interviews to explore focus group themes in greater depth

→ Online survey

- An online survey to validate our findings with a wider population of the workforce.

201

Participants
involved

53

In focus groups /
interviews

148

In
surveys



Focus group & interview demographics

Type of Service & Sector

Daycare / Day Opportunities: 3

Charity / Voluntary Sector: 3

Statutory Sector - e.g. HSC Trust: 1

Domiciliary Care: 21

Independent / Private Sector: 12

Charity / Voluntary Sector: 1

Statutory Sector - e.g. HSC Trust: 8

Nursing / Residential Care: 10

Independent / Private Sector: 8

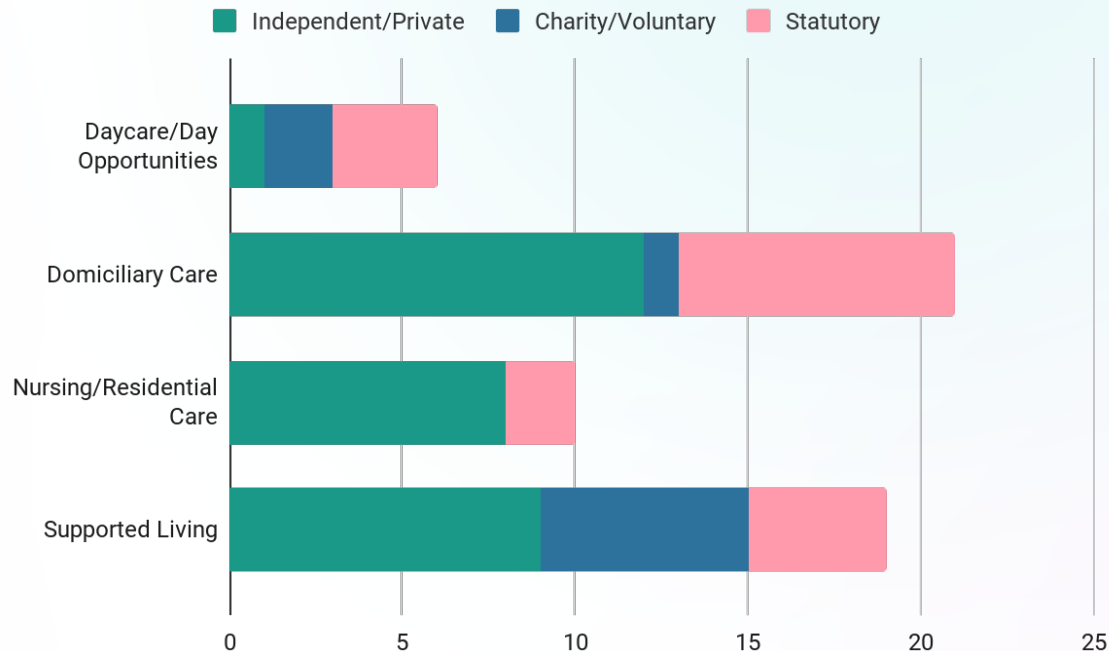
Statutory Sector - e.g. HSC Trust: 2

Supported Living: 19

Independent / Private Sector: 9

Charity / Voluntary Sector: 6

Statutory Sector - e.g. HSC Trust: 4



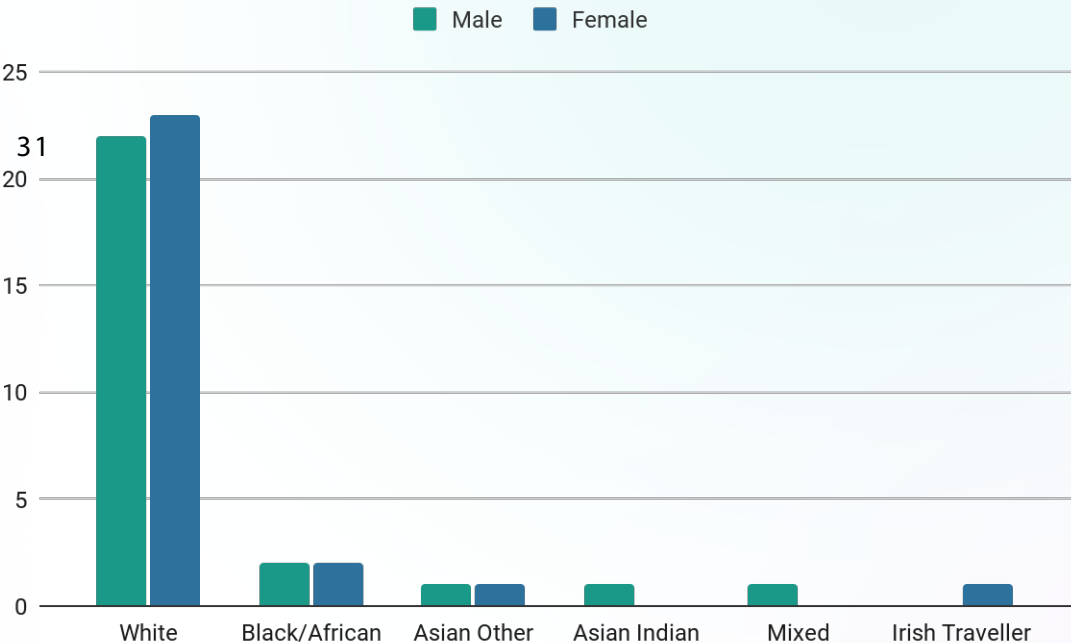
Focus group & interview demographics

Gender

Male: 22
Female: 22

Ethnicity

White: 47
Black / African / Caribbean: 4
Asian - Other: 3
Asian - Indian: 1
Mixed / Multiple: 1
Irish Traveller: 1



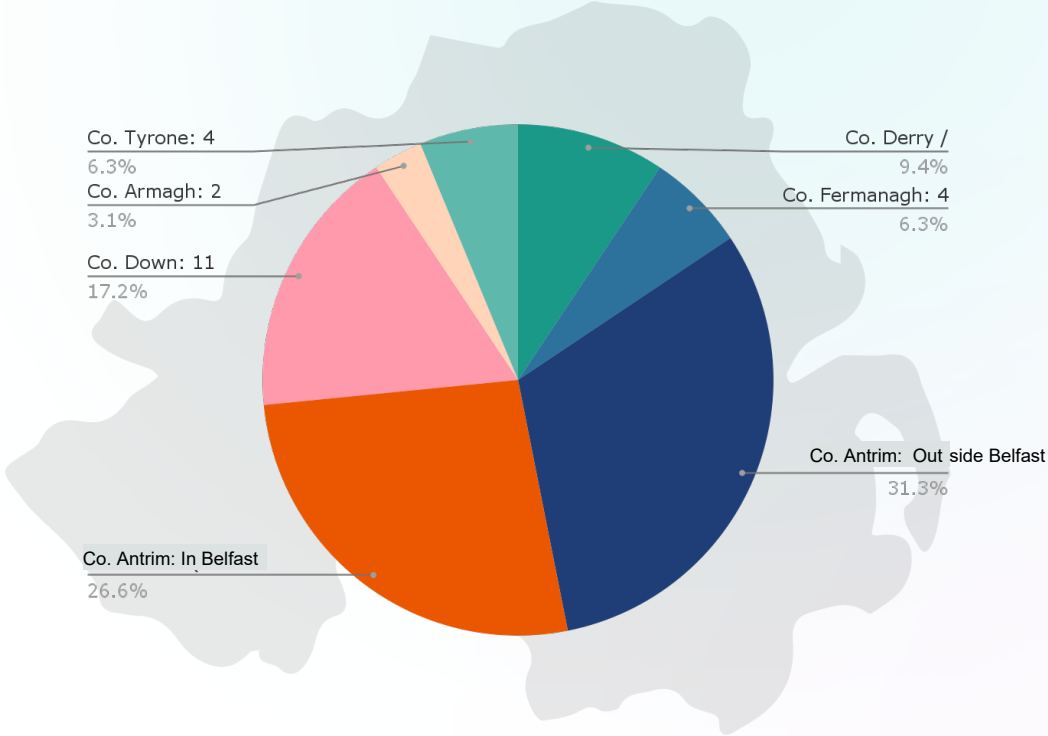
Focus group & interview demographics

Location

Co. Antrim (In Belfast):
Co. Antrim (Outside of Belfast):
Co. Armagh:
Co. Down:
Co. Derry / Londonderry:
Co. Fermanagh:
Co. Tyrone:

17
20

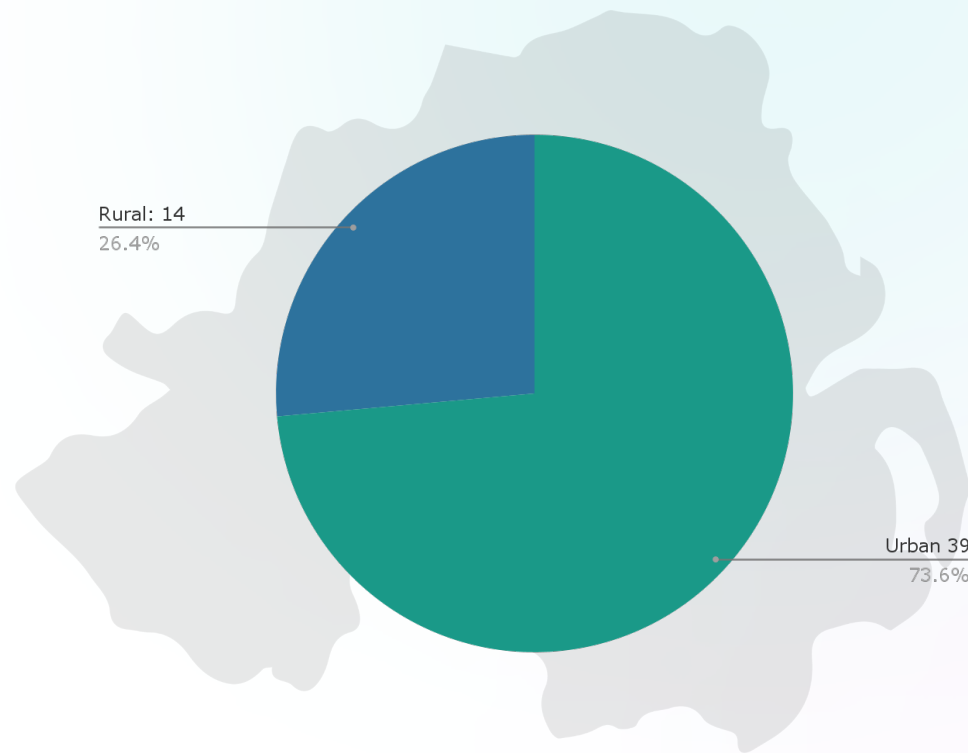
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Focus group & interview demographics

Urban / Rural

Urban: 39
Rural: 14



Focus group & interview demographics

		Time in the profession (years)					
		0-1	2-5	6-10	11-20	21+	
Age	20-29	0	1	1	0	0	Total: 2 (Part time 1, Full time 1)
	30-39	4	4	4	1	0	Total: 13 (Part time 3, Full time 10)
	40-49	1	5	4	6	1	Total: 17 (Part time 6, Full time 11)
	50-59	3	6	0	3	1	Total: 13 (Part time 6, Full time 7)
	60-69	1	0	2	3	2	Total: 8 (Part time 4, Full time 4)
		Total: 9 (Part time 4, Full time 5)	Total: 16 (Part time 5, Full time 11)	Total: 11 (Part time 4, Full time 7)	Total: 13 (Part time 4, Full time 9)	Total: 4 (Part time 3, Full time 1)	

Focus group & interview engagement

Expressed interest

271 SCWs completed an EOI form, indicating their desire to participate.

Actively signed up

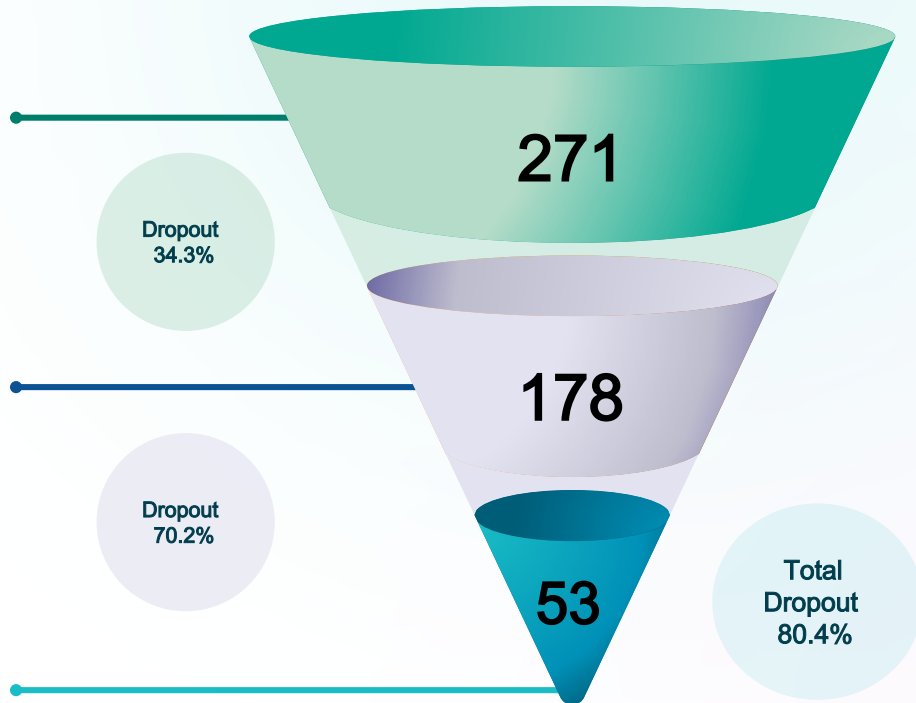
178 SCWs engaged in follow-up communication to arrange a session.

Participated

26 SCWs engaged in 1:1 phone calls.

27 SCWs engaged across 10 focus groups.

This high dropout rate prompted survey engagement.



Survey demographics

Number of eligible responses: 148*

Employment status

Full time:	81
(54.7%)	
Part time:	61
(41.2%)	
Self-employed / zero-hours:	6 (4.1%)

Sector

Independent / Private Sector:	75 (50.7%)
Statutory Sector - e.g. HSC Trust:	64 (43.2%)
Charity / Voluntary Sector:	7 (4.7%)

Location

Co. Down:	39
(26.4%)	
Co. Antrim (In Belfast):	27
(18.2%)	
Co. Antrim (Outside of Belfast):	27 (18.2%)
Co. Tyrone:	18
(12.2%)	
Co. Armagh:	17
(11.5%)	
Co. Derry / Londonderry:	15 (10.1%)
Co. Fermanagh:	5 (3.4%)

Time in the profession

Less than 1 year:	19 (12.8%)
1-2 years:	19 (12.8%)
3-5 years:	27 (18.2%)
6-10 years:	34 (23.0%)
11-15 years:	16 (10.8%)
16-20 years:	7 (4.7%)
21+ years:	26 (17.6%)

Time with current employer

Less than 1 year:	25 (16.9%)
1-2 years:	21 (14.2%)
3-5 years:	25 (16.9%)
6-10 years:	25 (16.9%)
11-15 years:	22 (14.9%)
16-20 years:	10 (6.8%)
21+ years:	20 (13.5%)

* 180 responses were received, however, 32 were excluded due to the respondent being a Social Care Manager (16), or having previous involvement in a research session for this project (16)

Key Insights

Attitudes towards the Social Care Profession



SCWs enter the profession motivated to help others



- Social Care Workers said their role is more of **avocation** than a profession, with altruistic and personal drivers influencing career progression.
- Many entered into the role with a **desire to make a difference** in people's lives, with previous experience of caring for a relative or friend.

"I looked after my father, when he passed away I applied to become a carer - I was lost without him"

"A job came up and I'd been looking after my wife who passed away. A friend suggested I work in social care"

SCWs are impacted by work pressures and role complexity

- Some expressed considering leaving the role due to **inadequate management** and **increasing job stress** .
- This, combined with high and unpredictable work demands, was one of the reasons for the high dropout (80%) rate during sessions.
- Some described using the role to prepare for other career aspirations like **nursing** .





What SCWs said...

*"You should work
in a Social Care
role for a week and
see if you turn up
for a research
session."*

*"Even mandatory meetings, people
don't turn up - this is a typical
dropout."*

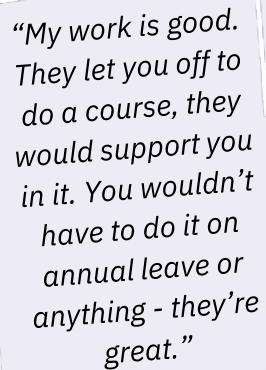
*"Why bother, no-one is going to
listen."*

*"The past years have
been horrendous, I
would have left during
COVID, but users
needed us - we took
the brunt of it - they
should have told us
that we did a good
job"*

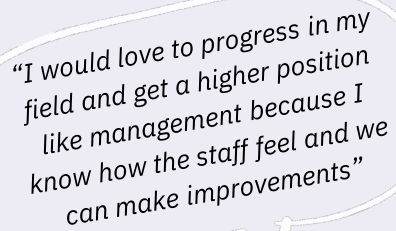
Attitudes and Experiences with Learning & Development



Some describe learning opportunities as accessible & motivating



"My work is good. They let you off to do a course, they would support you in it. You wouldn't have to do it on annual leave or anything - they're great."



"I would love to progress in my field and get a higher position like management because I know how the staff feel and we can make improvements"

- Some participants described feeling supported in accessing learning opportunities within their employment.
- Some described feeling hopeful to progress in their role through learning opportunities.
- Most described that they undertake learning and development to be able to better look after their users.
- Many SCWs talked about the value of their practice experience as having equal or greater value than formal learning and development

Attitudes and Experiences with Learning & Development

Why do you want to continue to learn and develop in your role?

<u>Response</u>	<u>Number</u>	<u>Percent</u>
I would like to be considered for promotion	50	33.8
I would like to increase my salary	68	45.9
I would like to improve how I work	87	58.8
I would like to improve the care I provide	93	62.8
I would like more responsibility	37	25.0
I do not want to continue to learn and develop in my role	14	9.5



Barriers to learning and development

- SCWs reported difficulties in obtaining information about the various career development opportunities available.
- They described missing out on valuable learning experiences and potential career progression.
- Other barriers included:
 - ◆ Workload and stress
 - ◆ Tight and unpredictable schedules
 - ◆ Paid time to undertake learning & development

41.2% of survey respondents indicated they did **not have time to attend L&D opportunities**.

Only 9.5% of survey respondents **did not want to continue to learn and develop in their role**.



SCWs described a lack of support from management

- SCWs described a separation between management and ground-level workers, leading to a lack of understanding, support, and guidance, making staff feel overwhelmed.
- SCWs described challenges in obtaining the necessary support to engage in basic training due to:
 - ◆ Understaffing,
 - ◆ Inflexible scheduling,
 - ◆ Inadequate financial assistance to undertake learning and development,
 - ◆ limited guidance or motivation from management.



What SCWs said...

"Possibly our managers wouldn't want to see us progressing as they would lose staff in an already understaffed area"

"I have been told there's no staff- we need you in work and are cancelling your training."

"There is not enough guidance/support - adjustments weren't made to my rota and I couldn't attend classes"

"I've been motivated to learn for years and it has just never happened, people want to progress but employers don't respond"



Crucially, no SCWs reported having a Learning & Development plan*

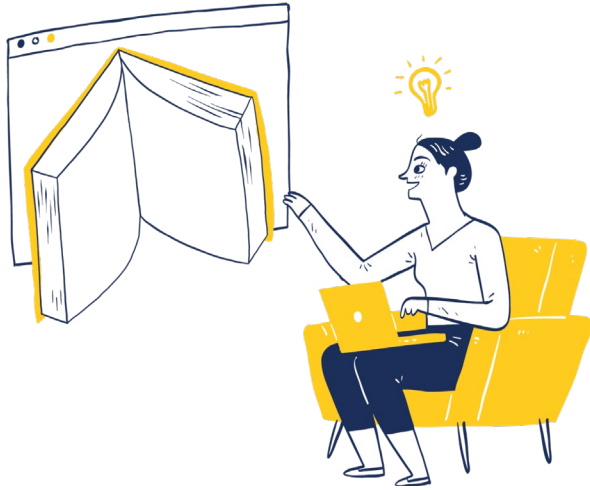
- “I have no career plan”
- “I don't know where to go to develop my career”
- “I have no idea how to pursue a higher level in H&SC, how do I move from the bottom?”
- “I have no career goals - no opportunities have presented [themselves]”
- “You neglect bettering yourself because you're focused on the residents”

20.9% of survey respondents stated that they had **no support in progressing their role.**

16.2% of survey respondents stated that they **did not know about any learning and development opportunities.**

Attitudes Towards the Care in Practice Framework





The CIP Framework will help SCWs feel motivated for role & career progression

- Participants described that having an understanding of potential pathways would help them with progression.
- Participants expressed that accessing the framework would help them to feel valued, confident, and protected in their roles.

"It would motivate myself to become more [involved in] L&D . This would also give myself more professionalism and know what the next stages are"

"The CIP Framework could help me learn and help me progress to doing a leadership and management course which will help promote my work and enhance the value of the workforce."

Attitudes Towards the Care in Practice Framework

Would this framework motivate you to progress in your career?

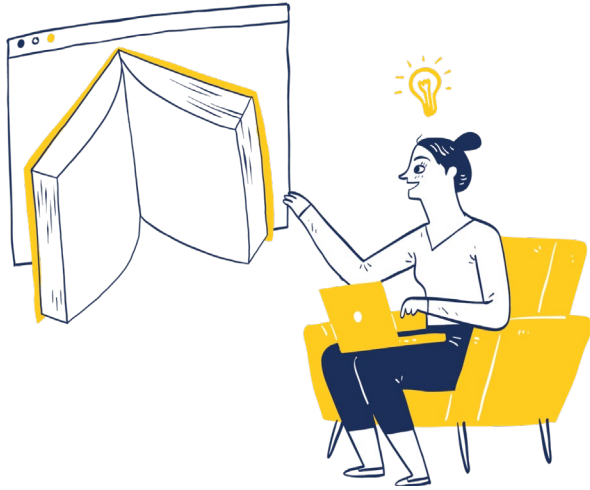
<u>Response</u>	<u>Number</u>	<u>Percent</u>
Yes	106	71.6
No	42	28.4

Would this framework support your learning and development?

<u>Response</u>	<u>Number</u>	<u>Percent</u>
Yes	126	85.1
No	22	14.9

Would this framework encourage you to stay in social care?

<u>Response</u>	<u>Number</u>	<u>Percent</u>
Yes	110	74.3
No	38	25.7

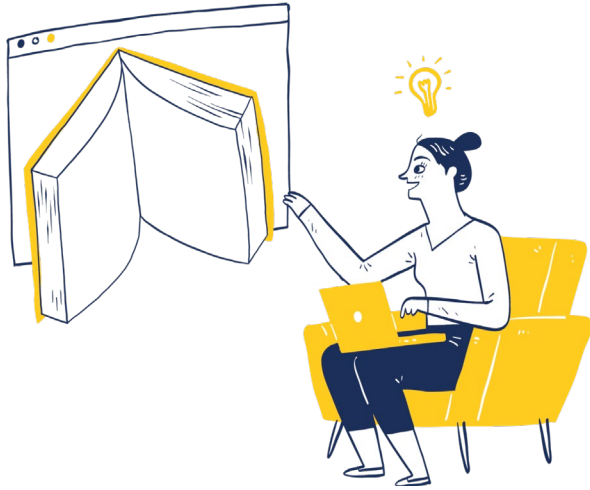


Considerations regarding the CIP Framework

- Participants described that employers would need to be engaged with the framework if it is to be successful
- They expressed the need for:
 - ◆ Clarity regarding the role of the manager.
 - ◆ Clear structures to support an L&D culture
 - ◆ CIP Champions
- They also described a need for acceptance of other fundamental needs, including:
 - ◆ Paid and protected time to undertake L&D
 - ◆ Equitable access to L&D

Attitudes Towards the Safe & Effective Care Practice Certificate





The Practice Certificate would increase flexibility and credibility

- Many participants described that the H&S Practice Certificate would increase flexibility in employment and save the need for repeated training.
- Participants described the potential impact of having the certificate as feeling credible, recognised, and trusted in their abilities and role.

"It would make you feel like your skills are recognised. there's stigma around care that it's unskilled"

"You would feel like you've some sort of qualification to keep you in the job"

"If you have to get retraining it makes you feel like they don't think you know what your doing"

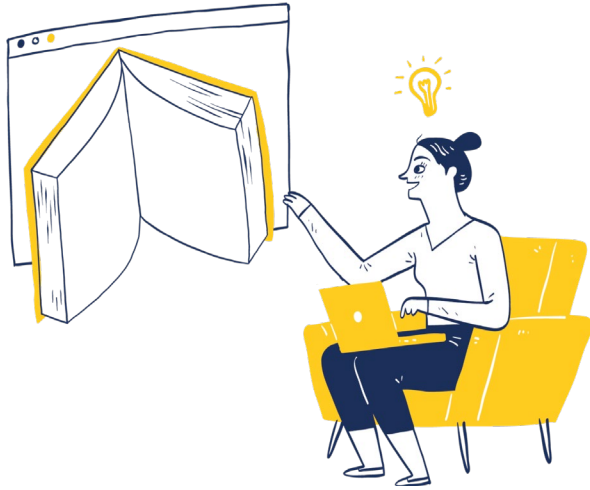
"It would make you feel like your skills are recognised. there's stigma around care that it's unskilled"

Attitudes Towards the Safe &
Effective Care Practice Certificate

"If it does what it says its going to do, then why wouldn't it work.

Time is of the essence here. Get it rolling, get people listening, get them interested, back up what you propose and don't let us down.

It has the potential to offer stability for future carers and the families they come into contact with [...] it should, if implemented correctly, build the next generation of carers for all settings."



Considerations for the Practice Certificate

- Some participants described that individuals who have low confidence in education may be deterred from entering the role if certificate is mandatory.
- Others reflected upon the existing barriers due to service pressures.

*"I think it could act as a barrier.
For people who might find it hard
to do things like that"*

*"At the beginning of my role, I
wouldn't have had time to do the
certificate because they're so
understaffed"*

Relevant Survey Results

What impact might the potential new Safe and Effective Care Practice Certificate have on new people coming into social care?

<u>Response</u>	<u>Number</u>	<u>Percent</u>
It could help them to feel recognised and valued	105	70.9
It could improve the care and support they provide to service users	105	70.9
It could encourage more people to become a social carer worker	78	52.7
It could discourage some people from becoming a social care worker	34	23.0
None of these	5	3.4

Next Steps

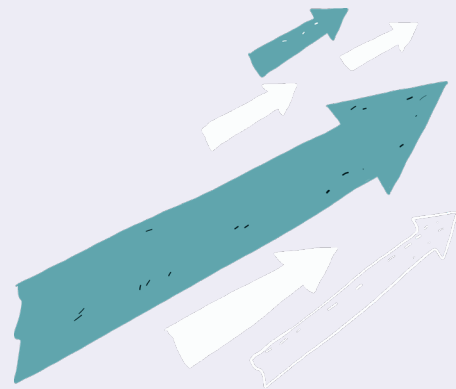
Next Steps

Continuing Development

- These insights have provided confidence and clarity in the continuing development of the CIP Framework and H&S Practice Certificate.
- The insights will be used to further develop and refine these initiatives.

Research with Social Care Managers

- We hope to obtain funding to conduct similar research with Social Care Managers, to better understand how integration of these initiatives can be supported, and how the barriers identified by the workforce can be addressed.



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Thank you.

