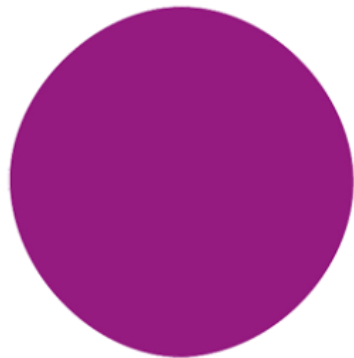




Your journey to a career in social care

Understanding why people leave and the cost of turnover

Welcome! Please introduce yourself in the chat



Our aim for today's event

Calculate your staff turnover figure

Understanding why people leave

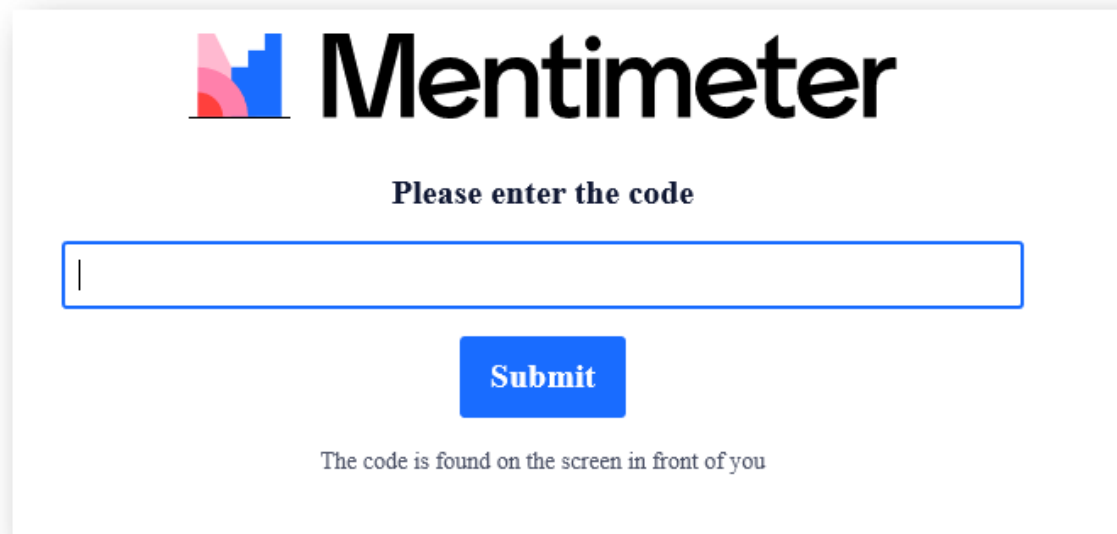
Understand the importance of employee feedback

Take away ideas to better facilitate employee feedback using effective engagement strategies

Be confident in planning evidence-based retention strategies

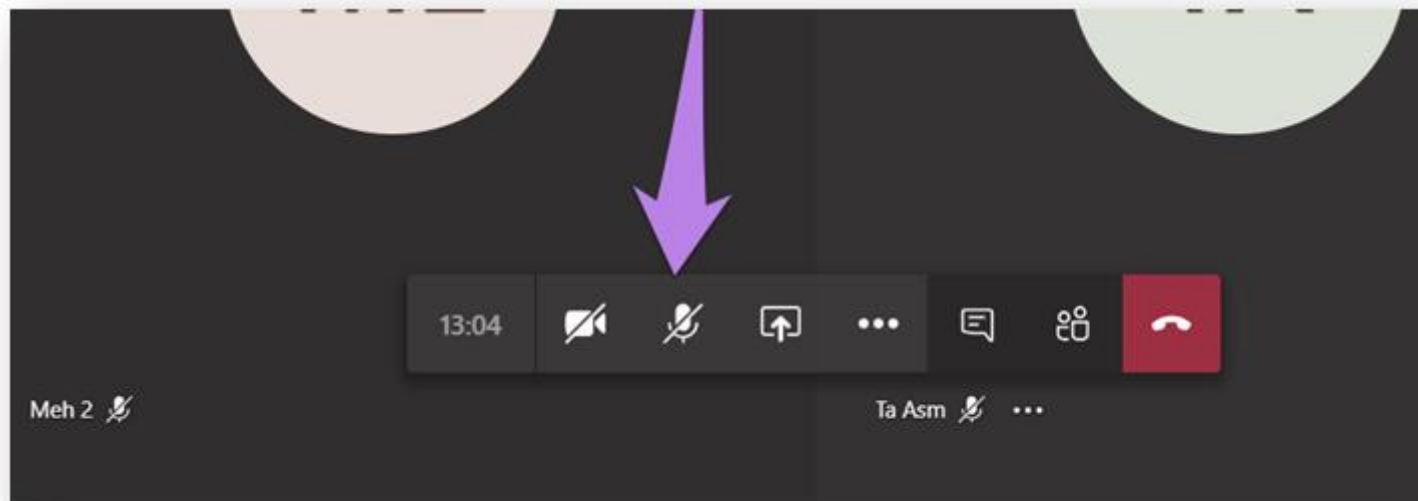
How to participate in this session

Go to www.menti.com and have the home page ready to go

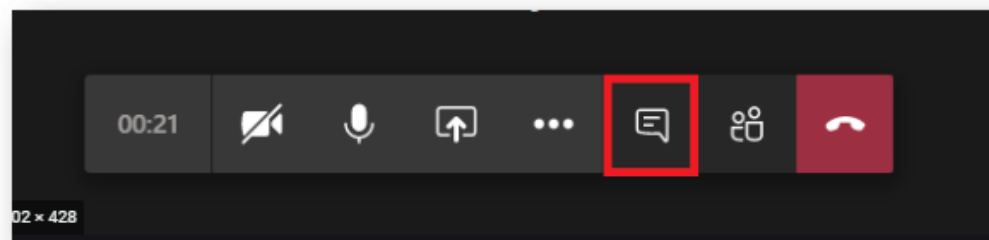


The image shows a screenshot of the Mentimeter website. At the top left is the Mentimeter logo, which consists of a stylized bar chart with three bars in red, blue, and blue. To the right of the logo is the word "Mentimeter" in a large, bold, black sans-serif font. Below the logo and name is the text "Please enter the code" in a smaller, bold, black font. Underneath this text is a long, empty rectangular input field with a thin blue border. Below the input field is a blue rectangular button with the word "Submit" written in white, bold, sans-serif font. At the bottom of the page, there is a line of small, grey text that reads "The code is found on the screen in front of you".

Stay muted while speakers are presenting to reduce sound disruptions



Use the chat function to ask questions for the Q& A panel

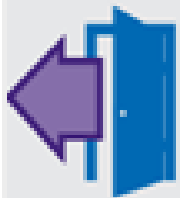


Statistics

Turnover Rate & Leavers

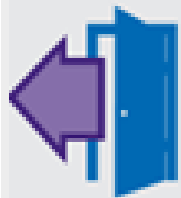
March 2019 – March 2020 Skills for Care, Workforce Intelligence

National



Turnover Rate
30.4%
(or 430,000 leavers)

East Midlands



Turnover Rate
34.2%
(or 42,000 leavers)

Leicestershire



Turnover Rate
38.6%
(or 5,600 leavers)

Of those leavers..

National



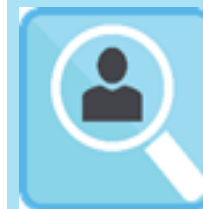
67%
Remained in the
sector

East Midlands



67%
Remained in the
sector

Leicestershire



63%
Remained in the
sector

How Retention Affects Recruitment and Cost to your Business

Did you know?

- Each new hire costs your business in the region of £700
- Spending time ensuring your recruitment process is robust will save you time, money and resource
- New staff who are aware of expectations, highs and lows of the job are better prepared and less likely to leave
- Ensuring job descriptions and company culture are clear at the beginning, will enable a smooth transition during the onboarding process
- A stable workforce creates a positive culture

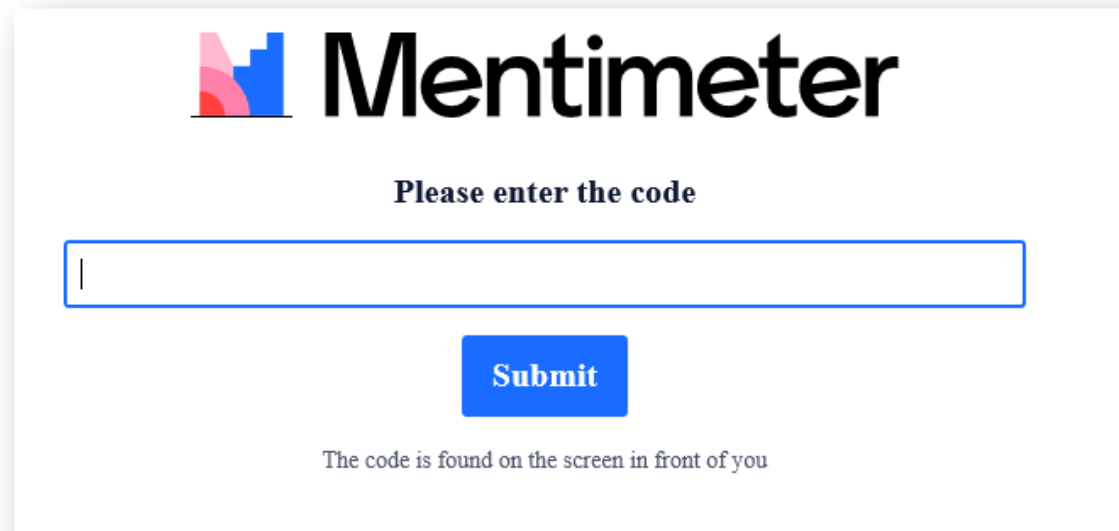
Communicate your vision and values through the whole candidate journey including adverts, job description and during the interview.

Be honest and transparent of expectations, highs and lows.

Improve performance of recruitment and retention by tracking Return on Investment

Poll question: Do you know your annual staff turnover %?

Go to www.menti.com and have the home page ready to go



The image shows a screenshot of the Mentimeter website's poll entry page. At the top left is the Mentimeter logo, which consists of a stylized bar chart with three bars in red, blue, and green. To the right of the logo is the word "Mentimeter" in a large, bold, black sans-serif font. Below the logo and name is the text "Please enter the code" in a smaller, bold, black font. Underneath this text is a long, empty rectangular input field with a thin blue border. Below the input field is a blue rectangular button with the word "Submit" written in white, bold, sans-serif font. At the bottom of the page, there is a line of small, grey text that reads "The code is found on the screen in front of you".

Workshop: Staff Turnover Rate

Why?

- Compare staff turnover year on year
- Look at patterns and reasons why staff leave
- Ideally aim for under 20% staff turnover as a benchmark

How to work out Staff Turnover

$$\frac{\text{Total number of leavers in a year}}{\text{Average number of employees in a year}} \times 100$$

How to work out Average Number of Employees in a Year

Example:

Add up the total amount of staff employed for each month of the year and then divide this by 12.

*Next add the total amount of leavers for each month of the year - see below example using **2406 staff** as the total employed over a year and **16 leavers** for the year.*

Calculate the average number of employees

2406 / 12 = 200.5
Average number of employees for year

16
Total leavers for the year

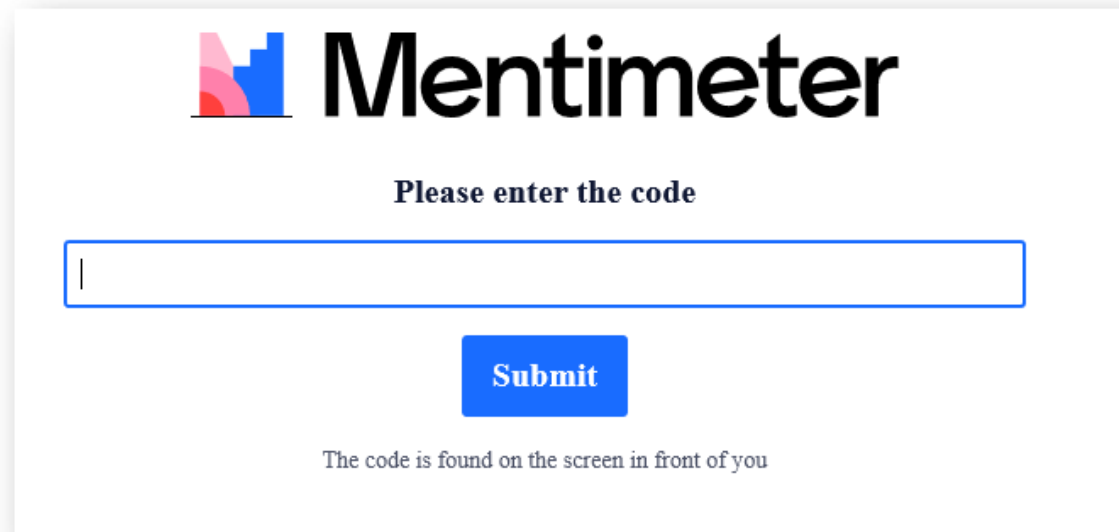
You can now calculate the staff turnover % rate

$$16 / 200.5 = 0.8 \times 100 = 8\%$$

(rounded up to the nearest decimal point)

Poll question: What is your annual staff turnover %?

Go to www.menti.com and have the home page ready to go



The screenshot shows the Mentimeter poll entry interface. At the top left is the Mentimeter logo, which consists of a stylized bar chart with three bars in red, blue, and green. To the right of the logo is the word "Mentimeter" in a large, bold, black sans-serif font. Below the logo and name is the instruction "Please enter the code" in a smaller, bold, black font. Underneath this instruction is a long, empty text input field with a thin blue border. Below the input field is a blue rectangular button with the word "Submit" written in white, bold, sans-serif font. At the bottom of the page, there is a line of small, grey text that reads "The code is found on the screen in front of you".

Understanding Why People Decide to Leave

Key Factors

- High turnover within first 6 months
- Suitability to the role
- Changes in personal circumstances
- Unsatisfied employees

As an employer it's important to understand what you can and can't control when understanding why people leave.

Those factors that you have some control over solutions should be implemented and will in turn save you **time**, **money** and **resource**.

Let's dive into some of the key issues and map out solutions...

Suitability for the Role

This can be controlled by adopting a robust recruitment process and understanding expectations

Values Based Recruitment

- Assess candidates' **values** against your own organisational values
- Values-based **interview questions** will help to ensure that you recruit people with the right skills, behaviours and attributes into your workplace.

Research shows that staff turnover is lower in organisations that use values-based recruitment in comparison to those using tradition methods.

Being Transparent with Expectations

- Be clear throughout the recruitment process of expectations – from job advert to interview I.e night or weekend shift expectations, travel, unsocialable hours.
- Staff have expectations too for example; payment accurate and on time, training and development, strong leadership

Key Values

Patience	Tolerance
Empathy	Compassion
Honesty	Respect
Resilience	Flexibility
Adaptability	Professionalism
Empowering Others	

Can you tell me
a time when...
How did that
make you feel?

Can you give
me an example
of when you
have been...

Personal Circumstances

Changes in Personal Circumstances

This is the area that you as an employee will have the **least control** over, but with some **creative thinking** and offering **support** it can help you retain staff when their personal circumstance change.

Here are some examples of key issues the employee may be facing:

Childcare

Finances

Transport

Family &
Relationships

Health

Going back to
education

Let's consider how we can support and retain them at the same time:

- Listen to staff and work with them in overcoming personal issues
- Reduce hours OR offer bank staff contract
- Signpost to services relating to financial or family concerns
- Partner with other drivers for a set period of time (adhering to Covid-19 regs) to resolve transport issues

What better way to make someone feel valued?!

Unsatisfied Staff

This is the factor that you have the most control over and can have the greatest impact on.

You may find out about a staff member being unsatisfied via:

- 1-2-1 / Supervisions / Team Meeting
- Conversations between colleagues
- Change in someone's attitude, performance or timekeeping



Listen to your Staff using Effective Engagement Strategies
(detailed later in the presentation)



Listening to your staff using effective engagement strategies

The first step to improving your staff turnover rate

Why is listening to your staff important?



Identify concerns and issues early on so you can 'nip them in the bud'



Establish an evidence base to plan retention strategies with high return-on-investment



Get fresh ideas and perspectives from staff across your service



Create a positive working culture; transparency, openness, trust



Make your staff feel valued

Ways to engage with staff and gather feedback

Four key methods;

- ❖ Staff surveys
- ❖ Staff supervision
- ❖ Focus groups and team meetings
- ❖ Staff satisfaction events

Top tip

It is useful to use a combination of feedback methods as an inclusive approach will give you a higher return.

Staff surveys; beyond a paperwork exercise

Why are surveys worth doing?

- Gather lots of information quickly
- Confidentiality means you can gather more reliable feedback (compared to in-person methods)
- Can be done online and offline (e.g., postal survey) at the same time
- Gather data in a format that is easy to interpret
- Track trends over time
- Use data to measure success of new strategies
- Target particular sections of your workforce; new starters, BAME staff, bank staff

However! **To be worthwhile, surveys need to be designed and delivered effectively.**

What's the key to success?

Case study: Leicestershire County Council's bi-annual staff survey



Peer speaker

Jo Miller, Team Leader of Strategic Support at Leicestershire County Council



Leicestershire County Council Staff Survey

Jo Miller
Head of Business Intelligence (Job Share)



Background

- In the making for a number of years
- Build trust and demonstrate commitment
 - Respondents and managers
- Be comfortable with feedback and acknowledging areas for improvement
- Start small if need be (concerns about anonymity)
- High level barometer of views – requires stability
- Fought hard for consistent survey (don't try and do too much with your staff survey)
 - Power in comparability - over time/between services and staff groups
 - Temptation is to keep changing it – but can detract rather than add value
 - Few survey questions are perfect – manage with imperfections
 - Have a gatekeeper for your survey
- Use other surveys and engagement to augment insight and probe issues, if you can
 - Not a one survey solution – don't be tempted to add a question here or there
 - Also, leavers and new starters surveys/conversations, coronavirus wellbeing surveys etc

Design

- Try to cover the most key/important issues only
 - E.g., My Council (6 question), My Manager (5 questions), My Job (11 questions)
 - We rationalised the questions over the years (data volume vs response rate)
 - No questions are compulsory – can skip questions if don't know/not applicable
- Similar question structure where possible – agree/disagree statements (4 or 5 point scale)
 - 'I believe the council is a good employer' (My Council)
 - 'My line manager keeps me well informed' (My Manager)
 - 'I feel valued for the work I do' (My Job)
- Free text questions too (but manage expectations) – requested limit to 15 words
 - How heard about the survey and why completing? To inform future promotion
 - How would you improve communications...?
 - If you could improve or change one thing...?
- 'About you'/Demographic questions
 - Understanding equalities issues
 - Including department/service, office base, whether a manager, length of service
 - This section grew over time (as confidence grew)

Participation

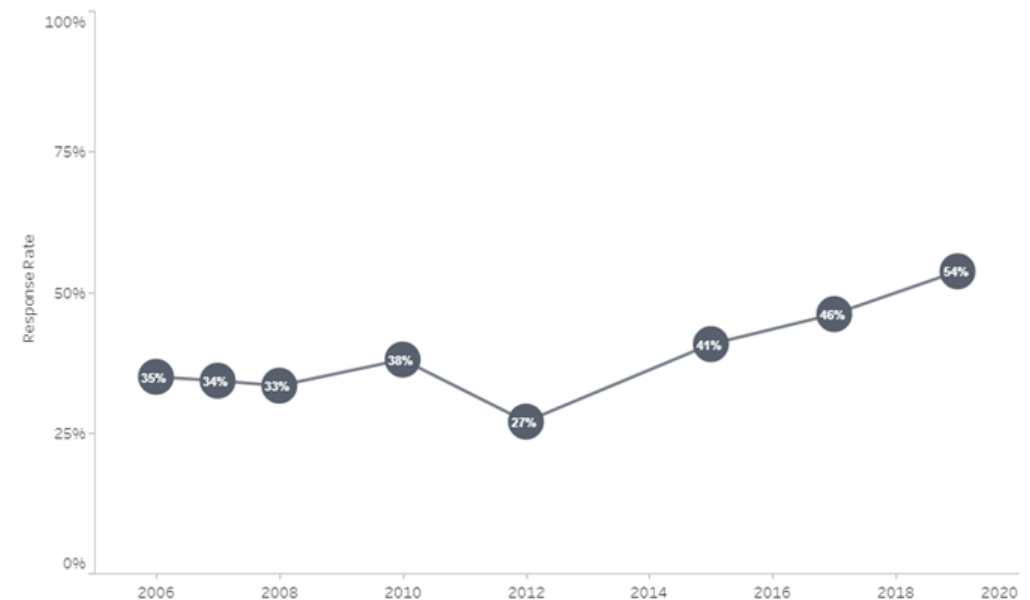
- Reassurance about anonymity is key
 - *“Your responses will be treated as confidential. Your individual responses will not be passed on to managers. The data will be aggregated before publicising, so your responses will not be identifiable.”*
 - Make sure your surveying tool provides full anonymity
- Explain why people should complete the survey – why it matters, how it will be used
- Remind people of previous action as a result of feedback
- Explain how they can fill it in (provide alternatives) – online, paper, mobile friendly (QR codes)
- Long fieldwork window (2 months) – with reminders, promotion, posters
- Service managers given daily updates with completion numbers in their areas (friendly competition)

Results and actions

- Can be sophisticated or simple
 - Automated dashboard reporting or simple infographics/ newsletters
- Disaggregate to a level that is suitable for your organisation
 - Protect anonymity and confidence at all costs, e.g., don't show results split by demographics if people can be identified.
- Consider who sees the comments in full (comments can be coded/categorised instead)
- Raw data is held only by analysts and is not shared more widely (gatekeepers)
- Use results as a prompt for discussions within teams
 - The survey will tell you 'what' not 'why'
- Use as a resource to evidence change
 - 'You said, we did', or to communicate why some things can't change
- Be transparent with the results
 - Share aggregate results with all
- Give yourself enough time to action change between surveys

Lessons learnt and top tips

- Start small
- Build trust
- Win hearts and minds
- Have a gatekeeper
- Keep consistent
- Be transparent
- Action and communicate change
- Give yourself enough time





Any questions?

Thank you for listening

Using staff supervision to reduce turnover



Schedule **regular** supervisions into your staff rotas.



Find a **quiet environment** where staff **feel relaxed**, and conversations can't be overhead.



Have a **supervision template** to structure the conversation and ensure all important topics are covered.



Keep a record of supervisions, including **agreed actions**, and send a copy to the staff member.



Increase supervisions for **new staff** and staff who you have identified as needing additional support.

Using staff supervision to reduce turnover



Foster an '**open-door**' culture throughout your organisation to ensure staff feel comfortable raising issues or concerns at any time.

Focus group sessions for employee feedback

What are they?

- **Facilitated discussion** where staff are encouraged to speak openly
- Can be a stand-alone event, or take place as part of a team meeting
- Can be targeted at **specific groups of staff**; e.g., bank staff, BAME staff, or new starters
- Feedback is recorded in an **anonymous and confidential** way to ensure staff feel comfortable being open and honest

How would you describe your work-life balance?

Looking back on your week, is there anything that could have gone better?

How do you like to be rewarded for going above and beyond?

Focus group sessions for employee feedback

Benefits of Group Feedback Sessions;

- Generates discussion
- Gives an opportunity for staff to offer their input in a 'safe environment' with support from colleagues
- Unlike with a survey, you can ask follow-up questions to better understand feedback
- Opens the floor up to suggestions from all staff on issues raised
- Creates a culture of feedback - a healthy practice for the business and staff alike.

Top tips for effective focus groups;

- Assign a facilitator to lead the meeting and record feedback
- Ensure that groups are made up of staff who get on well, so they are likely to be comfortable talking openly
- Hold the meetings in a quiet space where conversations can't be overheard

Staff satisfaction events

What are they?

- An **employee engagement event** where staff come together to give feedback to managers and share ideas for improvement
- Often include **team building activities** and opportunities to get to know each other better
- Can be focussed on a **specific theme**; e.g., staff wellbeing or exploring your organisational values.
- Takes place as **part of paid working hours** – staff can be split into groups to ensure service delivery is not disrupted



Staff satisfaction events

What are the benefits?

- Create a **safe environment** for staff to openly discuss topics that can be harder to talk about in the normal work environment
- Explore **themes prioritised as a result of staff surveys** or supervisions. E.g, if survey results show that lots of staff are struggling with stress, you can use a staff satisfaction event to find out more and gather suggestions for improvements.
- **Strengthen working relationships** within your teams
- **Demonstrate your commitment** to your staff by dedicating a day or half-day for them to have their views heard
- These events can be tied into **staff recognition activities**. For example, incorporate an awards ceremony or 'thank you' presentation.

Important! Remember to record the findings of the event and the agreed actions. Send out a follow-up communication to staff to explain how you are going to address the concerns and suggestions raised.

Got your results? Join us for future topic conferences



Building a positive
workplace culture



Leadership skills to
boost retention



Boosting employer
reputation through job
board reviews



Top strategies for
reducing staff turnover



Thank you for coming

inspiredtocare@leics.gov.uk