

Using a Research Approach in Human Resources

Report Title: Futureproofing Retention – A Proposed Way Forward

Name: Leanne Aitken

CIPD Membership Number: 53274276

Date: 15 February 2019

Word count: 2,190

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: 

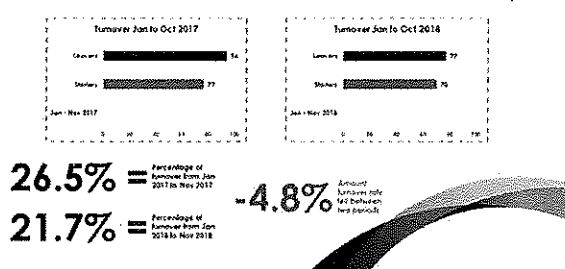
Date: 15 February 2019

Executive summary

The World Health Organisation estimates a shortage of 15 million healthcare workers by 2030 (Gaul, 2017). Closer to home, capacity and financial constraints are being experienced within the healthcare sector and the organisation itself, with high levels of attrition continuing to drive turnover cost and agency spend.

The focus of this report is to address the issue of high staff turnover across the National Autistic Society “NAS” in order to provide recommendations that could inform a retention strategy by leveraging the success that Wales has had in reducing turnover and piloting that across the organisation.

NAS Cymru Turnover - 2017 and 2018



The methodology comprised primary and secondary research. The secondary research was conducted as part of the literature review and includes empirical research in respect of best practice retention strategies devised by leading healthcare providers. The primary research includes the output following surveys conducted amongst 89 outgoing employees and 10 incumbent registered managers in Wales whose responses were grouped into themes that indicated the key contributors to turnover, as well as highlighting the areas that the organisation was perceived to be under delivering in, for example, employee wellbeing.

The findings indicate a number of key focus areas that will need to be prioritised if a tangible improvement in retention is to be achieved, specifically, in the areas of employee wellbeing and development, linking reward and recognition programmes to performance and providing employees with the flexibility to manage their work/life integration.

The report, therefore, proposes a number of recommendations (and accompanying facilitators) that support the realisation of a retention strategy that is fit for purpose and aligns to one of the priorities to support change in the NAS 2018/19 plan, namely, *“retaining skilled staff who feel valued and are excited to work for us”*. These include:

- Providing timely and constructive career development opportunities to employees.
- Increasing awareness of staff wellbeing, reinforced by activities that demonstrate management’s value in the wellbeing, health and happiness of their employees.
- Providing a clearly defined and communicated pay and reward scheme that is aligned to legislative standards and allows for recognition of good performance.
- Utilising organisational reward and incentive schemes that recognise staff efforts, achievements, practice and engagement.

Contents

1. Introduction (terms of reference)	3
2. Literature Review	3
2.1 What is the current state of turnover amongst social care providers?	3
2.2 Which areas have the greatest impact on improving retention?	4
2.3 What are the critical success factors when embedding a retention strategy?	4
3. Methodology	5
4. Findings/Discussion	5
5. Conclusions	7
6. Recommendations for change	8
Limitations	9
References	10
Bibliography	12
Appendix A	
Appendix B	

1. Introduction (terms of reference)

The NAS People Strategy is designed to support our charity deliver our core deliverables and our corporate values, however, in order to fulfil this mandate, the organisation needs to identify the key factors driving the high levels of turnover across the organisation and implement a retention strategy that will facilitate a measurable increase in retention.

The landscape within which the NAS operates is a complex one within which to recruit and retain talent. The NVCO has recently warned that charities face a financially challenging 2019 amid Brexit uncertainty, tight government budgets and a weakened economy (Lepper, 2019).

The NAS talent management agenda faces challenges inherent to UK healthcare providers, balancing ongoing tensions between commissioning fees awarded by Local Authorities (which are failing to keep pace with local costs (Atkinson, et al., 2016)) against employee remuneration, rewards and benefits.

Currently, average turnover across the UK is 28%. It is estimated that turnover cost is £1,800 per employee and with agency spend tipping £1.3m, it is a business imperative that this issue is at the forefront of the organisational agenda.

This report has been compiled for the Board of Directors and seeks to leverage research and current thinking in order to provide cost effective recommendations for change by addressing the following questions:

- What are the key drivers for employees existing the organisation?
- What are the steps required to achieve a measurable improvement in retention levels?
- What are the enablers for successfully embedding a fresh approach to retention?

2. Literature Review

This literature review sought to establish what the overarching themes were in terms of factors driving turnover in the UK and more specifically, identify the key contributors synonymous with healthcare providers.

2.1 What is the current state of turnover amongst social care providers?

In a recent poll, 47% of 1,000 British workers were looking to move jobs (Investors in People, 2018). Within the adult care social services sector in England, turnover was tracking at 31% for the 2017/18 year to September 2018 and that at any one time, the vacancy rate was 8% (110,000 jobs, of which 76,000 were care workers) (Skills for Care, 2018). Unlike other sectors, where automation will ultimately lead to fewer workers (Berriman & Hawkesworth, 2017), an ageing demographic and a growth in the number of adults aged 18-65 requiring support for complex conditions, will see demand for care/support workers continue to escalate (Franklin, 2015, Humphries, et al., 2016, Simpson, 2017).

2.2 Which areas have the greatest impact on improving retention?

The CIPD advocates, that in order to reduce turnover, employer focus areas should include career development, flexible working and managing employee wellbeing (CIPDc, 2018) and examples of studies that corroborate these findings include (Atkinson, et al., 2016, NHS, 2017, Scottish Care, 2018). There are, however, a number of other areas that research is evidencing play a significant role in driving attrition, including

Remuneration – it is a widely held belief that care work does not fully reflect the characteristics of low skilled work (Rainbird & Heyes, 2011) and that workers fulfilling frontline care/support roles within Adult Services environments are undertaking work that is complex and relational in nature (Atkinson, et al., 2016). There is, therefore, an argument to support that work of this nature is recognised and rewarded accordingly. This is, however, not the case across the sector and entry level care/support workers are paid at minimum wage. The UK government has, however, prescribed that by April 2020, employers should (as a minimum) be paying £9 an hour (CIPDb, 2018), although a revised forecast of £8.61 was included in a press release published on the Gov.Uk website in October of last year. (Sanderson, 2018).

Reward - The Institute for Employment Studies (Brown, 2019), put forward the view that reward management should be considered in a wider context and echoes the CIPD's recommendations on retention (CIPDc, 2018) that career progression and employee wellbeing (both emotional and financial) should be at the forefront of the retention agenda, however, the author proposes that improvements to base pay should be supplemented by linking reward policies for staff at all levels of an organisation. Consequently, investing in the costly overhauling benefit and incentive schemes may possibly fail to deliver an upswing in retention and as evidenced in a CIPD survey of 568 companies conducted in 2018 (CIPDd, 2018).

Onboarding - (Gaul, 2017) states that 86% of employees decide whether they will remain with the organisation within the first 6 months of joining, which is a view shared by Skills for Care (2018). Failure to assimilate an employee into the culture of the organisation from the outset (through poor induction processes) has also been evidenced to spark stress/anxiety in people and potentially trigger or exacerbate mental health conditions (CIPDe, 2018).

2.3 What are the critical success factors when embedding a retention strategy?

Allen, et al (2010) highlight the importance for employers to adopt an evidence based approach to retention management based on three key principles, namely: a shared understanding amongst stakeholders of what is driving turnover, understanding what the underlying principles are and tailoring the retention strategy to the context in which the organisation operates.

It stands to reason that embedding a retention strategy successfully would include that consideration be given to the following:

Communication strategies - organisations would need to consider the mechanisms that are in place to engage and empower staff to communicate their ideas (NHS, 2017), whilst ensuring that they are aware of the initiatives in place to support them.

Equipping people managers – research has indicated that there is a fundamental need to impart the leadership skills required for line managers to feel empowered in engaging and developing their teams, whilst having the knowledge and understanding of the organisational policies and processes in place to manage poor performance and drive functional turnover (CIPDa, 2015, Ou, et al., 2017).

3. Methodology

This report was compiled utilising an interpretivist approach to research (Anderson, 2013).

Secondary data was collected through a literature review that sought to identify UK trends impacting employee turnover, whilst comparing and analysing research in order to identify whether these trends were synonymous with those being experienced in the healthcare sector, including what recent studies had revealed as being positive contributors to boosting retention amongst care/support workers. These findings were used as the basis for the survey questions posed in the survey sample to service managers which formed part of the primary research.

A cross-sectional approach (Taylor & Woodhams, 2016) was adopted for the primary research and included two strands, namely:

- 10 registered managers across 12 services in West Wales (working in both residential and day service settings) were included in a survey sample. The rationale for choosing managers rather than employees to take part in the survey was in order to avoid creating an expectation amongst staff at this preliminary stage. The survey comprised a set of questions, some of which were open ended and a list of 12 benefits which required respondents to score using a Likert scale to determine the weighting.
- The results from this survey were compared to the qualitative responses received from outgoing employees (below manager level) over the 12 months to December 2018, in order to identify themes across data sets and determine whether ex-employees shared a similar viewpoint to the management tier of the organisation on this issue.

4. Findings/Discussion

The manager responses from the survey revealed the top 3 lowest scoring areas as being performance based rewards with 70% of respondents scoring them as “poor”, followed by a lack of team building opportunities and flexible working (shift patterns) with half of respondents returning a score of “poor” (Appendix A).

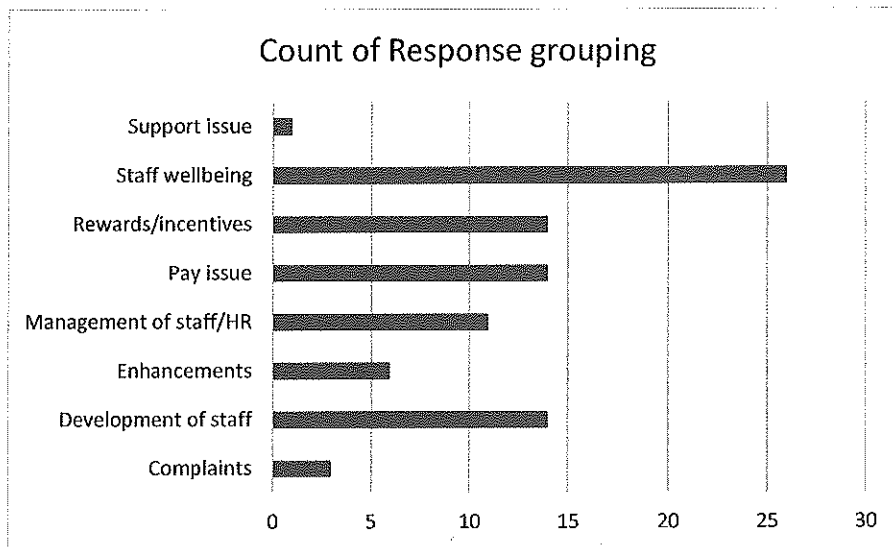
4.6. Performance based rewards						Response Percent	Response Total
1	Good					0.0%	0
2	Satisfactory					30.0%	3
3	Poor					70.0%	7
Analysis	Mean:	2.7	Std. Deviation:	0.46	Satisfaction Rate:	85	answered 10
	Variance:	0.21	Std. Error:	0.14			

4.4. Flexible shift patterns						Response Percent	Response Total
1	Good					20.0%	2
2	Satisfactory					30.0%	3
3	Poor					50.0%	5
Analysis	Mean:	2.3	Std. Deviation:	0.78	Satisfaction Rate:	65	answered 10
	Variance:	0.61	Std. Error:	0.25			

4.1. Team building						Response Percent	Response Total
1	Good					0.0%	0
2	Satisfactory					50.0%	5
3	Poor					50.0%	5
Analysis	Mean:	2.5	Std. Deviation:	0.5	Satisfaction Rate:	75	answered 10
	Variance:	0.25	Std. Error:	0.16			

This data set was compared to the 8 groupings assigned to reasons for leaving that a sample of 89 departing employees had provided over the past 12 months. Perceived shortcomings in respect of

employee wellbeing was deemed as the leading cause for people exiting the organisation, followed by issues related to rewards/incentives, staff development and pay (Appendix B).



It is evident from the research conducted that a number of themes have emerged as being integral to successfully improving retention, namely in the areas of:

- Prioritising employee wellbeing;
- providing defined career paths (linked to performance metrics) and facilitating employee development;
- linking reward and recognition programmes to performance;
- providing flexible working opportunities; and
- pay.

5. Conclusions

Having concluded the above research, it is apparent, that in order to improve retention, the organisation needs to engage with its people from the outset of the employee relationship. Additionally, it is clear that employees within the organisation and across the sector are attributing value to a level of flexibility that will facilitate an improvement in their work/life balance, being rewarded for differential performance and being offered opportunities to progress and develop through defined career pathways.

Ultimately, the NAS exists to support autistic individuals and their families and research supports the view that investment in employee wellbeing directly impacts the levels of care that individuals receive (NHS, 2017, Atkinson, et al., 2016). This person centred approach needs to translate into the processes and policies underpinning our people management practices in order for the NAS to cultivate a workforce of expert practitioners in autism.

6. Recommendations for change

Based on the findings indicated herein, the following recommendations are proposed:

Staff Development - Provide timely and constructive career development opportunities to employees in a cost-effective way, through the following:

- Defining clear career pathways and a structured route for developing skills and knowledge (key working, leadership and communication practices, line management).
- Creating a prospectus for externally accredited qualifications and improving access routes for enrolment.
- Strengthening the succession pipeline by increasing talent through development opportunities, training and secondments.
- Introducing retention reviews linked to the staff appraisal scheme wherein staff are required to feedback on measures that would support their progression and development.

Wellbeing - An increased awareness of staff wellbeing reinforced by activities that demonstrate management's value in the wellbeing, health and happiness of staff working across the services, including:

- Greater use of debrief processes and where appropriate, increased use of staff redeployment strategies and time away from individuals or services.
- Increased quality assurance of supervisions, appraisals and staff one to one meetings to ensure that a balance of performance, practice and staff wellbeing is achieved through these processes.
- Development of team charters across services that allow staff to gauge and monitor management performance and where necessary, implement team building activities to raise and maintain staff morale.
- Improved management relationships with staff and better understanding of policy implementation, mental health issues and motivation factors.

Flexibility Enhancements - Provide a more flexible shift pattern that allows a better work life balance for staff whilst continuing to meet the needs of the service and the people we support through the review of current rotas for each service and look to implement better forward planning (ie: fixed long term rotas, longer working days and more time off during the week and at weekends).

Salary & Benefits - A clearly defined and communicated pay and reward scheme that is aligned to legislative standards, allows for recognition of good performance and defines the value that the organisation has in its specialist autism staff, including:

- Establishing clear scale points across all roles with a defined method for climbing up the incremental scale and grades.
- Implementing annual cost of living increases to match inflation and aligned to the national cost of living index.
- Formulating a strategy to support the organisation in moving towards being a Living Wage Employer.

Rewards & Incentives - Better use to be made of organisational reward and incentive schemes that recognise staff efforts, achievements, practice and engagement, including:

- A protocol and guidance document to be developed/communicated that encourages service managers to nominate staff for the NAS Voucher Scheme.
- Implementation of an employee of the month/quarter within regions or as NAS as a whole that is publicised across the Area in the NAS newsletter.
- Greater use of local project working incentivised by honorarium payments to individual staff (ie: Fun days, Autism Hour, Community Inclusion Projects etc.).

Limitations

The following limitations were identified:

- Primary data was compiled from a comparatively small sample size (89 exiting employees and 10 registered managers within Wales Adult Services).
- Research centred around Adult Services and would need to be expanded to include schools and outreach services across geographies.
- During the course of researching this topic, there was limited data available that was specific to turnover and retention in the 3rd sector and this should be explored more fully at a future date.

References

- Allen, D. & Bryant, P., 2012. *Managing Employee Turnover: Myths to dispel and Strategies for Effective Management*. 1st ed. New York: Business Expert Press.
- Allen, D., Bryant, P. & Vardaman, J., 2010. Retaining Talent: Replacing Misconceptions with Evidence-Based Strategies. *Academy of Management Perspectives*, 24(2), pp. 48-64.
- Anderson, V., 2013. *Research Methods in Human Resource Management: Investigating a Business Issue*. 3rd ed. London: Chartered Institute of Personnel and Development.
- Atkinson, C., Crozier, S. & Lewis, L., 2016. *Factors that affect the recruitment and retention of domiciliary care workers and the extent to which these factors impact upon the quality of domiciliary care*, Cardiff: Welsh Government.
- Atkinson, C. & Lucas, R., 2013. Worker responses to HR practice in adult social care in England. *Human Resource Management Journal*, 23(3), pp. 296-312.
- Berriman, R. & Hawkesworth, J., 2017. *Will Robots Steal Our Jobs?*, London: PWC UK.
- Brown, D., 2019. 2019: a totally rewarding year? *IES Perspectives on HR 2019*. [Online] Available at: <https://www.employment-studies.co.uk/resource/2019-totally-rewarding-year> [Accessed 1 February 2019].
- CIPDa, 2015. *A collection of thought pieces: Changing HR operating models*. London: Chartered Institute of Personnel and Development.
- CIPDb, 2018. *Consultation on April 2019 National Minimum Wage Rates*. London: Chartered Institute of Personnel and Development.
- CIPDc, 2018. *Employee turnover and retention factsheet*, London: Chartered Institute of Personnel and Development.
- CIPDd, 2018. *Employers expect to reward employees like Santa, not Scrooge*, London: Chartered Institute of Personnel and Development.
- CIPDe, 2018. *People Managers' Guide to Mental Health*, London: Chartered Institute of Personnel and Development.
- CIPDf, 2018. *Talent management: Understanding the changing text and benefits of talent management, and the key features of a talent management strategy*, London: Chartered Institute of Personnel and Development.
- Clark, J., McHugh, J. & McKay, S., 2011. *The UK Voluntary Sector Workforce Almanac 2011*. 2 ed. London: Skills - Third Sector.
- Fisher, J., 2015. *Strategic Reward and Recognition: Improving employee performance through non-monetary incentives*. 1st ed. London: Kogan Page.
- Franklin, B., 2015. *The End of Formal Adult Social Care? A provocation by the ILC-UK*, London: ILC-UK (International Longevity Centre - UK).
- Gaul, P., 2017. Onboarding is critical. *Talent Management*, 71(8), pp. 28-32.
- Humphries, R. et al., 2016. *Social Care for Older People: home truths*, London: King's fund.

Investors in People, 2018. *Job exodus trends - 2018 employee sentiments poll*, London: Investors in People.

Lee, T. et al., 2017. On the next decade of research in voluntary employee turnover. *Academy of Management Perspectives*, 31(3), pp. 201-221.

Lepper, J., 2019. *NCVO urges charities to bridge the 'tech divide'*. [Online]
Available at: <https://www.charitydigitalnews.co.uk/2019/01/14/ncvo-urges-charities-to-bridge-the-tech-divide/>
[Accessed 6 February 2019].

Moriarty, J., Manthorpe, J. & Harris, J., 2018. *Recruitment and retention in adult social care services*, London: Social Care Workforce Research Unit, King's College.

NHS, 2017. *Improving Staff Retention: A Guide for Employers*, London: NHS Employers.

NHS, 2017. *Retaining your clinical staff: A practical improvement resource*, London: NHS Improvement.

Ou, A., Seo, J., Choi, D. & Horn, P., 2017. When can humble top executives retain middle managers? The moderating role of top management team fault lines.. *Academy of Management Journal*, 60(5), pp. 1915-1931.

Rainbird, H. & Heyes, J., 2011. Mobilising resources for union learning: A strategy for revitalisation?. *Industrial Relations Journal*, 42(6), pp. 508-602.

Sanderson, B., 2018. *Gov.UK: LPC welcomes acceptance of its 2019 minimum wage rate recommendations*. [Online]
Available at: <https://www.gov.uk/government/news/lpc-welcomes-acceptance-of-its-2019-minimum-wage-rate-recommendations>
[Accessed 5 February 2019].

Scottish Care, 2018. *Care Home Workforce Data Report 2018*. [Online]
Available at: <http://www.scottishcare.org/policy-research-2/>
[Accessed 2 January 2019].

Simpson, P., 2017. *Public Spending on Adult Social Care in England*. IFS Briefing Note BN200, London: Institute for Fiscal Studies.

Bibliography

- Allen, D. & Bryant, P., 2012. *Managing Employee Turnover: Myths to dispel and Strategies for Effective Management*. 1st ed. New York: Business Expert Press.
- Allen, D., Bryant, P. & Vardaman, J., 2010. Retaining Talent: Replacing Misconceptions with Evidence-Based Strategies. *Academy of Management Perspectives*, 24(2), pp. 48-64.
- Anderson, V., 2013. *Research Methods in Human Resource Management: Investigating a Business Issue*. 3rd ed. London: Chartered Institute of Personnel and Development.
- Atkinson, C., Crozier, S. & Lewis, L., 2016. Factors that affect the recruitment and retention of domiciliary care workers and the extent to which these factors impact upon the quality of domiciliary care, Cardiff: Welsh Government.
- Atkinson, C. & Lucas, R., 2013. Worker responses to HR practice in adult social care in England. *Human Resource Management Journal*, 23(3), pp. 296-312.
- Berriman, R. & Hawkesworth, J., 2017. *Will Robots Steal Our Jobs?*, London: PWC UK.
- Brown, D., 2019. 2019: a totally rewarding year? IES Perspectives on HR 2019. [Online] Available at: <https://www.employment-studies.co.uk/resource/2019-totally-rewarding-year> [Accessed 1 February 2019].
- CIPDa, 2015. *A collection of thought pieces: Changing HR operating models*. London: Chartered Institute of Personnel and Development.
- CIPDb, 2018. *Consultation on April 2019 National Minimum Wage Rates*. London: Chartered Institute of Personnel and Development.
- CIPDc, 2018. *Employee turnover and retention factsheet*, London: Chartered Institute of Personnel and Development.
- CIPDd, 2018. *Employers expect to reward employees like Santa, not Scrooge*, London: Chartered Institute of Personnel and Development.
- CIPDe, 2018. *People Managers' Guide to Mental Health*, London: Chartered Institute of Personnel and Development.
- CIPDf, 2018. *Talent management: Understanding the changing text and benefits of talent management, and the key features of a talent management strategy*, London: Chartered Institute of Personnel and Development.
- Clark, J., McHugh, J. & McKay, S., 2011. *The UK Voluntary Sector Workforce Almanac 2011*. 2 ed. London: Skills - Third Sector.
- Fisher, J., 2015. *Strategic Reward and Recognition: Improving employee performance through non-monetary incentives*. 1st ed. London: Kogan Page.
- Franklin, B., 2015. *The End of Formal Adult Social Care? A provocation by the ILC-UK*, London: ILC-UK (International Longevity Centre - UK).
- Gaul, P., 2017. Onboarding is critical. *Talent Management*, 71(8), pp. 28-32.
- Humphries, R. et al., 2016. *Social Care for Older People: home truths*, London: King's fund.

Investors in People, 2018. Job exodus trends - 2018 employee sentiments poll, London: Investors in People.

Lee, T. et al., 2017. On the next decade of research in voluntary employee turnover. *Academy of Management Perspectives*, 31(3), pp. 201-221.

Lepper, J., 2019. NCVO urges charities to bridge the 'tech divide'. [Online]
Available at: <https://www.charitydigitalnews.co.uk/2019/01/14/ncvo-urges-charities-to-bridge-the-tech-divide/>
[Accessed 6 February 2019].

Moriarty, J., Manthorpe, J. & Harris, J., 2018. Recruitment and retention in adult social care services, London: Social Care Workforce Research Unit, King's College.

NHS, 2017. Improving Staff Retention: A Guide for Employers, London: NHS Employers.

NHS, 2017. Retaining your clinical staff: A practical improvement resource, London: NHS Improvement.

Office for National Statistics (ONS), 2017. Labour Force Survey: People in employment on zero hours contracts. [Online]
Available at:
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/contractsthatdonotguaranteeaminimumnumberofhours/mar2017>
[Accessed 3 January 2019].

Ou, A., Seo, J., Choi, D. & Horn, P., 2017. When can humble top executives retain middle managers? The moderating role of top management team fault lines.. *Academy of Management Journal*, 60(5), pp. 1915-1931.

Rainbird, H. & Heyes, J., 2011. Mobilising resources for union learning: A strategy for revitalisation?. *Industrial Relations Journal*, 42(6), pp. 508-602.

Sanderson, B., 2018. Gov.UK: LPC welcomes acceptance of its 2019 minimum wage rate recommendations. [Online]
Available at: <https://www.gov.uk/government/news/lpc-welcomes-acceptance-of-its-2019-minimum-wage-rate-recommendations>
[Accessed 5 February 2019].

Scottish Care, 2018. Care Home Workforce Data Report 2018. [Online]
Available at: <http://www.scottishcare.org/policy-research-2/>
[Accessed 2 January 2019].

Simpson, P., 2017. Public Spending on Adult Social Care in England. IFS Briefing Note BN200, London: Institute for Fiscal Studies.

Skills for Care, 2018. The state of the adult social care sector and workforce in England, Leeds: Skills for Care.

Taylor, S., 2018. Resourcing and Talent Management. 7th ed. London: Chartered Institute of Personnel and Development.

Taylor, S. & Woodhams, C., 2016. Studying Human Resource Management. 2nd ed. London: Chartered Institute of Personnel and Development.

Appendix A

Employee benefit survey for managers

1. Which area do you currently work in?

			Response Percent	Response Total
1	South West Wales		70.00%	7
2	South East Wales		30.00%	3
3	North Wales		0.00%	0
Analysis				
	Mean:	1.3	Std. Deviation:	0.46
	Variance:	0.21	Std. Error:	0.14
	Satisfaction Rate:	15	answered	10
			skipped	0

2. What do you feel that the current climate is within your service(s), in relation to staff well-being?

			Response Percent	Response Total
1	Open-Ended Question		100.00%	10
1	10/10/2018 16:06 PM ID: 96416842	Generally within the home it is ok due to our personal awareness of others and team work, but regarding attitudes within the NAS as an employer, not good, staff do not think that NAS consider staff wellbeing generally.		
2	10/10/2018 16:19 PM ID: 96417960	Things could be improved.		
3	10/10/2018 18:22 PM ID: 96428741	OK		
4	11/10/2018 06:26 AM ID: 96451883	Can be problematic at times due to sickness levels and this I believe is because of staff shortages and burn out		
5	11/10/2018 08:56 AM ID: 96460306	Has been low but is currently improving		
6	11/10/2018 13:29 PM ID: 96495225	Pretty good all round. Just one or two niggles between a couple of staff that is being improved through SM/MS/WB's input and supervision process. Majority of staff enthused to do well for our individuals. Morale did go down after a hard Summer of cover rotas etc. Have used Agency Staff since beginning of Aug 2018 that has helped things - have recruited since and likely to cease using the Agency staff in next week or so.		
7	11/10/2018 14:41 PM ID: 96509082	stressed due to work load , shortage of staff effects climate		
8	15/10/2018 15:55 PM ID: 96811632	Staff are feeling a little run down due to recruitment being slow which in turn is requiring them to work more overtime. In general, from discussions I've had, staff in the main are feeling well and supported by management.		
9	16/10/2018 11:09 AM ID: 96878387	average		

2. What do you feel that the current climate is within your service(s), in relation to staff well-being?

			Response Percent	Response Total
10	16/10/2018 14:23 PM ID: 96899704	All satisfied and happy , just pressured due to lack of staff!		
			answered	10
			skipped	0

3. What benefits (aside from pay) do you think we could offer to staff to encourage an increase in retention of quality staff members?

			Response Percent	Response Total
1	Open-Ended Question		100.00%	10
1	10/10/2018 16:06 PM ID: 96416842	There is nothing that could be offered that would encourage an increase in staff retention other than pay. We are unable to compete with other care companies and therefore the current salary structure only really attracts young people starting out in their career with little experience or commitment to stay long term.		
2	10/10/2018 16:19 PM ID: 96417960	Better shift pattern, more weekends off. Rewards for overtime. Performance based pay.		
3	10/10/2018 18:22 PM ID: 96428741	Offering learning and development activities in line with an agreed career path Quarterly social events Christmas event including people we support and families		
4	11/10/2018 06:26 AM ID: 96451883	Extra annual leave day and a day off if no sickness in that 12 months		
5	11/10/2018 08:56 AM ID: 96460306	Recognition for going above and beyond - know he have had this and it seemed to work well		
6	11/10/2018 13:29 PM ID: 96495225	A further commitment to staff development by the running of CPD activities and helpful short courses or microteaching sessions (twilight). Get keynote speakers in on twilight sessions and look at sending as many staff as can afford to release to go to conferences or other events. ASCF for support workers - developing competence and sign off also to help staff to produce own portfolio. More team building events and inclusion in open evenings for recruitment etc. Just rolling out '50 things to improve the service in 100 days' in GH service- staff to take part in shared team building tasks to improve environment etc. 'Employee of the Month or Season Award' and reward the successful staff member with an extra day leave (duvet day!) - criteria would be how much the person had made a huge difference and successes achieved for our people,		
7	11/10/2018 14:41 PM ID: 96509082	not many staff know about the discount scheme and how to access it, recognition should be given to staff who complete QCFS ie voucher or staff member of the month to be published in newsletters, ice one from each service		
8	15/10/2018 15:55 PM ID: 96811632	Additional annual leave days. More cross service activities and events for individuals Reduce demands on services such as training		
9	16/10/2018 11:09 AM ID: 96878387	recognition for the hard work that they do ,		
10	16/10/2018 14:23 PM ID: 96899704	Recognition of worth , appreciation of extra work that's put in (going above and beyond) Oo and perkbox.com...		
			answered	10

3. What benefits (aside from pay) do you think we could offer to staff to encourage an increase in retention of quality staff members?

	Response Percent	Response Total
	skipped	0

4. How do you rate the following benefits that we currently offer staff? Would you like to comment on any item on this list particularly?

	Good	Satisfactory	Poor	Response Total
Team building	0.0% (0)	50.0% (5)	50.0% (5)	10
Training	80.0% (8)	10.0% (1)	10.0% (1)	10
Employee benefits site	10.0% (1)	60.0% (6)	30.0% (3)	10
Flexible shift patterns	20.0% (2)	30.0% (3)	50.0% (5)	10
Annual leave/holiday allowance	40.0% (4)	60.0% (6)	0.0% (0)	10
Performance based rewards	0.0% (0)	30.0% (3)	70.0% (7)	10
Recognition of good work	10.0% (1)	60.0% (6)	30.0% (3)	10
Increased wage through working additional hours	10.0% (1)	60.0% (6)	30.0% (3)	10
Exposure to development opportunities (For example: becoming a trainer)	40.0% (4)	50.0% (5)	10.0% (1)	10
Long service reward scheme	10.0% (1)	80.0% (8)	10.0% (1)	10
Employee health and well-being benefits (For example: EAP)	70.0% (7)	30.0% (3)	0.0% (0)	10
Voucher schemes	0.0% (0)	90.0% (9)	10.0% (1)	10
answered				10
skipped				0

Comments: (4)

1	10/10/2018 18:22 PM ID: 96428741	I have found the voucher scheme to have been poorly administrated- I tried to get a voucher for a staff member and needed to chase and chase for this to be actioned- it took way too long which actually caused negative morale as a result in the Manager of the service Recent team building event in Cardiff was EXCELLENT- we need to do more of the same as the cost is minimal. There is very little flexibility in shift patterns Performance based rewards are few and far between. Staff do not know what they need to do to achieve a higher salary- there is no clarity- only subjective decision making.
---	--	---

4. How do you rate the following benefits that we currently offer staff? Would you like to comment on any item on this list particularly?

		Good	Satisfactory	Poor	Response Total
2	11/10/2018 06:26 AM ID: 96451883	The awards are not always given after nominations are made We used to have increments but we do not any more There is opportunity for progression but sickness levels will go against the selection process for who attends Support worker road shows would be good, but again not everyone can attend as the service is open and no room for closure to give others opportunities			
3	11/10/2018 08:56 AM ID: 96460306	The benefits site is not easy to use and due to issues with getting on pc's, it is not publicised enough			
4	15/10/2018 15:55 PM ID: 96811632	There is too much training, especially the need for staff to do eLearning in their own time when they are already burning out through overtime demands.			

Matrix Charts

4.1. Team building						Response Percent	Response Total	
1	Good					0.0%	0	
2	Satisfactory					50.0%	5	
3	Poor					50.0%	5	
Analysis	Mean:	2.5	Std. Deviation:	0.5	Satisfaction Rate:	75	answered	10
	Variance:	0.25	Std. Error:	0.16				

4.2. Training						Response Percent	Response Total	
1	Good					80.0%	8	
2	Satisfactory					10.0%	1	
3	Poor					10.0%	1	
Analysis	Mean:	1.3	Std. Deviation:	0.64	Satisfaction Rate:	15	answered	10
	Variance:	0.41	Std. Error:	0.2				

4.3. Employee benefits site						Response Percent	Response Total	
1	Good					10.0%	1	
2	Satisfactory					60.0%	6	
3	Poor					30.0%	3	
Analysis	Mean:	2.2	Std. Deviation:	0.6	Satisfaction Rate:	60	answered	10
	Variance:	0.36	Std. Error:	0.19				

4.4. Flexible shift patterns						Response Percent	Response Total
1	Good					20.0%	2
2	Satisfactory					30.0%	3
3	Poor					50.0%	5
Analysis	Mean:	2.3	Std. Deviation:	0.78	Satisfaction Rate:	65	answered 10
	Variance:	0.61	Std. Error:	0.25			

4.5. Annual leave/holiday allowance						Response Percent	Response Total
1	Good					40.0%	4
2	Satisfactory					60.0%	6
3	Poor					0.0%	0
Analysis	Mean:	1.6	Std. Deviation:	0.49	Satisfaction Rate:	30	answered 10
	Variance:	0.24	Std. Error:	0.15			

4.6. Performance based rewards						Response Percent	Response Total	
1	Good					0.0%	0	
2	Satisfactory					30.0%	3	
3	Poor					70.0%	7	
Analysis	Mean:	2.7	Std. Deviation:	0.46	Satisfaction Rate:	85	answered	10
	Variance:	0.21	Std. Error:	0.14				

4.7. Recognition of good work						Response Percent	Response Total
1	Good					10.0%	1
2	Satisfactory					60.0%	6
3	Poor					30.0%	3
Analysis	Mean:	2.2	Std. Deviation:	0.6	Satisfaction Rate:	60	answered 10
	Variance:	0.36	Std. Error:	0.19			

4.8. Increased wage through working additional hours						Response Percent	Response Total
1	Good					10.0%	1
2	Satisfactory					60.0%	6
3	Poor					30.0%	3
Analysis	Mean:	2.2	Std. Deviation:	0.6	Satisfaction Rate:	60	answered 10
	Variance:	0.36	Std. Error:	0.19			

4.9. Exposure to development opportunities (For example: becoming a trainer)						Response Percent	Response Total
1	Good					40.0%	4
2	Satisfactory					50.0%	5
3	Poor					10.0%	1
Analysis		Mean:	1.7	Std. Deviation:	0.64	Satisfaction Rate:	35
		Variance:	0.41	Std. Error:	0.2		
						answered	10

4.10. Long service reward scheme						Response Percent	Response Total
1	Good					10.0%	1
2	Satisfactory					80.0%	8
3	Poor					10.0%	1
Analysis		Mean:	2	Std. Deviation:	0.45	Satisfaction Rate:	50
		Variance:	0.2	Std. Error:	0.14		
						answered	10

4.11. Employee health and well-being benefits (For example: EAP)						Response Percent	Response Total
1	Good					70.0%	7
2	Satisfactory					30.0%	3
3	Poor					0.0%	0
Analysis		Mean:	1.3	Std. Deviation:	0.46	Satisfaction Rate:	15
		Variance:	0.21	Std. Error:	0.14		
						answered	10

4.12. Voucher schemes						Response Percent	Response Total
1	Good					0.0%	0
2	Satisfactory					90.0%	9
3	Poor					10.0%	1
Analysis		Mean:	2.1	Std. Deviation:	0.3	Satisfaction Rate:	55
		Variance:	0.09	Std. Error:	0.09		
						answered	10

5. Is there anything that you have personally done in your service that has increased employee satisfaction?				Response Percent	Response Total
1	Open-Ended Question			100.00%	10
1	10/10/2018 16:06 PM ID: 96416842	I am approachable, I regularly acknowledge good work and difficult shifts with comfort food such as bringing in a box of biscuits/sweets to share etc. I have always bought my staff a small gift at Xmas and Easter and tried to ensure that all shifts during holiday times and Bank holidays are fairly shared out.			

5. Is there anything that you have personally done in your service that has increased employee satisfaction?

			Response Percent	Response Total
2	10/10/2018 16:19 PM ID: 96417960	Rewards for zero sickness. Cakes and chocolates to lift mood. Recognition with certificates. Thank yous in team meetings.		
3	10/10/2018 18:22 PM ID: 96428741	I recently wrote a letter to staff to thank them for their work over a difficult time- this seemed to go down well and I had positive feedback about that. The practice leadership training has gone down well- investing skills through mentoring has been seen very positively.		
4	11/10/2018 06:26 AM ID: 96451883	Competitions in teams Talking and being available to the staff		
5	11/10/2018 08:56 AM ID: 96460306	Giving regular praise and thanks. Trying to give people more responsibility		
6	11/10/2018 13:29 PM ID: 96495225	*Set up and attended Award recognition evening - buffet and staff vouchers when Workshop staff won runners up team of the year award. *Set up Autism Hour at local Gregg's shop and staff really enjoyed recently supporting individuals to attend and take part in the event (good 'buzz' about it by staff). *Involve SW's in nominating as champions or assuming responsibility of a particular aspect or area. *Try to always praise staff when they do well at something.		
7	11/10/2018 14:41 PM ID: 96509082	as the manager I gift staff with chocolates and thank you cards, and give staff a reward for completion of QCFs and I give positive feedback to staff		
8	15/10/2018 15:55 PM ID: 96811632	Attending all team meetings across services to listen to staff and hear their issues and feeding back to them with answers.		
9	16/10/2018 11:09 AM ID: 96878387	constantly thanking them for their commitment to the service		
10	16/10/2018 14:23 PM ID: 96899704	Moving to Old Road ! Love it there , great mentoring and support.		
			answered	10
			skipped	0

Appendix B

Response grouping	Count of Response grouping
Complaints	3
Development of staff	14
Enhancements	6
Management of staff/HR	11
Pay issue	14
Rewards/incentives	14
Staff wellbeing	26
Support issue	1

