

Employers say recruiting for values can pay off

Key messages from a longitudinal study into the impact of adopting a values based approach to recruitment and retention

Employers agree strong social care values should be at the heart of all care and support services, and our research suggests that employers taking a values based approach to recruitment and retention are reaping the rewards!

On the whole, employers using a values based approach to recruitment and retention reported:

- staff **performed better**
- staff had **stronger care values**
- a **lower staff turnover**
- a positive **return on investment** (£1.23 for every £1 spent).

A range of social care organisations took part in the research which compared key performance indicators of organisations using a values based approach to recruitment and retention, against others using more traditional methods.

The report was conducted by an independent research consultancy, Consolium, on behalf of Skills for Care. To read the full report, click [here](#).

Key findings

Almost all employers reported that their values based approach to recruitment and retention represented an improvement on other approaches they had used.

Improvements to the workforce

- Employers said the biggest positive about the values based approach was that it enabled them to **identify attitudes and attributes** which they believed could not be taught or learnt. One employer said:

‘People are unique; you cannot have a text book approach for all’.

- The majority of employers stated that staff employed and supported using a values based approach, **perform better** than those recruited through traditional methods, based on indicators such as absence and punctuality. They also possess **stronger care values** than people recruited through traditional methods. This included values such as respect, empathy and compassion.
- A values based approach was **more effective** than traditional methods in gaining an understanding of, and building a relationship with, candidates.

‘A structured approach has identified the right individuals for the right roles almost irrespective of their backgrounds and former jobs, which have included hairdressers, chemicals workers and models’.

Cost benefits

- Employers reported that benefits to [quality of care](#) outputs outweighed the costs (with the exception of investments in personality profiling tools).

‘We are more efficient, completing tasks in the same time but getting more from it’.

- Staff turnover was [5.6 percentage points](#) lower amongst employers using a values based approach to recruitment and retention than those using traditional methods. One employer said:

‘It has helped our ability to grow the organisation and streamline the recruitment process with improvements to staff turnover’.

- The analysis reveals a [positive return on investment](#) from implementing a values based approach to recruitment and retention (for every £1 spent, there is a return of £1.23 in terms of cost savings).

Moving forward

The report highlights positive findings from employers that have successfully embraced a values based approach to recruitment and retention, however, we know there is more work to be done as the survey also highlighted a perceived reluctance by some employers to make changes, as they assume they would be too time consuming or costly. Their immediate need for short term solutions to tackle staff shortages remains a real challenge.

There also remains a degree of confusion about what a values based approach looks like and how to develop and embed it. This is something that Skills for Care will support employers with so that they can understand more about values based recruitment and retention and how it could enhance their current practices.

We have a range of resources available and offer bespoke, one to one support and workshops if required. Please email randr@skillsforcare.org.uk to find out more.

Resources to help

Our [Values based recruitment toolkit](#) will help you put values at the heart of recruitment.

The [finding and keeping workers](#) online hub provides a range of downloadable information and resources to support recruitment and retention in adult social care.

[A Question of Care](#) is an online video quiz to assess whether a career in care is right for someone.

[Developing a positive workplace culture](#) is a toolkit for employers to help them embed a positive culture in their organisation.