



**Recruitment to Social Care Roles in Remote and Rural Contexts; Strengthening The Weakest Link in Integrated Care ?**

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## **Recruitment to Social Care Roles in Remote and Rural Contexts; Strengthening the Weakest Link in Integrated Care?**

### **Purpose**

Recruitment to social care roles can be the weakest link in many integrated systems, with vacancy rates being very high compared to other sectors, especially in remote and rural places. Analysis of Employer Value Propositions (EVP) in social care can capture and challenge perceptions of care work.

### **Design/methodology/originality**

This study of EPV in four organisations in a rural setting in Scotland focussed on young people as a target demographic. It interprets recruitment challenges in social care in three contexts, the technical-instrumental, the hermeneutic and the emancipatory.

### **Findings**

EVP articulation is at present not effective. Refreshed and new messaging has potential to attract, employ and nurture young people to the social care sector in remote and rural places.

### **Research limitations/implications**

Recruiting to social care vacancies is crucial for sustainable social care. Improving the recruitment of young people is a key part of the longer-term solution. More studies on recruitment in a variety of remote and rural contexts, with a range of demographics, are needed.

### **Practical implications**

The potential impact is attracting more young people to the social care workforce, enhancing capacity for integrated care improving lives for people who receive care and for paid care workers and unpaid carers.

### **Social implications**

Remote and rural areas often feature a generational imbalance, with more older people from in-migration and fewer young people from out-migration. Employment in social care has the capacity to redress that to some extent.

### **Keywords**

Social Care, Young people, Remote and rural, Employer Value Propositions

## Introduction

Scotland, like many countries, faces significant challenges in recruiting and retaining a paid social care workforce, particularly in the many remote, rural and island communities. (Insights in Scotland, 2020; Jepson, 2020). The Scottish Government sets out the overall strategic framework and legislative basis for the delivery of adult social care. There is a mix of public, private and third sector care providers, with the private sector by far the largest employer. Social Care work is up to 8% of the total Scottish workforce (209,000). Social Care pay levels, although set at 'real living wage' level, are consistently the lowest paid sector in Scotland, particularly compared with healthcare.

The population needing care is expected to grow 7% by 2039. Many respond to this forecast high demand for more paid social care work (ILO, 2018), and the case for valuing paid social care work is increasingly prominent (Bunting, 2020; Watson, 2021; Care Collective 2020). Vacancy rates in paid social care roles in Scotland have been increasing. They are around 10.7% - 11.3% and more than double the national average of all sectors in Scotland (Skills for Care, 2023; NOMIS, 2023). This has major impacts on the integrated system through delayed discharge from hospitals (Public Health Scotland, 2023) and on the quality of life of those with care needs and acting as unpaid carers (Carers UK, 2022). These challenges are amplified in remote and rural areas in Scotland (Alexander & Barnard, 2018).

Recruitment to employment in social care roles can be seen as a weak link in the chain of a well-functioning integrated care system, constraining impact. Improved recruitment would enable social care to be a stronger partner in the integrated health and care system. There is something problematic about the methods and messaging around recruitment and retention to social care. Conventional ways to recruit to social care include expensive advertising campaigns but recent TV and poster campaigns had no measurable impact in Scotland (Pringle 2023) nor in England (Fox, 2023).

The primary message by those with an overview of careers in social care in Scotland is that social care work is 'Life Changing Work' (SSSC, 2023). Improving the attraction of the sector to young people can be a key part of the longer-term solutions. Current messaging to attract young people into social care in Scotland can be found in a presentation for school coordinators and careers advisers (Skills Development Scotland, 2021). The messaging is around the roles being for people who are empathetic and compassionate, reliable team workers, good communicators and non-judgemental. The benefits are flexible working days, varied work, career opportunities, making a difference, job satisfaction and meeting/being with people.

Other practices being promoted include Values-Based Recruitment (VBR), mirroring the approach already adopted by the Healthcare sector (Spilsbury et al., 2022), and attempts to change the narrative to more positive perceptions of social care work (Scottish Government, 2021). Additionally, there are new routes into social care work, from volunteering to Modern Apprenticeships and entry qualifications for young people. However, many still start social care work without any qualifications, and train on the job.

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4 As current approaches are not producing the desired impacts on recruitment, this  
5 study considered how social care employment can be more appealing to young  
6 people and how social care employers think about and communicate their Employer  
7 Value Propositions (EVPs).  
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## 11 **Employer Branding and EVP**

13 The challenge of recruiting to social care vacancies can be reframed through the  
14 lens of employer and employment branding. The branding of a company, formally  
15 and deliberately or informally and unconsciously, as an attractive employer, is  
16 discussed most widely (Mascarahenas, 2019), using the construct of Employer  
17 Value Propositions (EVP). The term EVP has been used for some time  
18 (Chambers et al., 1998; Ambler and Barrow, 1996). Employer brands, just like  
19 product brands, need a distinct personality and traditional marketing techniques  
20 have long been applied. The contemporary idea of an EVP (Reddy, 2017) is used for  
21 profile building and communicating the promise to potential recruits of the attractions  
22 which differentiate the employer.  
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26 An EVP is a holistic promise to the employee, for organizations competing to recruit,  
27 develop, inspire and retain talented people, with a set of functional and emotive  
28 associations and offerings that create the brand, combining tangible and intangible  
29 attributes (Sparrow, 2015). EVPs address the questions 'why should I join' and 'why  
30 should I stay'. Lower vacancy rates suggest more successful EVPs. Higher vacancy  
31 rates suggest, potentially, an inadequate EVP.  
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35 In any context where developing and changing an EVP becomes of interest there  
36 are technical, hermeneutic, and emancipatory levels of concern and  
37 action (Alvesson 2012). The 'technical' approach to EVP dominates in popular  
38 management writings. This is linked to an idealistic notion of an organisation having  
39 a single, unitarist, managed culture. There is a formal and defined set  
40 of values, meanings, and behaviours which are set by and communicated by leaders  
41 and managers. However perceptions of organizations and employment in  
42 them, are also embedded in broader narratives about work and employment in a  
43 sector. To understand and explore this requires a more hermeneutic analysis  
44 of perceptions of sectors; why does social care work in a country, a region and a  
45 specific community have the image, esteem and reputation it typically carries, for  
46 good or for ill? This can shape powerfully the extent to and  
47 how social care is funded (Alders & Schut, 2020).  
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51 Perceptions and articulations of EVPs are further nested in socioeconomic  
52 contexts. These include in social care the high proportion of women in the  
53 workforce (Naldini et al., 2016), and the lack of fair and decent work (Gibb &  
54 Ishaq, 2020). Both are grounded in a culture where work linked to the 'head'  
55 (knowledge) and the 'hand' (skill) are more esteemed and valued than work related  
56 to the 'heart' (Goodhart, 2020).  
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59 High vacancy rates can be seen because of the poor state of the present EVPs in  
60 social care, with potential for a better alignment of the technical, hermeneutic, and

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3 emancipatory to change that if individual employers, the sector as a whole and the  
4 cultures within which they seek to recruit more staff can all be engaged (see Figure  
5 1). Leaders/managers seeking to define and communicate more  
6 effective EVP messages need to think through and change perceptions about work in  
7 the sector, alongside taking on negative perceptions about the nature of social care  
8 work, and the undervaluing of 'heart' work.  
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11 INSERT FIGURE 1 HERE  
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13 EVPs are a construct that can be used to explore perceptions and practices in  
14 employer branding to attract and retain people. Analysing an EVP requires collecting  
15 data from employers about how they see themselves and aim to attract employees.  
16 This 'technical' process can be situated in a broader cultural and  
17 socioeconomic context with a more hermeneutic analysis of organisation  
18 cultures and of appreciation of connections with significant 'emancipation' themes.  
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## 21 22 23 **Research Design and Methods** 24

25 This study is part of a project initiated by a government funded agency Developing  
26 the Young Workforce (DYW). The study was conducted with one regional body of  
27 DYW, in Moray, an area of Northeast Scotland with remote and rural characteristics,  
28 population of 95,520 (Moray Council 2023) and an integrated Health and Social Care  
29 partnership (HSCP) (Moray HSCP 2023).  
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32 DYW Moray's role is to provide more opportunities for young people to be better  
33 prepared for the world of work, and lower youth unemployment. DYW focus on 8  
34 sectors. Social care is included in the 'Health & Life Sciences' sector. Employment of  
35 young people (defined as age 16-25) in social care in Moray varies between 3% in  
36 care at home services to around 25% in some care homes. Care often features in  
37 the top five areas of work for young people, but related to health care, animal care  
38 and childcare. There is a drain of young people away from the area, especially  
39 to study at university, and to opportunities for work in the hospitality and construction  
40 sectors.  
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42  
43 Four organisation case studies were undertaken, one private company, one public  
44 sector organisation and two social enterprises, all existing contacts of DYW  
45 Moray. Additionally wider sectoral and national resources/recruitment material were  
46 sourced and reviewed, along with publicly available employment experience web  
47 sites.  
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49  
50 Ethical approval was provided by the UWS standard ethics approval process.  
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52  
53 Thematic analysis was undertaken on reflections on EVPs in social care,  
54 and EVP options for employers concerned with recruiting young people in the area.  
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## 56 57 **Findings; Four Cases** 58 59 60

### Private Care Company (PCC)

PCC is a multi-award award winning local and family-owned independent for-profit company providing adult social care. They have expanded over time to around 600 employees with 80 current vacancies. Dedicated HR staff, called 'people and culture co-ordinators' manage recruitment. Turnover has increased recently with many older staff leaving exhausted by the experience of care work during Covid-19 and others leaving for higher salaries.

PCC are very clear and positive about their EVP, have a well-developed web presence and a recruitment video featuring young care workers, male care workers and nursing in care. They have modern, purpose-built facilities and working environments and estimate 25% of their workforce is young.

PCC are reviewing their recruitment material to appeal to 'next generation' young people. Staff members are doing blogs on how their careers started and developed. There was discussion of expectations about work-life balance and that shift work, and night shifts are not attractive to young people, or indeed the wider labour market. They are aware that they need to address gender neutrality in next generation recruitment and to accept that many young people were uncertain about their plans and goals and have a 'scary' view of what care work involves, until they have experienced it personally.

PCC's main channel for recruitment is their website with posts automatically uploaded to on-line recruitment sites like 'Indeed'. They also use local press and chambers of commerce to promote careers in care and use some specialist agencies occasionally. They have been developing links with Moray works and DYW Moray. SSSC is seen as a 'hindrance' and a cost and as a controlling regulator, not an ally in promoting careers in care. Scottish Care did not really feature in their thinking.

PCC staff have done presentations in schools and mock interviews for care work. One interviewee talked about needing to raise awareness as young as Primary 7. Even if young people were made more aware though, through education, there is still a broader family and community culture which channels people into thinking about going to university. They have four people on SVQ 1 Foundation Apprenticeships but no plans to expand.

The impact of pay uplifts were not considered to be the answer to recruitment problems. Carers should be paid more, but the motivation and attraction will always be centred on the more interesting and responsible work that care entails, compared with the more monotonous roles in other sectors.

The lack of good public transport links makes it very difficult for people to get from population centres to rural care homes and home care, especially for night shifts. PCC staff are currently having to find staff to drive carers for up to 2 hours to get them to their place of work that are short-staffed.

Visions for the future included aspirations for care hubs providing both childcare and older adult care, and addressing intergenerational relations.

## Public Body (PB)

PB provide care at home services through employing over 300 Social Care Assistants (SCA) but this cannot meet the demand. They are taking 6-12 new staff each month and have had to compress their training. The workforce is 95% female, with only 3.6% under the age of 25. Engaging with schools is not a priority. Many potential applicants are women looking, post family care, to return to work. Childcare is an issue, with hours of work clashing with the school run.

They have a 'Proud to Care' message at their heart of their EVP. Being proud and community contribution are highlighted keywords in their messaging. All the carers shown in their recruitment material were female. Their web pages and associated resources expand on this messaging and direct people to platforms which emphasise what is in effect their proxy EVP;

- Having empathy, compassion, patience and understanding.
- Attitude and qualities, like patience, respect, and collaboration
- Every day is different.
- Developing valuable relationships
- There is flexibility of you want it.
- Get support to gain qualifications on the job.
- Career progression opportunities
- Develop your leadership capability.

PB web pages highlight that people working in care roles can go home each day knowing they have made a difference, as adult social care is a satisfying and important job. Messaging includes that people don't always need qualifications to get started but will get the training to help you gain and develop the skills. Being understanding and patient, a good listener are what matter, Treating people with dignity and respect, to have as full and independent a life as possible.

Social care jobs are portrayed as genuine pathways for significant career progression and development 'if you want that.' PB offer good hours and benefits, compared with comparable SCA work for private providers.

Common concerns among people applying are that they will be working on their own delivering services; that they must be qualified drivers; that there is more responsibility in the care job than roles in retail and hospitality; and that pay levels do not reflect the responsibility of the role. Some potential recruits may feel that the need to work on qualifications and training is off-putting, especially to those who are less computer literate as most training is on-line.

PB work closely with many partners, including large regional institutions in the form of the Local Council and NHS. Job opportunities are updated regularly on both Myjob Scotland and NHS Scotland recruitment websites. They used to recruit through local teams, but have appointed a dedicated recruitment manager. Other recruitment partners include.

- S1jobs.com
- Indeed
- Good Moves
- My World of work
- DWP
- Because Scotland Cares
- Young Person Guarantee

PB have a presence on Facebook but consider TikTok and Instagram as too light and 'jokey' and not the right tone. They also have the access to the links available through national campaigns promoting and advertising careers in care. Even with all these advantages they cannot recruit enough people to meet demand.

Some of the national resources they are linked to are not well aligned with local messages about care work. A lot of national material emphasises diverse roles when employers like Moray are more focussed on specific roles such as the SCA.

### **Social Enterprise 1 (SE 1)**

SE1 are a leading social care developer and provider that seeks to transform lives and aspirations and support people to build community and be active citizens. Nationally they offer 40 services, of which 11 are learning disability related, accounting for 65% of their income. Their service in Moray has operated for 22 years and is now only for learning disability care.

They have 40 standard contracted and 12 sessional (zero hours contracts) staff. In this case the zero hours contracts are all by staff choice for flexibility. Volunteers are also used to bring a depth and breadth of experience and knowledge which can enrich the opportunities and experiences of those they support. While they do employ some men, they are all aged over 30. As many service users are female, they require female support staff.

They provide residential care in 12 flatlets and a bungalow and provide outreach with three service users in the community. Most staff are support practitioners but they are looking to introduce a new 'team leader' role.

SE1 invest heavily in staff training and have a dedicated training team and administrative staff to ensure staff are trained to meet the needs of people they support to regulatory standards and beyond mandatory training.

They urgently need staff, as the demand for services is great. Of the 52 staff less than 10 are under 25. This includes students from local colleges, who are of high quality, with high potential, and four foundation apprentices. The benefit of having younger people is the fresh perspective they bring, and less 'baggage'. Often those young people want a career in nursing, which takes them away from social care.

The 'killer' issue limiting recruitment is pay. As an example of this, one staff member joined as a 22-year-old student, having had life experience herself being a carer. She was excellent but moved to the local authority for a job with better pay and



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3 career prospects. She still works with SE1 as a sessional worker. She is the kind of  
4 person who could be a manager of services in the future, if better rewarded.  
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8 SE1 recently produced a brochure on care as a career to distribute at a stall outside  
9 the local supermarket. To attract young people, they have had open day stalls in  
10 colleges, and try to run interactive and engaging activities which relate to care work.  
11 They are exploring if older people might be recruited. Many retired people are  
12 happier to engage without too much concern on earnings, as a career change in  
13 later life. They have the life skills developed over time which young people may lack.  
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16 Checking the 'Indeed' recruitment site scores for SE1 shows (nationally) that they  
17 are below average in energy, management, belonging and trust.  
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## 20 **Social Enterprise 2 (SE2)**

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22 SE2, a national 'social housing' association that provides a range of housing and  
23 services, mainly for older people, enabling them to retain their independence within a local  
24 community and enjoy as much privacy or company as they wish.  
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27 Their core EVP and message is 'Do what you love, care for the world and start your  
28 journey with SE2', as described in a video of an event SE2 ran for young people thinking  
29 about a career in care. The main message was to join SE2 and find yourself among  
30 great people. They have a culture of inclusion offers opportunities to everyone,  
31 regardless of age, race, gender, or background. It is work with purpose,  
32 providing high quality social housing with care, and changing the world for  
33 good. SE2 are a large organisation, so they can offer real opportunity to grow, learn  
34 and enjoy care work. They seek to appeal to both the seasoned  
35 professional and raw talent destined for management.  
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38 SE2s event outlined in detail rewards and commitments, going on a 'journey' with  
39 them, which will include a lot of training and development and support. They have  
40 purpose, passion, and commitment, which is what makes them special.  
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42 They addressed 'preconceptions and realities' about what work in social care is  
43 like, emphasising being effective in teams. They outlined also a menu of employee  
44 benefits including salary, leave, pensions, union representation and CPD. There are  
45 awards programs, long service recognition and potentially career breaks after five  
46 years.  
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49 They are a family friendly organisation with leave entitlements that cover paternity,  
50 adoption, and parental leave and enhanced maternity benefits. Flexitime is available  
51 for area and head office team members. Staff also get a dedicated Employee  
52 Assistance Program, employee protection protocols, special leave entitlements.  
53 There is an active staff suggestion scheme as well as financial wellbeing perks such  
54 as interest free travel loans, childcare and eye test vouchers, and work relocation  
55 expenses for those eligible.  
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## Findings: EVP Themes and Issues

There are clearly differences in the messaging and methods used among these social care case study organisations. PCC has a clear line on their EVP, being a dynamic modern, purpose-built facilities and offers some of the best working environments in the sector. They have been hugely successful in expanding as a business, locally, over time, now with a large workforce and dedicated HR staff. They have the most self-generated resources, including videos on-line. The PB has the most functional approach, leaving most of the EVP messaging to external partners and national websites. SE 1 and 2 are very values oriented in their EVP messaging, with varying methods in use locally and nationally. SE 1 are embedded both in local networks and partnerships as well as having the benefits of being part of a large national organisation. SE2 was an even larger national organisation, with their local on-line video recorded event clearly making managers accessible to give key messages. These were on purpose and showed commitment along with key information and detail on employment. No young people featured in the delivery of the presentation, and SE2 were perhaps trying to do too much in one information event and with suboptimal materials.

Yet despite PCC's business success, PB having best local pay and conditions, and SE1 and SE 2 being strongly branded organisations, they all still struggle to recruit in general, including young people. All are aware of needing to do things differently and are trying new things. The impression is that there remain core challenges in the messages and responsibilities for raising awareness of opportunities and a coherent EVP for next generations.

The current EVP for social care seen in these cases covers the usual range of themes, from pay and benefits, career, work environment and culture. Social care employers emphasise that they offer.

- A culture of meaningful work, with a social purpose; changing lives
- A culture in which work is high purpose, responsible and fulfilling.
- A good environment for young people with care interests and 'soft' skills
- Does not require experience or qualifications.
- There is training provided at entry level.
- There are career prospects in organisations and the sector.
- Work that can be done flexibly
- Pay that is comparable with competitors.

A type of generic EVP is seen in the messaging (see Figure 2). This clearly both emphasises values through meaningful/purposeful work, 'soft' skills, and career as potential points of appeal, while offsetting the recognised lack of financial value in pay and rewards which clearly exists.

There may be some ambiguity about the overall effect and impact of highlighting 'meaning/responsibility', 'soft' skill and career in this context. Such an EVP may represent a package that targets a smaller pool than might be attracted by a different profiling of social care work for young people.

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INSERT FIGURE 2 HERE

## Concerns and Further Research

These themes in the current EVP which the four descriptive case studies indicate can be questioned and critiqued, as shown in Figure 3.

INSERT FIGURE 3 HERE

This study has explored how the general challenge of employer branding, EVPs, plays out in the specific context of recruiting to social care vacancies in a rural context. All three levels of concern, the technical, the hermeneutic and the emancipatory (see Figure 6) are relevant.

There are technical concerns with the 'surface' level of EVP messages and developing 'Strong EVP cultures and universal 'trust' and Leadership for those in labour markets with high social care vacancy rates. There are hermeneutic concerns about appreciating and implementing values as at the heart of employment and the workforce and of increasing the overall valuing, in economic terms and rewards, of social care work. There are, finally, emancipatory concerns, about the extent to which revised EVPs successfully connect with trends and expectations about societal challenges. These in most developed economies tend to be about work and careers that offer fair work, self-expression/autonomy. In social care contexts this connects especially with gender, and broader societal challenges about progress in diversity/equality, given the prominence of women in paid and unpaid social care work. Further research on EVPs at all these levels should engaging with the issues and pursue the ideas identified in the case studies;

A potential way forward might be for social care recruitment messaging to better align with integrated care, promoting collaboration and coordination of care with other providers.

Some of the national resources in the 'Care to Care' web pages are not well aligned with local needs and young people. For example the 'care quiz' and the '6-week on-line course' are not great for use with young people with respect to a 'first job' or 'potential career'. The 'stories' are predominantly of older workers.

Some alternative messaging, and different methods for communication, to engage young people in remote and rural areas might be needed. There is a need to have more quality materials that can be used across the system, by employers in their own efforts and in schools and colleges to raise awareness and counter misperceptions of social care work. More targeting of those open to considering social care roles as career choices by care employers through partnership and collaboration events seem possible.

Social care work as 'Life Changing Work' is not attracting and retaining enough people. It is associated with high and increasing vacancy rates that need to be reduced. Actions by a range of agents across the board, rather than spending substantial amounts on advertising campaigns, are needed to fundamentally change

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2  
3 the valuing of social care work. Further evidence and data on EVPs  
4 and evolving and communicating them in new and more effective ways, is needed.  
5 That can be an integral part of integrated workforce development, especially in  
6 remote and rural areas, to meet the care needs of their populations. Offering fair and  
7 decent work to young people may help retain or attract them as members  
8 of sustainable remote, rural or island communities.  
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12 Analysis of this small sample of cases in one rural part of Scotland provides some  
13 evidence on current EVPs and directions in which they might change. More  
14 substantial research on innovation in recruitment and retention for social care  
15 work has huge potential to impact on sustainability of the sector and effective  
16 integrated care. Reducing the vacancy rates in social care to the average for a  
17 country must be a future focus for remote, rural and island communities. This study  
18 highlights some strategies to achieve this through actions at multiple levels of  
19 concern.  
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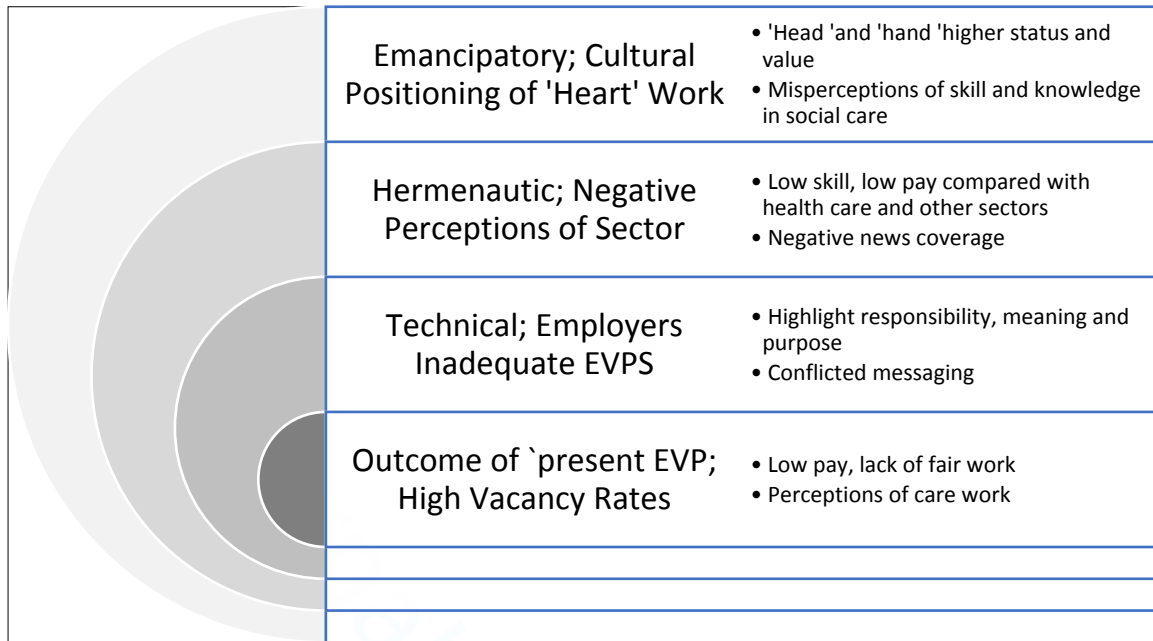
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**Figure 1 Nesting of Causes of High Vacancy Rates in Social Care**

| Themes That Are Common in EVPs   | Issues/Questions That Emerge for Recruiting Young People  |
|--|---|
| Enjoy work with responsibility, purpose, and quality of impact                       | Confidence to engage with responsibility, purpose, and quality of life impact                               |
| Caring people  | Appeal of emotional labour to young people in areas other than social care                                  |
| Socially valued  | Status; Does not need experience/high skill- a double edged thing?  |
| In a pleasant environment (a home from home, not a soulless office or retail outlet) | Is the Totality of the work environment well communicated? Need more on Integrated Care ?                   |
| Supportive Senior Managers   | Quality of Middle managers/shift leaders?   |
| Training   | Really about mandator and basic training (handling, first aid)  |
| Career 'paths' exist   | Do these really exist ? Do young people want them ? Are factors like 'belonging' perhaps more significant ? |
| Primarily women as carers  | Strategy around accepting/challenging gender balance in the workforce?                                      |
| Pay and Rewards are comparable   | Rewards should be higher; not just smarter marketing of EVP brands  |
| Flexibility  | What does 'flexibility' mean ?  |
| <b>Figure 2: Themes and Issues from The 4 Case Study EVPs</b>                        |   |



| Issue  | Critique   |
|--|--|
| <b>Methods; Finding Jobs, Multiple Sources (On-Line)</b>               |  |
| <b>Awareness</b>   | Social Care work is 'hidden' within sectoral and partnership arrangements which have 'health' or other titles most prominent                           |
| <b>Accessing Job Ads</b>   | Where are the bridges to opportunities? Lots of job ads, but lost in among all others  |
| <b>Resources</b>   | exist to describe and sell social care roles and their value, but are not easy to access and can be 'too much' information                             |
| <b>Clear Roles</b>   | When representing care work as diverse and complex this can lose the focus for specific and typical, high-volume roles                                 |
| <b>Type/Quality of events</b>  | Resources dedicated to recruit to care among young people are less well developed than others  |
| <b>Messaging in Existing Sources</b>                                   |  |
| <b>Gender</b>  | Symbols and messaging to appeal to women reproduce the ethic of care associated with gendered work   |
| <b>Low Qualification</b>   | Message that lows qualifications are needed is double edged; creates a certain pool but also implies low status/unskilled                              |
| <b>Does 'Career' Matter?</b>   | The emphasis on a 'career' in social care as stable path is prominent, but possibly neither convincing nor necessary                                   |
| <b>Importance of on job training</b>                                   | The provision of training for qualifications is 'hygiene' more than motivating; knowledge and skill propositions need something different and/or more? |
| <b>Confidence to meet person specification</b>                         | Highlighting 'soft' person specification qualities and attitudes. Might this be daunting for many young people without direct life experience of care  |
| <b>What are the alternatives?</b>                                      | Is it NHS, retail, and hospitality? Or is the competition something else? Integrate care might be more prominent ?                                     |
| <b>Figure 3 Recruitment Methods and Messaging; Issues and Critique</b> |  |