"129,680 AGED CARE WORKERS CAN'T BE WRONG"

Strategies for Workforce Attraction, Engagement & Retention

Presented by

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BPA Analytics | 30+ years

SHINING A LIGHT ON

My brief for today is to use the **power of data** to help you understand some of the organisational culture dynamics of Attraction, Retention, Future Intentions of the Aged Care Workforce.

I will share my ideas and **strategies** of what I have seen work over the 30 years of researching Organisational Culture.

At BPA we **Shine a Light** on organisations – what's working well … and what needs attention, using our perception-based survey instruments.

Aged Care Services

130,194 respondents

Aged Care Nurses

22,939 respondents

Aged Care Direct Care Workers

68,744 respondents

Aged Care Allied Health Professionals

9,820 respondents

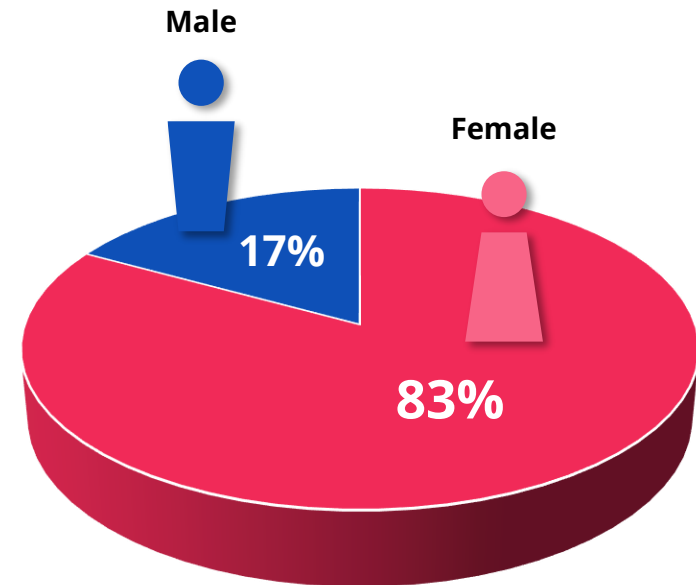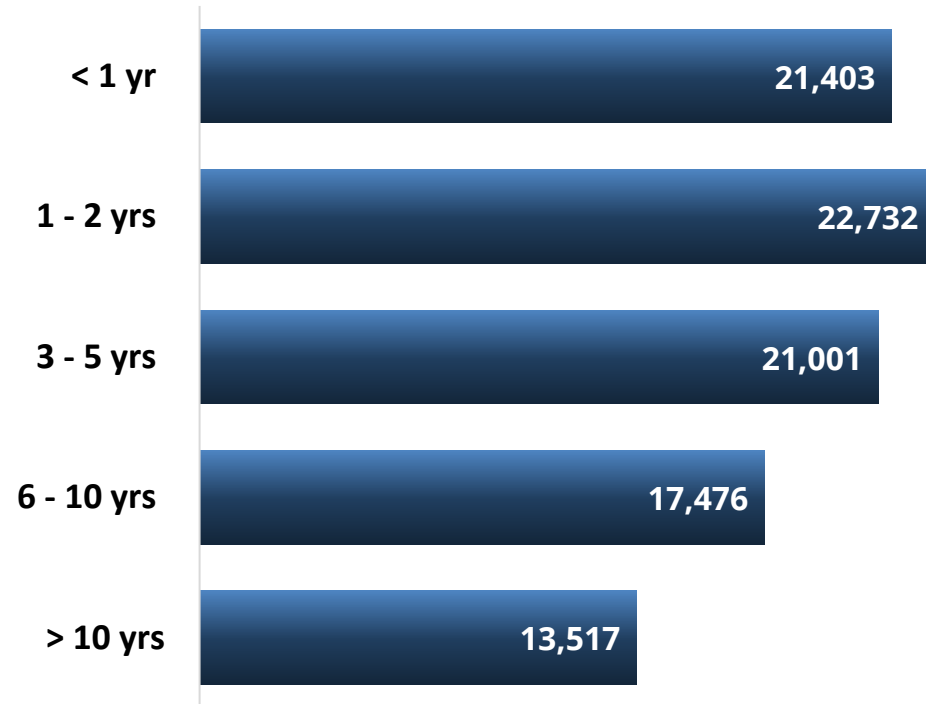## Aged Care Support Services

15,947 respondents
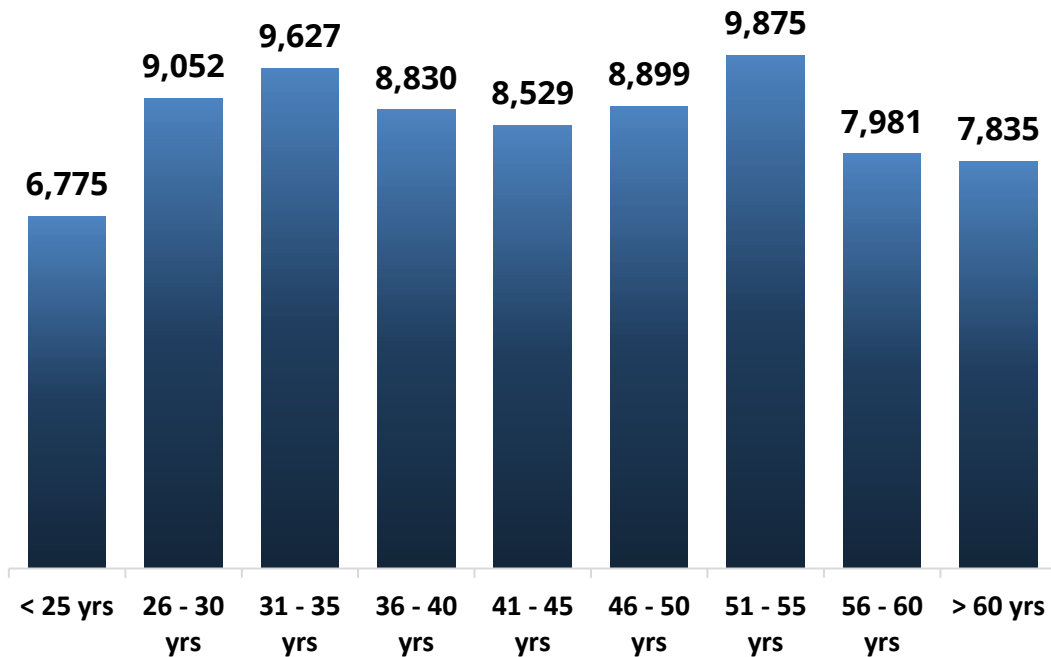
Aged Care Catering & Cleaning

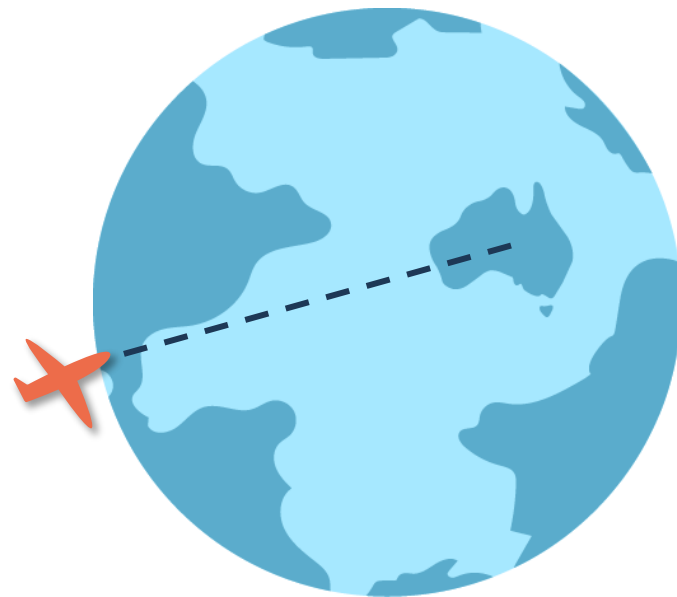14,215 respondents

YEARS OF **EMPLOYMENT**

GENDER

< 1 yr	21,403
1 - 2 yrs	22,732
3 - 5 yrs	21,001
6 - 10 yrs	17,476
> 10 yrs	13,517

Male 17%

Female 83%

MANAGING TURNOVER

Over the past 20 years, BPA has asked survey respondents to describe their **Motivations** & **Drivers** in relation to their Attraction, Retention and Turnover Decisions.

It is developed mainly through qualitative (narrative) questions asked on the BPA survey.

We can see 3 broad groups of Motivators:

- 7 types of **Tangible Benefits**,

- 6 types of **Intangible Benefits** and

- 12 types of **Enablers**.

THE BPA RETENTION MAP

TANGIBLE BENEFITS
What You Get

Organisational Purpose & Reputation

Type of Work, Service or Position

Desirable or Convenient Location

Pay, Security & Conditions

Employment & Development Opportunities

Hours or Shifts

Workplace Safety

They drive the **Attraction Decision**

Some make it too inconvenient to move to another organisation:

- Location
- Pay, Security & Conditions
- Opportunities

INTANGIBLE BENEFITS
How You Feel & How You Are Treated

Enjoyment & Commitment

Personal Wellbeing

Experiences with Clients

Experiences with Colleagues

Respect and Understanding

Values & Standards of Behaviour

They drive the **Retention Decision**

The strongest are:

- The experiences and bonds with work colleagues, and
- The level of enjoyment attached to the work itself

WORK ENABLERS
To Get the Job Done

Effective Teamwork

Support from Others

Communication & Listening

Attention to Quality & Standards

Management & Leadership Skills

Problem Resolution & Improvement

Appropriate Workloads & Staffing

Being Organised & Efficient

Clear Decisions & Direction

Appropriate Work-spaces & Technology

Flexibility & Reasonableness

Knowledge & Skill Levels

They drive the **Turnover Decision**

Failure to maintain these will typically increase:

- Frustration levels
- Reliance on Tangible Benefits and Intangible Benefits to retain the employee

BPA Retention Map — n = 130,194 respondents

Aged Care Services

| Employee Future Intentions → | Retention Zone (58% of Employees) | | | | | | At Risk Zone (27%) | | | | Turnover Zone (15%) | |

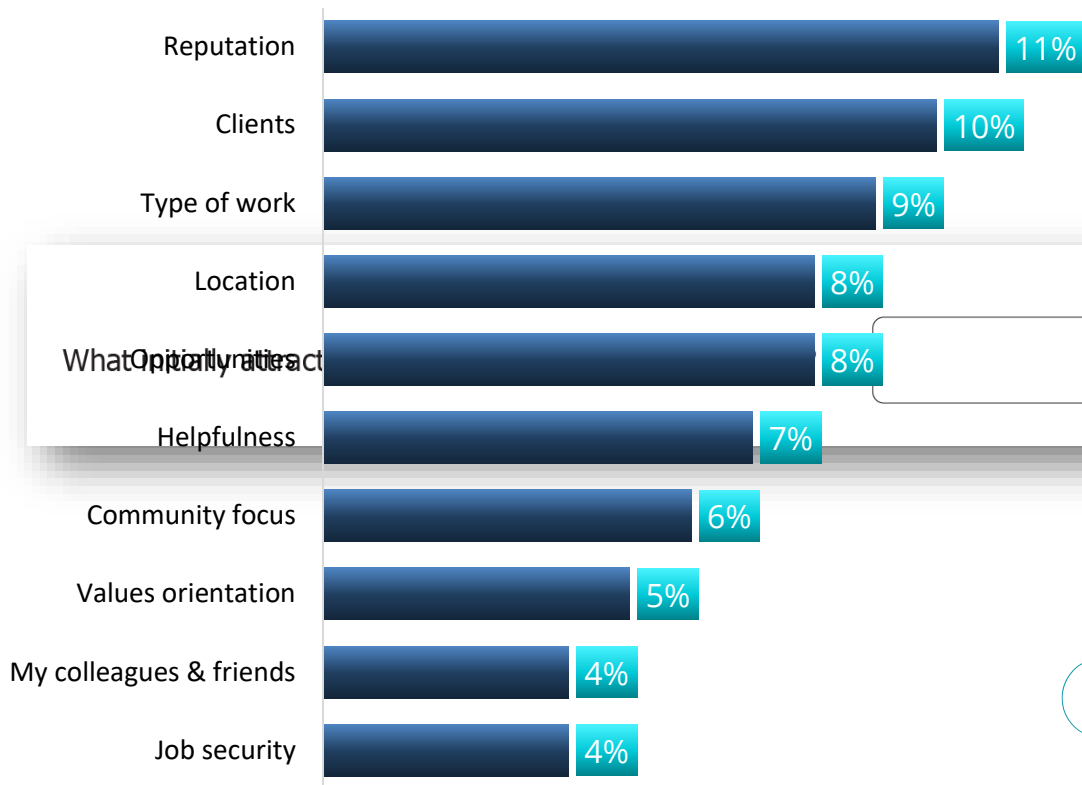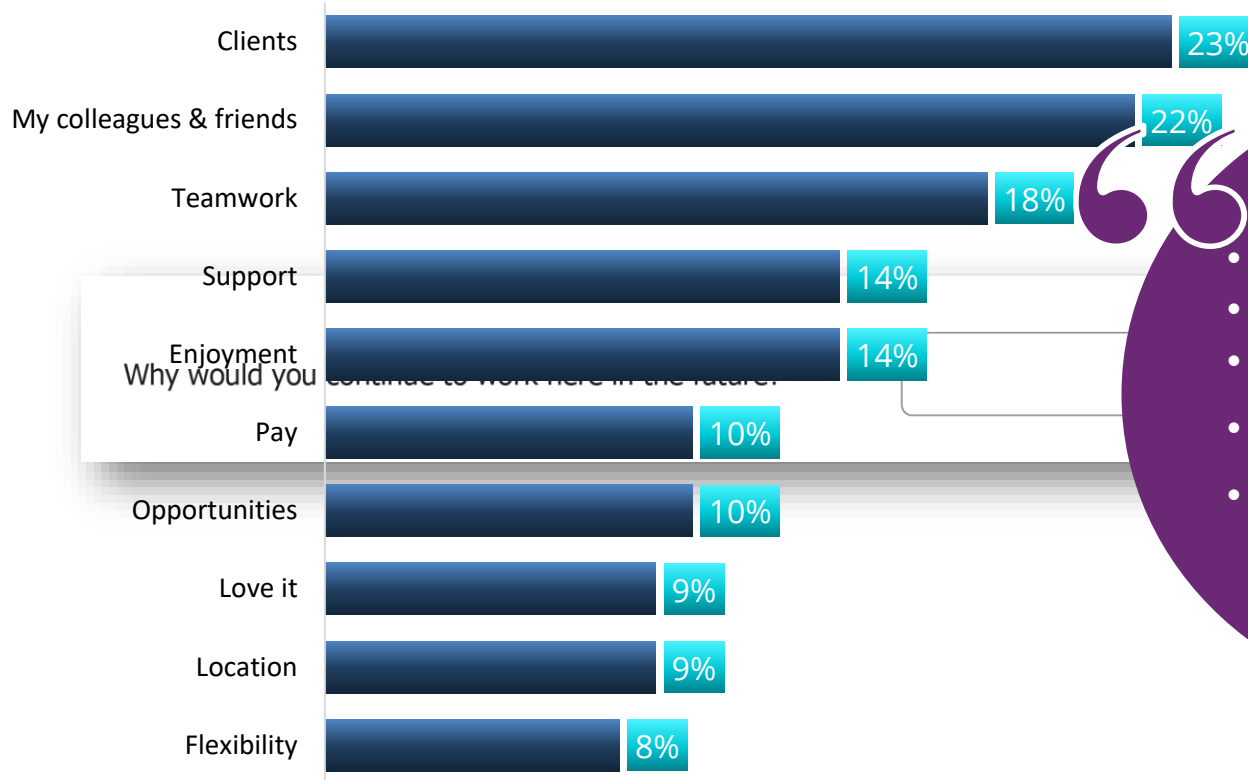| Narrative Text Questions →	TOP 5 MOTIVATORS TO STAY						TOP 5 MOTIVATORS TO LEAVE					
Main Themes in the Text	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations	Why it is a "Truly Great Place to Work"	Why I Would Recommend the Orgn	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Won't Recommend the Orgn	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave
	n = 58,491	n = 43,447	n = 36,577	n = 51,573	n = 52,299	n = 20,213	n = 22,430	n = 49,825	n = 22,245	n = 2,371	n = 13,854	n = 5,884
Organisational Purposes & Reputation	19%											
Type of Work, Position or Services	14%											
Desirable or Convenient Location												
Pay, Security & Conditions			24%								28%	28%
Employment & Development Opportunities	15%	12%	21%	25%							19%	18%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS — How You Feel & How You Are Treated												
Enjoyment & Commitment	18%	49%	41%		22%	28%						
Personal Wellbeing											18%	13%
Experiences with Clients	18%	27%	32%		24%	14%		25%				
Experiences with Colleagues		20%	33%		33%	22%	21%			22%		
Respect & Understanding				36%				26%				
Values & Standards of Behaviour				35%		14%		27%		18%		
WORK ENABLERS — How to Get the Job Done												
Effective Teamwork		12%		24%								
Support from Others				30%				20%				
Communication & Listening				31%			25%	36%	29%			
Attention to Quality & Standards						13%		27%	21%	19%		
Management & Leadership Skills					19%		30%			26%	24%	16%
Problem Resolution & Improvement							20%					
Appropriate Workloads & Staffing							29%	43%		24%	29%	11%
Being Organised & Efficient								26%				
Clear Decisions & Direction												
Appropriate Work-spaces & Technology												
Flexibility & Reasonableness												
Knowledge & Skill Levels												

ORIGINAL ATTRACTION FACTORS TO WORK IN THIS AGED CARE ORGANISATION? (n=108,788)

Factor	Percentage
Reputation	11%
Clients	10%
Type of work	9%
Location	8%
Opportunities	8%
Helpfulness	7%
Community focus	6%
Values orientation	5%
My colleagues & friends	4%
Job security	4%

What typically attract

"Heard great things about this organization"

The best **Attraction** Strategy is a good **Retention** Strategy.

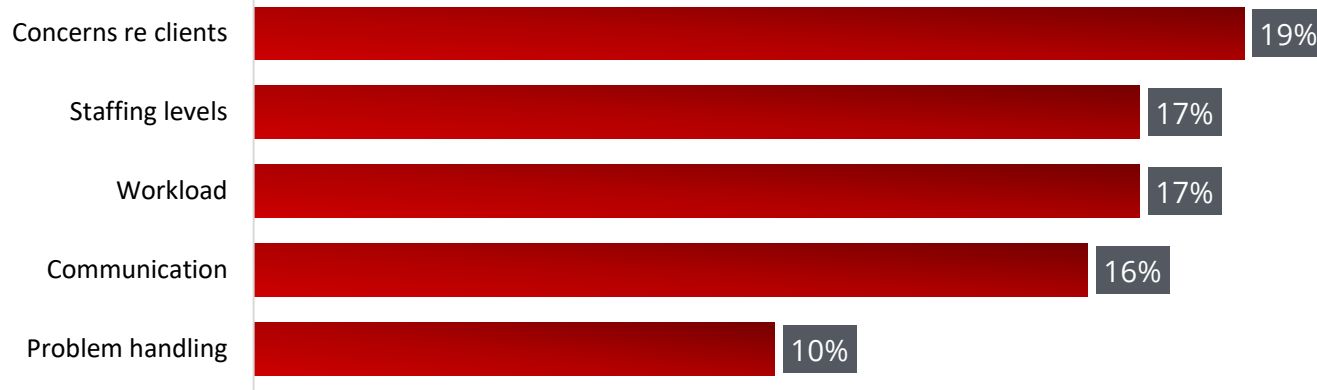The best **Retention** Strategy is a good **Enabler** Strategy.

This means giving a lot of attention to the **Daily Frustrations** that are making it harder for employees to get the job done, and to the **Management** issues that are allowing these frustrations to build up.

DAY TO DAY JOB FRUSTRATIONS OF AGED CARE WORKERS
(N=109,090)

Negative perceptions of ...

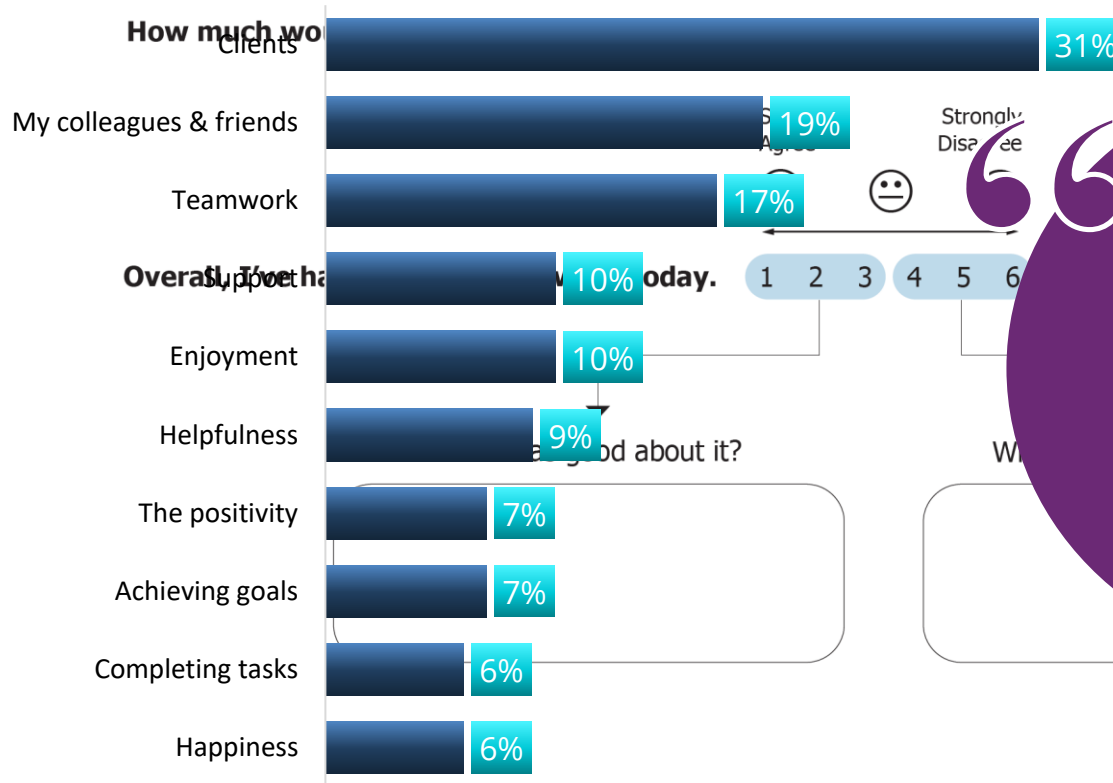|	
Concerns re clients	19%
Staffing levels	17%
Workload	17%
Communication	16%
Problem handling	10%

FRUSTRATION

Lack of method to keep clients motivated.

SOLUTION

Needs to design suitable activities for dementia and 90+ clients without activity staff on duty.

Culture by Design

How much wo... Clients — **31%**

My colleagues & friends — **19%**

Teamwork — **17%**

Overall I've ha... Support — **10%**

Enjoyment — **10%**

Helpfulness — **9%**

The positivity — **7%**

Achieving goals — **7%**

Completing tasks — **6%**

Happiness — **6%**

> "It is falls month and all the staff get t-shirts from work, and it was so nice to wear something new so we can see the happiness in the resident's face.

TOP 10 **WELLBEING** INDICATORS FOR AGED CARE EMPLOYEES

1 The work I do is …
Purposeful - not pointless.
93% (n=77,772)

2 The work I do is …
Meaningful - not unimportant.
92% (n=78,026)

3 I have a strong sense of…
Being competent to do my role.
92% (n=77,094)

4 The work I do is …
Something I am proud of - not something I regret choosing.
91% (n=77,646)

5 I have a strong sense of…
Being useful to others.
91% (n=73,438)

6 I have a strong sense of…
Making a difference in my chosen field.
85% (n=75,248)

7 The work I do is …
Stimulating - not boring.
82% (n=70,867)

8 I have a strong sense of…
Feeling safe at work to be the person I am.
81% (n=77,905)

9 I have a strong sense of…
Being a valued member of a team.
80% (n=77,073)

10 I have a strong sense of…
Being included by others around me.
79% (n=44,987)

This page of questions is focused on *you*. The questions are asked as "I" statements.

They look at how the working environment you have described throughout all the earlier questions comes together to form a workplace where you feel in control, valued, supported, and doing something you can feel proud of.

How much do you agree with the following statements?

Strongly Agree — Strongly Disagree

1 to 6 Rating Scale is:
1 Strongly Agree
2 Agree
3 Somewhat Agree
4 Somewhat Disagree
5 Disagree
6 Strongly Disagree

… Making a difference in my chosen field. 1 2 3 4 5 6

Being valued by others 1 2 3 4 5 6

… Feeling safe at work to be the person I am. 1 2 3 4 5
… Feeling safe at work to "speak up" when required. 1 2 3 4 5

Energising ☐☐☐☐☐ Burning me out
Manageable ☐☐☐☐☐ Overwhelming

...or physically)

Please finish this sentence:
One thing I am personally proud of in my work is …

Culture by Design

Clearly (and regularly) communicate their expectations of their employees.

They give their employees a feedback loop.

They don't jump in and do the job for the person.

They know the personality dynamics of their team. They know the 'one hat strategy does not fit all', particularly when the members of their team are diverse.

They know themselves well – their strengths and their own limitations.

They guide, direct, and support their employees. They know the level of will and skill in their team members.

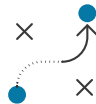They don't play favourites! They are friendly… but they are not the employee's friend.

They take a strategic line. They don't bunker the team down. It's a balancing act that the best do very well.

KEEP CALM WE HAVE THE BEST MANAGER

VALUES

Culture by Design

AND IN THE BEST THEY USE DATA VERY WELL.

SOME MANAGERS MIGHT HAVE A SARAH MOMENT!

S stands for Shock:
"I can't believe anyone would say such a thing!"

A stands for Anger:
"I feel outraged by this feedback!"

R stands for Revenge:
"I'll knee-cap them, slash their car tyres, and..."

A stands for Acceptance:
"Well, employees were asked to 'have their say', this feedback is all part of being a leader."
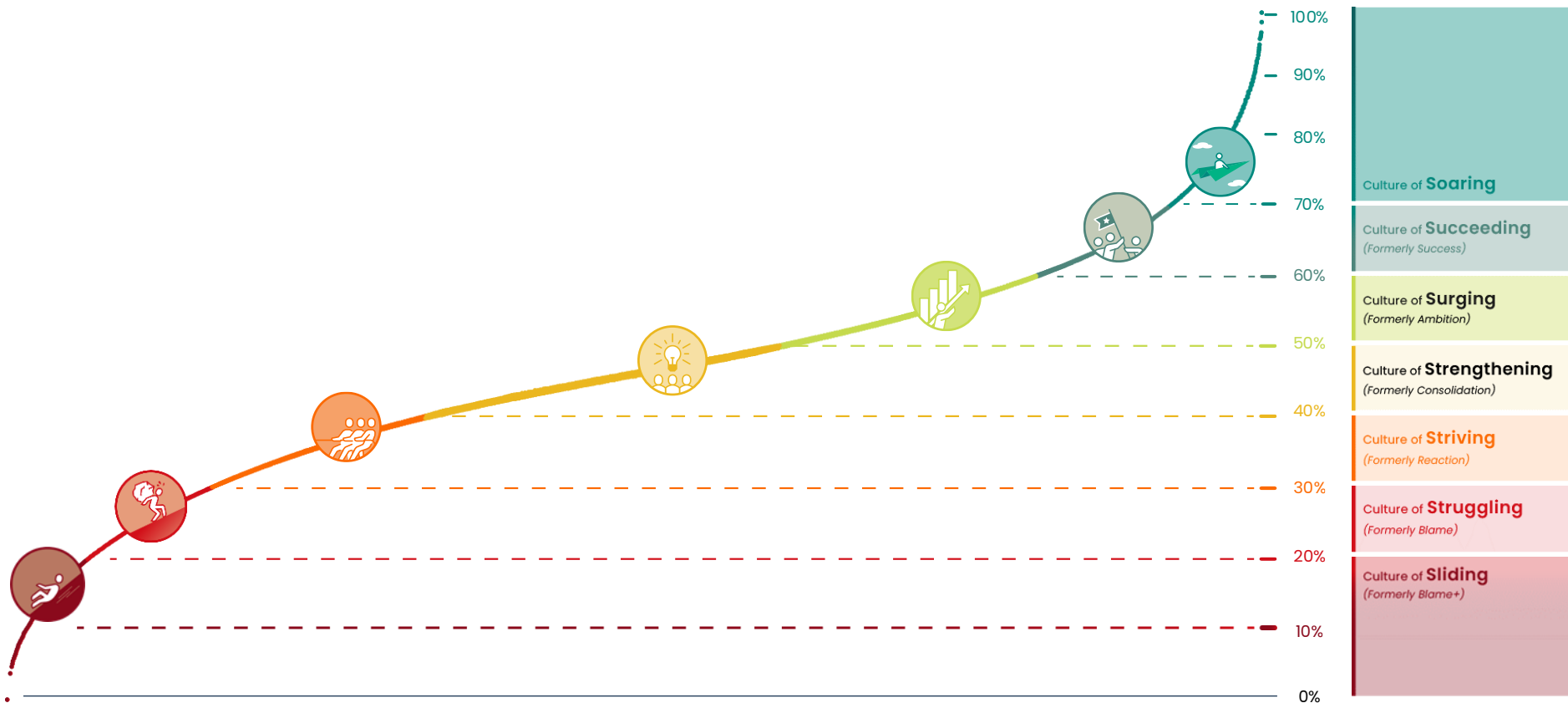
H stands for Help:
"I need coaching on the best way to use this information."

! As a Manager you must not speculate you know who wrote which comments (in your team).

It's guesswork and you could be wrong!

THE CULTURE OF YOUR ORGANISATION IS ESSENTIAL FOR BUILDING A STRONG, RESILIENT WORKFORCE WHO WILL EMBRACE FUTURE CHANGE

Culture of **Soaring**

Culture of **Succeeding**
(Formerly Success)

Culture of **Surging**
(Formerly Ambition)

Culture of **Strengthening**
(Formerly Consolidation)

Culture of **Striving**
(Formerly Reaction)

Culture of **Struggling**
(Formerly Blame)

Culture of **Sliding**
(Formerly Blame+)

½ Million

Golden Nuggets

In 2024, we uncovered over ½ million golden nuggets of information

Q. What Made Today a Good Day?

A. "I feel comfortable with the staff on shift. Workflow has been efficient and uninterrupted. All equipment is working, the one machine that isn't is currently being fixed by the technician. The safety incident from Monday is being addressed by my manager."

Organisational Culture is **leadership driven**, but locally lead.

What this means is that there are 2 interlocked types of culture – **organisational culture** and **workplace culture.**

At the heart of workplace culture is how **problems are dealt with** … or **not dealt** with.

But ultimately what builds strong cultures is the ability for **managers** and leaders to **solve problems**!

Afterall, **your people drive your strategy**.

Self critique is critical.

Always saying … this is **good**, but it can be **better**.

Culture is never **neutral**. It will help you … or it will hurt you.

It's your **choice**.

THANK YOU FOR YOUR TIME TODAY

BPA Analytics
Culture by Design

30+ years