

Personnel Development in the Social Sector

Dossier No. 1: Personnel recruitment



Dear Readers,

The social sector faces major challenges. On the one hand, it is a growth industry, because the demand for social services is growing in line with the demographic development. On the other hand, the demographic change also means a drop in the overall supply of labour which makes it increasingly difficult for companies in the social sector to find qualified staff in sufficient numbers.

To counter these consequences effectively, the Federal Ministry of Labour and Social Affairs (BMAS) together with the Federal Association of Non-statutory Welfare (BAGFW) have developed the "rückenwind" programme for social sector employees. Since 2009, this programme has supported personnel development projects in the not-for-profit social sector with funding from the European Social Fund (ESF) and the BMAS. Over the course of six funding rounds, 131 projects were set in motion which follow a wide range of approaches to personnel recruitment and retention and also to the establishment of sustainable personnel management.

The aim of this series of dossiers on "Personnel development in the social sector" is to contribute towards publicising a good selection of the valuable approaches from the sponsored projects and to highlight possible actions for social sector companies, providers and associations. The topics of the six dossiers are guided by the various sections supported by this programme. All interested parties will thus have an opportunity to get a multi-layered insight into the "rückenwind" programme and its projects. The dossiers are published on our website www.bagfw-esf.de.

This first dossier is dedicated to personnel recruitment. The following pages give you an introductory overview. This is followed by a detailed introduction to three "rückenwind" projects with very different approaches to personnel recruitment – from the development of a web 2.0 portal for social sector jobs and the training and qualification of disadvantaged young people to the recruitment of junior employees through proactive careers advice. In addition, the dossier also contains a selection of further links and literature on the topic.

We hope you enjoy this booklet and take inspiration from it!

Dr Gerhard Timm
BAGFW Director

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In conversation

Florentine Beck is the Consultant for Business Management at Diakonie Deutschland, the social welfare organisation of Germany's Protestant churches, and represents her association in the steering group of the "rückenwind" programme.

Mrs Beck, what is the significance of personnel recruitment in the "rückenwind" programme?

The recruitment of new staff and managers plays a significant role in overcoming the shortage of skilled personnel in the social sector. The "rückenwind" programme includes two support sections specifically dedicated to this problem. Support section 3 deals with the development of concepts to increase the recruitment of skilled employees and junior managers, particularly from people with a migration background or disadvantaged young people. Support section 4 supports personnel managers and executives in the development of recruitment concepts and the implementation in their organisation. In total, about one third of the supported projects are concerned with questions of personnel recruitment.

What are the strategic aims of Diakonie in the area of personnel recruitment and in what way was the "rückenwind" programme able to contribute towards their realisation?

In order to ensure consistently high standards in facilities and services of Diakonie, it is essential for the future that a sufficient number of qualified employees can be interested in jobs in the social sector. To help us ensure that we can meet the demands for skilled employees, we need to make training and working conditions for jobs in the social sector more attractive and give people working in the social sector the recognition and appreciation by society that they deserve. In the view of Diakonie, the main focus must be on removing barriers to accessing careers in this sector and the training of our skilled staff must be optimised in quality and quantity. In addition, equal opportunity considerations play

a significant role in personnel recruitment. As yet, there are too few women in management positions, and it would also be desirable to attract more men to working in skilled positions, for example in nurseries. For example, Diakonie aims to counteract the lack of skilled workers in a "rückenwind" project entitled "SOZIALE BERUFE kann nicht jeder", an interactive web 2.0 campaign about skilled jobs in nursing and social care. With the career guidance portal www.soziale-berufe.com and in the social networks, Diakonie informs young people about training opportunities, university courses and jobs in nursing and social care.

In your view, what should happen in future once support by the "rückenwind" programme stops?

The "rückenwind" programme is a total success. During the current funding round, non-statutory welfare service providers and other charitable providers have found very innovative approaches in 131 projects in order to counteract the current lack of skilled staff effectively. Thanks to "rückenwind" projects, it was possible to try out new paths in many places. Now, towards the end of the current funding period, providers are faced with the task of transferring the project outcomes into the regular structures of their respective institutions and services and to ensure the long-term stabilisation of the trialled actions and concepts. In addition, it would be important and desirable if during the next funding round (2014-2020) funds from the ESF were made available for novel concepts to strengthen the social sector, in view of the demographic change and its far-reaching consequences.

New approaches to gaining more recruits

Working in care is not cool, nor is looking after people with disabilities. School leavers from all types of school increasingly look for jobs outside of health and social care.

Arguments such as shift work, physically and mentally demanding work, low pay prospects and not least the negative image of these jobs tend to frighten off young people in particular in their search for a suitable career. On the other hand, the recruitment of experienced skilled staff becomes even more difficult, too. As the result of the demographic development and ageing of society, the recruitment of skilled staff to meet the increasing demand for services, particularly in nursing and social care, has become one of the central challenges of this sector.

However, the changes in health and social care caused by the demographic changes are not merely noticeable on the demand side. More young staff have to be recruited in order to ensure that the high demand for service provisions in both quality and quantity and at ever increasing standards continues to be met in the future.¹ The resulting increased competitive pressure in the "war for heads" in personnel recruitment with the consequence of competition between rival providers within the industry is already noticeable now and will become more fierce in the future.² In addition, increasing competition for skilled staff is not restricted within this industrial sector. Many industries in competition with the health and social care sector have a more positive connotation in the minds of potential young applications and thus

gain a head start over the social sector.³ It is predicted that the personnel gap in health and social care just for non-medical skilled staff will grow to 800,000 vacant positions by 2030.⁴

In this context, personnel marketing is predicted to become ever more important. The particular focus is on innovative web 2.0 tools such as Facebook, YouTube and XING, which also offer new opportunities to non-statutory welfare service providers. However, the implementation of these new communication and acquisition channels should be strategic and attuned to the corporate strategy. It is thus imperative to cast new nets, because existing channels of personnel recruitment have often been depleted already.

The central task in personnel recruitment will be to interest and enthuse young people for a career in health and social care. One approach in this is to increase employer attractiveness and thus to ensure a competitive advantage in the battle for school leavers and university graduates. The companies themselves are thus challenged to set the course for a competitively viable future with focused strategies in the areas of personnel development and personnel marketing. With the focus on the recruitment of career entrants, training and university marketing play a central role. Companies are advised to present themselves early on in the process with high-quality marketing and recruitment measures at universities and colleges for the acquisition of trainee managers in order to ensure their all-important competitive advantage. In addition to offering work experience and work placements, opportunities also arise

¹ cf. ipp bremen; Universität Bremen: Imagekampagne für Pflegeberufe auf der Grundlage empirisch gesicherter Daten, Bremen, 2010, p. 7

² cf. Pack, Jochen; Buck, Hartmut; Kistler, Ernst; et al.: Zukunftsreport demographischer Wandel, Bonn, 2000, p. 6

³ cf. ipp bremen; Universität Bremen: Imagekampagne für Pflegeberufe auf der Grundlage empirisch gesicherter Daten, Bremen, 2010, p. 26

⁴ cf. Wifo/PWC: Studie: Fachkräftemangel: Stationärer und ambulanter Bereich bis zum Jahr 2030, Frankfurt am Main, 2010, p. 10



in conjunction with final theses or the presence at trade and career fairs or even through lecturing activities by members of staff.

As part of marketing training opportunities, it is a good idea to give potential young recruits the opportunity of getting an initial and often much more realistic view of training options in health and social care through work experience and as part of the Federal Volunteer Service (BFD) or the Voluntary Social Year (FSJ). At the same time, employers have the opportunity to view potential employees and assess them for their suitability. One approach to such an innovative programme for the recruitment of trainees is to involve trainees in work experience programmes as buddies for school pupils. Through cooperation with general and vocational schools, final year pupils in their career-orientation stage are paired with trainees of similar ages who are to act as mentors and authentic contacts on an equal footing. In addition, a taster day in form of a boys or girls day is a good marketing tool to attract boys to vocational fields dominated by women and vice versa girls to male-dominated professions.

However, alongside the acquisition of career entrants, the focus should also be on their long-term retention so that companies do not lose young and motivated employees within a short period of time. An employee already in place saves the organisational and financial expense associated with recruitment; in addition, his/her qualifications and personal characteristics are already known and can be put to effective use. In addition to treating young employees with respect and appreciation for their work, measures for the effective retention of young people in the company also include programmes to help with the balance of work and family, flexible working hours and attractive training and continuing professional development programmes with a set career path.

Finally, the focus in personnel recruitment should be widened to include target groups that had so far been a dormant potential. These include job returnees or lateral entrants as well as people with a migration background.

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Julia Hornung is personnel and organisational advisor at conQuaesso®. The business economist who specialised in health and social management has many years of experience as a consultant in all areas of strategic personnel management, particularly with regard to the effects of the demographic change.

Practical examples:

Use of new media to win young people for the social sector

Project

SOZIALE BERUFE kann nicht jeder

Term

01/11/2011 - 31/12/2013

Region

nationwide

Field

cross-sectoral

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For almost 97 % of young people, the internet has become the opinion-forming medium, and 83 % use it to gather information about all their interests.

Diakonie has taken this development as the opportunity to redesign its approach to the recruitment of career entrants. As part of the above project, a web 2.0 career portal was created with the aim to permit interactive career orientation and to transport a new fresh image of the social sector into the social networks. Online tests help with self-assessment and a training establishment navigator helps with the search for a suitable employer. Blogs by trainees or film portraits are used to provide an authentic impression of the daily reality in social sector jobs. The use of male protagonists and youthful formats also rebuts standard clichés about the industry and traditional gender roles. The claim “not everyone can do it” has been chosen as a deliberate provocation in order to motivate young people to get involved and to strengthen the community idea and the self-confidence of young people in social professions.

Since the launch of the website in December 2011, the portal has attracted significant media attention and was even awarded the Webfish Award in gold. Almost 150,000 Facebook users per week confirm that the provision reaches its target group – with 40 % even a significant ratio of young men. In the meantime, other associations in the social sector have also expressed their interest in getting involved with the expansion and long-term establishment of the portal.

Action strategies:

– Establishment and regular maintenance of the online platform www.soziale-berufe.com and associated fan sites in existing social networks (Facebook, Twitter, etc.)

- Development of interactive formats and contents about career orientation and community formation (T-shirts, interactive poster campaigns, etc.) appropriate for young people
- Networking and links to existing internet provisions by the social sector in order to promote “viral” dissemination
- Presence at major events and advice to social institutions and schools on how to target young people (material on career advice, tips for job applications, etc.)

Recommendations:

- Young people want to be taken seriously and like to belong to a community. For that reason, it is important to provide continuous support with the provision and not just to start a one-off major campaign.
- In order to retain credibility as an active participant in social networks, it is important for contents to be kept up to date and to respond quickly to queries and blog comments.
- Whether for a large portal or a single institution: For web 2.0 provisions, no existing texts should be copied but new contributions generated that address young people in language and content on an equal footing.

“For young people, the Internet is the number one opinion former. For that reason, we have decided to meet young people where they go to in any case.”

Maja Schäfer, Project Manager

Practical examples:

Finding the right personnel mix

How can care institutions effectively deal with the threatening lack of skilled personnel and at the same time offer a job opportunity to young people with difficult biographies?

The CariVia project has managed to combine these two different targets by helping disadvantaged young people to gain qualifications as geriatric care assistants and by training skilled care staff specifically to instruct these young people. To this end, the project dared the balancing act between the socio-pedagogical perspective of career support for young people with the focus on their development and the need to make all participants fit for the very formalised and demanding world of work in a caring profession. The specific aim was to create long-term job perspectives for young people as qualified care assistants and thus at the same time create a tailor-made personnel mix to ease the burden on skilled specialist staff in the institutions. In cooperation with Deutscher Caritasverband, Caritas Germany, IN VIA tested this model nationwide in six locations with a total of 37 institutions and more than 100 skilled specialists as instructors. Of the 134 young people participating in the project, 79 could be placed in a job or training in a care profession. The transfer rate is significantly higher than in comparable measures for the integration of disadvantaged youngsters into the labour market. A comprehensive documentation and instructions enable other providers to build on these experiences.

Action strategies:

- Development of a profiling tool in order to assess in the selection of young people also their ability to work in close contact with other people
- Advice to participating providers in the creation of jobs for care assistants and the adaptation of work processes
- Training and awareness raising of specialist staff acting as instructors on how to deal with disadvantaged young people

- Basic training for the young people to develop professional, social and personal competences and continuous socio-pedagogical support

Recommendations:

- Young people with a migration background in particular are perceived as great assets in institutions because they have the language and culture skill to care for the increasing number of clients with a migration background; despite the lack of formal training, they may already have basic experience in this area of work as the result of caring for family members.
- Continuous socio-pedagogical support is essential in order not to overburden the instructors.
- Ideally, male participants should have male instructors to ease their identification with the area of work with the provision of a role model.
- The long-term involvement of the care assistants in the institutional processes requires the creation of appropriate positions with clear job descriptions.

“This project stands out because it does not just provide the young people with tailor-made qualifications, but also the instructing care staff.”

Patricia Blasel, Project Manager

Project

CariVia – Personalgewinnung für die Gesundheits- und Sozialwirtschaft

Term

01/09/2009 - 31/03/2011

Region

Baden-Württemberg, North Rhine-Westphalia

Field

geriatric care

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Practical examples:

Recruitment of junior staff with a special attraction

Project

Nachwuchsförderung
– Gewinnung junger
Menschen für die Beschäftigung in der Sozialwirtschaft durch aufsuchende
Berufsberatung

Term

01/06/2010 - 31/05/2013

Region

North Rhine-Westphalia

Field

children and youth services,
geriatric care

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In the competition for career entrants, the “Nachwuchsförderung” project looks to intensive cooperation with schools of ISCED level 2 secondary education.

The aim is to provide pupils during the career-orientation stage with an insight into the everyday work of child care workers or geriatric nurses and to draw their attention to job opportunities in this sector. To that end, the project team has developed a modular career orientation concept for the social sector that interested schools can book separately or as a complete programme. Expert lessons or event days in a retirement home or nursery – under the motto of “Raising interest through familiarisation”, young people should gain their own practical experiences beyond standard clichés and thus be attracted to train in the respective areas of work. In the institutions, skilled members of staff receive training to act as mentors. Their task is to provide professional support for the pupils during their work experience, to implement the provisions in the schools and to act as long-term contacts for career guidance.

After the successful pilot of the project in the Minden and Bielefeld regions, lasting cooperation with 19 schools has been established. Until the end of the project in 2013, the aim is ideally to reach all level 2 schools in the Ostwestfalen-Lippe (OWL) region. To ensure a sustainable basis in the long term, pools of experts are set up in all regions of AWO OWL who implement the various modules in their locations as permanent features and develop them further as needed.

Action strategies:

- Establishment of a network of institutions, schools and higher authorities such as the education authority, teacher conferences, the employment agency and regional initiatives concerned with the transition from school to employment

- Identification of requirements in close coordination with schools and institutions and development of a modular career orientation concept in level 2 schools (teaching materials, organisation of event days, etc.)
- Development of a concept for a supervised work experience by pupils
- Training and qualification of specialist staff in the institutions to instruct pupils on work experience and to address young people in the context of career guidance

Recommendations:

- For the establishment of the network, it is a good idea to use existing contacts between institutions and schools and to attract cross-sectoral partners who can act as door openers to individual schools.
- In working with schools, it is essential to ensure continuity and regular contact (e.g. involvement in planning rounds, feedback after campaigns, named contacts).
- Pupils do not want to be presented with a finished product, but work things out for themselves. For that reason, all offers should have an element of exciting experience.

“We want to enthuse young people for social professions and break up clichéd notions and prejudices.”

Ina Wellmann, Project Manager



Practical examples:

Other approaches

Several other projects in the “rückenwind” programme are also concerned with the problem of recruiting skilled staff and executives. Below we have listed some interesting approaches for you. Please visit the website of the ESF-Regiestelle (programme managing authority) for further information about projects and latest developments in the “rückenwind” programme: www.bagfw-esf.de.

Project

IKÖ-Manager/in in der Sozialwirtschaft

Contact

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Intercultural openness

Any employer who wants to be attractive to skilled staff with a migration background, make best use of their potentials and retain them in the long term has to be serious about intercultural openness. The General Secretariat of the German Red Cross (DRK) has developed a several months-long management training course to prepare senior managers from service providers and institutions to assume responsibility for this approach and to set the necessary change processes into motion.

For more information: www.drk-ikoe.de

Project

Fit für Pflege – Netzwerk Praxisanleitung

Contact

Die Rummelsberger Dienste für Menschen
im Alter gGmbH
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Strengthening training structures

Small and medium-sized companies often do not have the personnel and financial resources to stand their ground in the competition for new entrants to the caring professions. For that reason, the Rummelsberger Dienste für Menschen im Alter want to support care institutions in the creation of new training places, in ensuring qualified supervision and in their adequate presentation to potential trainees. The option of shared training is to be tested.

For more information: www.fitfuerpflege.de

Project

Erziehungshilfe 2.0 macht Spaß!

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Attracting new talent to educational support

Educational support institutions require personnel development tools to attract young women and men to working in this area. The five diocesan associations of Caritas North-Rhine Westphalia want to meet this challenge with the aid of a web 2.0 portal and close cooperation with educational institutions and universities and thus create early and practical access routes to educational support as an area of work.

For more information: www.caritas-essen.de

More on the topic

Brochure “Wettbewerbsvorteil: Arbeitsqualität”

The latest brochure by the Initiative New Quality of Work (INQA) offers a practical overview of possible courses of action for companies wanting to upgrade their image as employers through fair and reliable working conditions. Four aspects – personnel management, equal opportunities and diversity, health, knowledge and competence – are discussed in detail.

For more information:

www.inqa.de/SharedDocs/PDFs/DE/Publikationen/wettbewerbsvorteil-arbeitsqualitaet.pdf?__blob=publicationFile

More Men in Nurseries

How can more men be attracted to working as pre-school teachers in nurseries? This is the question at the heart of the federal programme “Mehr Männer in Kitas” (More Men in Nurseries), sponsored by the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth and the European Social Fund (ESF), to run until the end of 2013. The website of the coordination office has since been extended into a comprehensive service portal with a wealth of information, including framework conditions for lateral entrants in individual federal states, the presentation of model projects and the provision of background information for students, teachers, academics, practitioners and politicians.

For more information:

www.koordination-maennerinkitas.de

Great Place to Work

What makes a good employer and how can a company increase its attractiveness for potential employees? The competition “Great Place to Work” helps to answer these questions. Participating companies receive an analysis of their attractiveness on the labour market based on a survey of their employees. In addition, they can compare themselves with other employers in their region (benchmarking) and thus receive a valuable development stimulus.

For more information:

www.greatplacetowork.de

Site notice

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www.bagfw-esf.de