

Max Gallagher, Learning & Development Manager: Using the CLF to enhance the recruitment & selection of Assistant Support Workers.

From our initial CLF [Mindmap exercise](#) we thought a good starting point would be using the CLF to try & enhance the recruitment & selection process for Assistant Support Worker positions.

Our rationale for focussing initially on recruitment & selection was that:

- It made sense to begin with the recruitment of new staff and then proceed to other areas such as probationary appraisals, annual appraisals, supervision etc.
- If the value of the CLF can be seen in relation to recruitment it helps make the case for applying it in other areas of organisational activity
- Any improvements made in improving efficiency & effectiveness of R & S for ASW could result in financial savings for the organisation

We decided to focus on the position of Assistant Support Worker because:

- ASW is the entry level position therefore many applicants present with little care work experience so values, attitudes & organisational fit are more important
- ASW also have the most direct day-to-day contact with service users & their carers therefore improving the organisational fit of this group could provide longer term benefits
- In an effort to develop a more effective & competitive skills-mix there is a gradual move within Gowrie Care towards replacing some Support Worker positions with Assistant Support Worker positions.
- Following a recent organisational re-structuring exercise ASW have now also taken on additional & more responsible tasks including: the administration of medication; assessment & care planning & key worker roles.
- The ASW now play a much more pivotal & critical role in the quality & consistency of service delivery.

CLF Pilot.

Our pilot focuses on evaluating whether we can recruit ASW more effectively for values, attitudes & organisational fit by using elements of the CLF. To achieve this we:

- Introduced a new CLF indicator level (informed) to reflect the entry level nature of the ASW position [Gowrie's Informed Stages](#)
- Used a CLF steering group to initially choose those CLF capabilities most relevant to the Assistant Support Worker position.
- Cross referenced these chosen capabilities to Gowrie Care's Mission & Value statements

- Asked a cross section of Assistant Managers to critique current ASW PS [Original Person Specification](#) in terms of selecting staff for values, attitudes & organisational fit (took out what wasn't measurable)
- Asked same group of Assistant Managers to choose which of the above cross-referenced capabilities should be added to the new enhanced ASW Person Specification [Illustration of process](#)
- Sought agreement to use the enhanced ASW PS from HR & Senior Management
- Adapted short-listing & interview scoring sheets to reflect enhanced ASW PS
- Established benchmarks to evaluate against Pre & Post CLF implementation

Results to Date

Being asked to reflect back on what has happened with our CLF project over the past two years has been a very useful exercise. It has made us think about the many positive things we have achieved – some unwittingly – which helps put into perspective some of the barriers & obstacles we have had to overcome at a time of constant change. Results to date would include:

- Agreed organisational commitment to pilot CLF in recruitment of ASW positions
- Gave 2nd line managers opportunity to contribute to improving R & S process for ASW post
- Introduced CLF in a meaningful & manageable way into Gowrie Care
- We now have an agreed CLF enhanced ASW PS which will be piloted in recruiting ASW shortly [New CLF Informed Person Specification](#)
- All supporting R & S paperwork i.e. short-listing, interviewing scoring etc. updated & agreed for use with enhanced CLF ASW PS
- Identified the excellent work involving service Users in the existing R & S process & have Senior Managers agreement to fully involve Service Users in our CLF work
- Collected pre-CLF baseline data on R & S of ASW to allow future comparisons. Includes qualitative data i.e. HR data & costs around the R & S of ASW posts over past 2 years & qualitative data i.e. staff feedback & questionnaires on effectiveness of pre-CLF ASW PS
- Secured agreement to track outcomes for recently recruited ASW (pre-CLF) staff at 2months; 4-months & 6-months as part of probationary appraisal process. Data will be compared to outcomes for CLF enhanced staff at 2, 4 & 6 months

Some Key Learning Outcomes

We have been working on this CLF project for over the past 2-years. Some of our key learning outcomes to date could be summarised as:

- Changing organisational culture, attitudes & practice takes time
- Introducing the CLF makes you ask the really important organisational questions
- We are only limited by our imagination in how the CLF can be used to improve service delivery
- Plan for the long haul but also plan in some realistic quick wins or milestones along the way so you can keep the effort going

- Operational staff really like & can relate to the CLF
- Be aspirational but realistic in what you are trying to achieve at the outset
- Fully Involve staff and service users as soon as possible in the process
- Don't try to sell the CLF concept as a whole. Target an area & focus in on that to begin with
- Think big while planning small – opportunities to introduce the CLF elsewhere will arise overtime
- As ever get the decision makers on board & signed up to your plan
- Don't get discouraged – find ways around the inevitable organisational challenges & barriers
- You learn best (including about the CLF) by doing it

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