



HUNTER
HUMAN CAPITAL



2015

CARE HOME SALARY SURVEY

Key data for recruiting and retaining
Managers and Deputy Managers.

<i>Page 03</i>	<i>The power of Professional Headhunting.</i>
<i>Page 04</i>	<i>Why are the best Care Home Managers so hard to recruit?</i>
<i>Page 05</i>	<i>A solution!</i>
<i>Page 06</i>	<i>Nursing Home Manager Salaries</i> <i>Nursing Home Deputy Manager Salaries</i>
<i>Page 07</i>	<i>Residential Care Home Manager Salaries</i> <i>Residential Care Home Deputy Manager Salaries</i>
<i>Page 08</i>	<i>Factors having the greatest effect on salaries.</i>
<i>Page 09</i>	<i>Desirable benefits.</i>
<i>Page 10</i>	<i>Reasons for changing jobs.</i>
<i>Page 11</i>	<i>Holiday entitlements.</i>
<i>Page 12</i>	<i>Notes on the data.</i>

Research Powered Recruitment - Proven to deliver **6x** as many high calibre candidates as any other method of

CARE HOME RECRUITMENT

Established in 2003, Hunter Human Capital is a headhunting firm that specialises in recruiting **Senior Managers, Managers and Support Managers** for **Care Homes**. In the course of our headhunting activities we speak to thousands of Care Home Managers every year; it is the analysis of these conversations that we present as the **Care Home Salary Survey**.

A bit about Hunter Human Capital

Our unique research-based approach to recruitment enables us to source the highest calibre staff for business critical roles, even in locations where suitable individuals are in short supply. As long as the right conditions exist, we provide service on a 'no-hire, no-fee' basis.

No other method of recruiting is as powerful as headhunting

Identification and Attraction:

- Real time access to 22,000 Care Home Managers and every Deputy, Clinical Lead & Unit Manager in the UK.
- High calibre candidates generated exclusively for you.
- Unique ability to promote your opportunity, in order to attract the right candidates into your business.

Selecting for Quality:

- Assessing and selecting candidates with the right skills, motivation & track record to help you achieve your business goals.
- Ensuring good cultural fit between the candidate and your business.
- Most rigorous candidate vetting & referencing.

Assurance & Peace of Mind:

- Bespoke, fully project-managed and totally transparent recruitment service.
- Most recommended recruiter of permanent, management-level staff on Carehome.co.uk
- Recruitment process developed over 15 years through consultation with care home owners and leading industry bodies.

The cost of badly filled vacancies

In any organisation a poor manager will cause problems, whether these are financial, Human Resources related, or any one of dozens of possible operational issues. The challenges of Care Home management go some way beyond this, because few (if any) sectors come under as much scrutiny as Care. Non-compliant Care Homes have lower occupancy rates and are consequently less viable. Other organisations such as the HSE, Police, MHRA and an increasing number of "ambulance-chasing" solicitors can cause even more serious problems for Care Home operators. Scarcely a week goes by without a story in the national press about a Care Home with unacceptable standards of care. It is surprisingly easy to recruit someone who will create more problems for your business than they will solve, especially if you source your new employee through an advertisement or employment agency. 60% of the Care Home Manager vacancies we handle exist because the current or former Manager is or was under-performing.

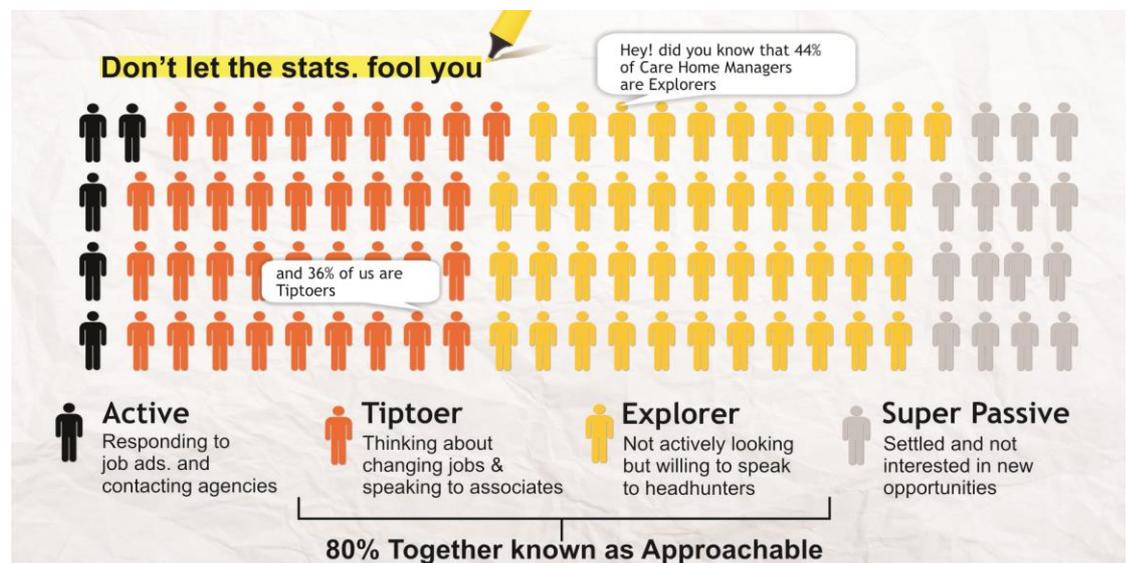
Headhunting is very different to any other method of recruitment.

Why are the best Care Home Managers so hard to recruit?

If you want to recruit a high calibre Manager, there are 2 separate problems you need to overcome. Firstly, the pool of active job-seekers is small – at any one time less than 5% of Managers are actively looking for new roles i.e. reading job ads and sending their CVs to employment agencies. The second issue is that active job-seekers are quite likely to be poorly-performing employees – people don't tend to enjoy doing jobs they're not good at and employers don't tend to make much of an effort to look after poor-performers, so the lowest calibre Managers are always more likely to be seeking an escape route by applying for vacancies like yours. Whilst it's certainly not impossible to recruit a high calibre Manager from the pool of active job-seekers, it's a high risk strategy that inevitably leads to some Care Home operators recruiting Managers who inflict lasting harm on their organisations.

A solution!

Whilst only 5% of Care Home Managers are actively seeking new employment, **don't let the statistics fool you**.....the truth is, an overwhelming number of the remaining 95% are open to exploring new job opportunities.



Hunter Human Capital specialises in helping clients recruit from the pool of Approachable candidates; these are candidates who cannot be reached by Recruitment Agencies or Job Adverts.

Recruiting from the pool of Approachable candidates (rather than the pool of Active candidates) brings a number of significant advantages...

- Containing 80% of potential candidates the pool of Approachable candidates is a significantly larger candidate pool, which means you'll have a better opportunity to make a close match between the needs of your role and the skills/experience of the person you hire.
- The pool of Approachable candidates contains a higher proportion of high calibre candidates (poor performers are always more likely to be *actively* seeking new jobs).
- It's much easier to measure the motivational fit of someone who isn't desperate to change jobs, so you're more likely to be able to hire someone who will be genuinely committed to the role for an extended period of time.

This is a very brief summary of our headhunting process:

- One of our specialist Recruitment Project Managers will work with you to build a compelling description of the benefits of your role and of working in your business.
- We will create a list of all the homes within about a 45 minute travel distance of yours and one of our research partners will identify every Senior Manager, Manager, Deputy and/or Support Manager (as applicable) working therein.
- Your Project Manager will create a list of suitable candidates to headhunt (based on job title, qualification etc.) and before we headhunt anyone, you will have the opportunity to remove from the list anyone who you would not wish us to contact.
- Your Project Manager will contact prospective candidates by phone and effectively sell your role to them (although we are speaking to people who are not actively looking for new roles, a high proportion of people are interested in hearing about new opportunities).
- We will arrange for suitable candidates who are interested in your role to come and meet with you and we will project-manage the entire recruitment process from beginning to end.

Our pro-active, research-based recruitment process consistently achieves positive results and as long as the right conditions exist, we provide service on a ‘no-hire, no-fee’ basis — under these terms you do not pay us a penny until, or unless a candidate supplied by us accepts a position with you.

CLIENT TESTIMONIAL: Peter Hannah, Director, Lostock Lodge Ltd.

“As a business we had not used a head-hunting service before. The reason we decided on this approach to recruitment was that we had a critical role to fill — manager of a care home — as soon as we could, as the business had issues that needed to be addressed as quickly as possible. The traditional recruitment process of placing adverts, sifting through piles of CVs and application forms, arranging interviews and wasting time with candidates who did not fulfil the criteria but had applied anyway, was not an appealing prospect. I was impressed with what Hunter had to say about the process, and with certain key issues such as the best candidates being people who are not necessarily looking to change their job, and also the geographical targeting of candidates within a radius of our location. The big surprise came when I was sent the first batch of Profiles to review. The quality of the candidates being put forward was far higher than I expected, and I was truly surprised at the number of quality people within commuting distance of our business. It was difficult to select between the high quality candidates put forward by Hunter, but we are very pleased with our decision. Our eventual recruit has been in post nine months now, and has proved to be an excellent choice — it is no exaggeration to say that she has turned things around significantly. Overall my experience of using Hunter was completely positive, and I would have no hesitation in recommending them.”

..... quality
people within
commuting
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Nursing Home Manager Salaries

SIZE OF HOME (BEDS)	SALARY
20-29	£36100
30-39	£40700
40-49	£42100
50-59	£42800
60-69	£45300
70-79	£45700
80-89	£47300
90-100	£49200
100+	£50300

Nursing Home Deputy Manager Salaries

SIZE OF HOME (BEDS)	SALARY
20-29	£27300
30-39	£29800
40-49	£31000
50-59	£31100
60-69	£31900
70-79	£34100
80-89	£34300
90-100	£34900
100+	£36500

Residential Care Home Manager Salaries

SIZE OF HOME (BEDS)	SALARY
20-29	£29100
30-39	£32800
40-49	£35500
50-59	£40200
60-69	£41300

Residential Care Home Deputy Manager Salaries

SIZE OF HOME (BEDS)	SALARY
20-30	£27100
30-40	£28100
40-50	£29800
50-60	£29500
60-70	£30100

The following 4 factors have the greatest effect on salaries:

- The size of the home (number of beds) - the size of a home has a large bearing on what salary a candidate will earn as the greater the number of beds, the greater the structural and operational challenges that the candidate will be required to meet.
- The care provision offered within the home - the greater the provision, the greater the demands on the services provided by the care management team, so salary expectations are likely to be higher
- Experience - a highly experienced candidate will command a higher salary than a less experienced one as a more experienced candidate is likely to have a greater ability to efficiently and effectively face any challenges with success due to their ability to draw from previous experiences.
- Calibre - you can't determine a salary by looking at a CV. Two individuals with near-identical CVs may be worlds apart in terms of their respective levels of competence and 'worth'.

Combining these 4 factors creates significant variances and on that basis, the figures quoted in this salary survey should be used as no more than a benchmark guide.

If your aim as an employer is to retain a member of staff, the main questions you need to be asking yourself are:

- Am I paying this person not just what they might be worth on the open market but what they're worth to my business?
- If I lost this person, could I reasonably expect to find a replacement of equal or higher calibre and commitment?
- What would be the cost to my business of losing this person, once I've taken everything into account, including lost opportunity costs and the cost of hiring and training a new member of staff?

If you're looking to hire someone, the questions are similar:

- Is the package I'm offering competitive?
- If I don't manage to hire this person, can I reasonably expect to be able to find someone else of equal or higher calibre and commitment?
- What is this person really worth to my business?
- What will it cost me if I don't get them on board?

If you go about recruiting in the right way, then when you meet with someone you'd like to hire, the skills, abilities, experience and financial demands of that specific individual are the only things that will determine the remuneration package you'll need to offer.

Reasons for Changing Jobs - Managers

The 8 most important factors amongst Managers of both Nursing and Residential Care Homes when changing jobs were as follows:

1	Location of Care Home in context to place of residence
2	Scope of role and job responsibilities
3	Remuneration package (cash + benefits)
4	Working environment
5	Identity/reputation of employer
6	Opportunity for career development
7	Job security
8	Flexibility of working hours

Desirable Benefits - Managers

1	Min. 33 days holiday (inc. bank holidays)
2	Training support
3	Pension
4	Health insurance

Reasons for Changing Jobs - Deputy Managers

The 7 most important factors amongst Deputy Managers of both Nursing and Residential Care Homes when changing jobs were as follows:

1	Location of Care Home in context to place of residence
2	Remuneration package (cash + benefits)
3	Working environment
4	Opportunity for career development
5	Identity/reputation of employer
6	Flexibility of working hours
7	Perceived Job security

Desirable Benefits - Deputy Managers

1	Min. 33 days holiday (inc. bank holidays)
2	Training support
3	Pension
4	Health insurance

Year on year we have seen little change in reasons given for wishing to change jobs; proximity of work to place of residence is still of primary importance for both Managers and Deputy Managers; the 'scope of the role' was ranked highly by Managers. Job security is ranked lower than in previous years; there may be a perception that the industry is more stable than in the past.

Opportunities for career development and training support are rated highly by Deputy Managers.

Holiday Entitlement Allowances inclusive of 8 public holidays

NURSING HOME MANAGER HOLIDAYS

HOLIDAYS	PERCENTAGE OF MANAGERS
> 33 DAYS	25%
= 33 DAYS	57%
< 33 DAYS	18%

NURSING HOME DEPUTY MANAGER HOLIDAYS

HOLIDAYS	PERCENTAGE OF DEPUTIES
> 33 DAYS	16%
= 33 DAYS	46%
< 33 DAYS	38%

RESIDENTIAL HOME MANAGER HOLIDAYS

HOLIDAYS	PERCENTAGE OF MANAGERS
> 33 DAYS	19%
= 33 DAYS	54%
< 33 DAYS	27%

RESIDENTIAL HOME DEPUTY MANAGER HOLIDAYS

HOLIDAYS	PERCENTAGE OF DEPUTIES
> 33 DAYS	13%
= 33 DAYS	39%
< 33 DAYS	48%

I was clear that I needed a very specific type of person.

CLIENT TESTIMONIAL: *Mr. Bhalla, Proprietor, The Yews Care Home.*

“When I was looking to hire a Care Home Manager for my home, I was clear that I needed a very specific type of person. I had a dedicated consultant from Hunter Human Capital working on my behalf handling the position, really taking me through and guiding me every step of the way and we had a fantastic working relationship. Things are working out really well with the person I hired through Hunter, and I would have no doubts about recommending Hunter Human Capital to any employer looking for a Care Home Manager with the specific skills, knowledge and attitude needed to successfully run their Care Home.”

Producing better outcomes for each home's service users and contributing to the company's bottom line.

CLIENT TESTIMONIAL: Akash Soni, Managing Director, Holly Care Group.

"I just wanted to take this opportunity to convey my sincere gratitude to you and your team in respect of the two recent home manager placements you secured on our behalf. Both managers have brought with them many years of successful care home management experience and consequently, the positive improvements they have already made to my services is clear for all to see. Some three months on since each candidate's employment, I can truly believe the bold statement made in your marketing literature that the initial investment with yourselves will pay for itself in the long term - as I now have a strong working relationship with both candidates that is producing better outcomes for each home's service users and contributing positively to the company's bottom line. I would have absolutely no hesitation in recommending your services to anyone who is looking for a first class, experienced and competent home manager to run their service."

Notes on the Data

- All figures stated are average actual earnings for individuals (including actual bonus earnings) during the 2014 calendar year.
- Bonus earnings have been included on the basis that some firms remunerate their Managers and Deputy Managers in the form of a full cash package, whilst others offer a lower basic salary and pay bonus on top. Not including bonus earnings would therefore give a false impression of actual earnings. Where candidates were paid bonus, we included only actual bonus earnings (as opposed to what people were told they 'could' or 'should' earn).
- The figures include all cash remuneration, whether called basic salary, car allowance or performance related bonus.
- All figures are based on a 37.5 hour working week (a pro rata figure has been applied where candidates were working a lesser or greater number of hours).
- The figures presented are the average earnings of employed Managers and Deputy Managers working for charitable organisations, independently-owned Care Homes and Care Homes owned by corporate operators.
- Our data sample does not include directors or partners of any Care Home operator, since our survey is intended as a guide for recruiting and retaining Managers and Deputy Managers on an employed basis within Care Homes.
- We have provided figures for Managers and Deputy Managers employed throughout England, Scotland and Wales only, as the data we hold for people working in Northern Ireland is too limited to provide meaningful averages and we do not recruit outside of the UK. All figures have been rounded to the nearest £100.

For further information about how we can help you hire great people, please contact Jason Dunn on 01423 874696 or by email Jason@hhcuk.com