



HUNTER  
HUMAN CAPITAL



# Care Home Manager and Deputy Manager Salary Survey 2015

Key data for recruiting and retaining staff

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

Established in 2003, Hunter Human Capital is a headhunting firm that specialises in recruiting Senior Managers, Managers and Support Managers for Care Homes. Our proactive, research based recruitment methodology is an ideal solution for employers looking to find exceptional candidates or fill 'hard-to-fill' posts.

Headhunting involves making direct and personalised approaches to prospective job candidates, with a high degree of discretion. It is an ideal solution when recruiting for positions where specific qualifications and expertise are sought and candidates must have proven track records of success in similar roles.

Underpinned by high quality candidate research, headhunting is a transparent process, whereby the list of candidates to be headhunted is agreed in advance with the client and the client receives regular, detailed updates on the outcome of all headhunting activity being undertaken on their behalf.

*Headhunting is very different to any other method of recruitment.*

### Why use us

Headhunting is very different to any other method of recruitment. The service provided by Hunter Human Capital uniquely gives you the opportunity to present your role in a powerful and engaging way to every Senior Manager, Manager, or Support Manager in your area, not just the few who are actively looking for new positions.

#### Identification and Attraction:

- Real time access to **22,000 Care Home Managers** and every **Senior Manager** or **Support 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 care home.

#### Selecting for Quality:

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

#### Assurance & Peace of Mind:

- Bespoke, **fully project-managed** and **totally transparent** recruitment service.
- **Recommended** 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

Non-compliant or badly managed Care Homes have poorer reputations, more complaints, lower occupancy rates, higher staff turnover, increased recruitment and training costs, greater inefficiencies, lower profits... the list goes on.

It is surprisingly easy to recruit someone who will create more problems for your business than they will solve.

60% of the Care Home Manager vacancies we handle exist because the current or former Manager is or was under-performing.

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

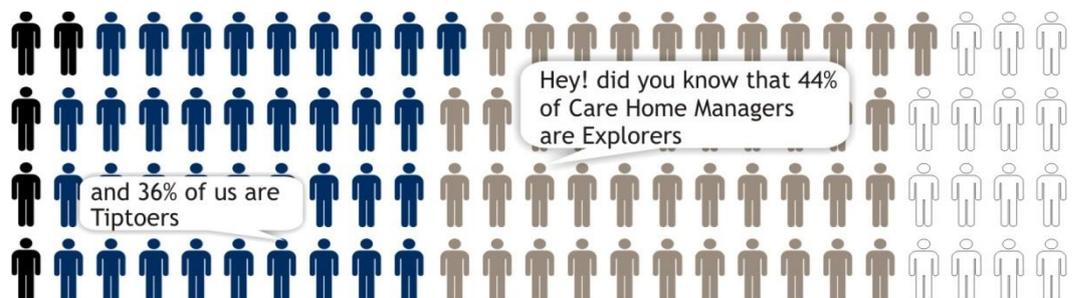
If you want to recruit a high calibre Manager or Deputy, there are 2 separate problems you need to overcome:

1. The pool of active job-seekers is small – at any one time less than 5% of Managers and Deputies are actively looking for new roles i.e. reading and applying to job ads and sending their CVs to employment agencies. Hiring exercises based around advertisements or agencies are inevitably compromised by a shortage of candidates.
2. Active job-seekers are more likely to be poorly-performing employees – people don't tend to enjoy doing jobs they're not good at and employers don't make much of an effort to look after poor-performers, so the lowest calibre Managers are always more likely to be reading and applying to job ads and registering with employment agencies.

## The solution

The pool of Approachable candidates (made up of Tiptoers and Explorers - see below) is considerably bigger and contains a significantly higher proportion of high quality candidates. Headhunting is the only method of recruitment that will enable you to present your vacancy to every one of these candidates and this, in turn, will afford you a significantly better opportunity to hire a high quality candidate with a proven track record of success.

*A significantly higher proportion of high quality candidates*



**Active**  
Responding to job ads.

**Tiptoeer**  
Thinking about changing jobs & speaking to associates

**Explorer**  
Not actively looking but willing to speak to headhunters

**Super Passive**  
Settled and not interested in opportunities

**80% Together known as Approachable**

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.

## 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 relation 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 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 Senior Managers, Managers and Support Managers please contact Jason Dunn on 01423 874696 or by email [Jason@hhcuk.com](mailto:Jason@hhcuk.com)