



SeneCura

ŽIVOT POKRAČUJE S NÁMI

Employee Recruitment and retention in the Czech Republic

Seminar Recruitment and Retention in Social Services

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SENECURA CZECH REPUBLIC

- We are a leading respected provider and employer in the social services area. We set the direction, increasing quality of care for the elderly.
- Our key values are Humanity and Respect.
- We are a member of the Association of Social Care Providers of the Czech Republic.
- Our facility is a holder of the Quality Label Award and a holder of the Vážka Certificate.
- In the Czech Republic, SeneCura currently operates 14 SeniorCenters.
- Our services are provided in form of homes for elderly (40 %) and homes with special regime (60 %).
- SeneCura is on the growing path geared by own construction activities and acquisitions.
- We employ 1050 staff. 12% of men and 88% of women.



ZNAČKA KVALITY
V SOCIÁLNÍCH SLUŽBÁCH



RECRUITING

Resources for the recruitment of applicants

Active tools

- Cooperation with schools: accredited workplace for internships, brigades, student volunteers
- Recruitment day – recruitment events
- Motivation of current employees - remuneration for recommendation of a new colleague divided into 2 parts - the first part on-board period, the second part after one year
- Project Ukraine

Passive tools

- Recruitment websites/ external online platforms (jobs.cz, work.cz)
- Local media, according to experience in the region, magazines
- Employment Department
- Facility website
- Social networks - Facebook, LinkedIn
- Recruitment agencies

RECRUITING

Conditions for successful recruitment:

- The immediate reaction(mail, phone call, face to face meeting)
- The interview always leads a direct superior
- The applicant always sees at least 2 employees of the company
- We do not accept everyone
- We make a tour in the facility with the applicants, places of work (see workplace) and meeting with colleagues is also part of the selection process
- In the case of non-practitioners, an example of a colleague's real work is part of the interview
- The applicant has to pass a test shift(is obligatory for non-leading positions)
- After a test shift, give recommendation for accepting or not accepting the applicant by the employee from the shift

**EVEN MORE IMPORTANT THAN
RECRUITING WORK IS RETENTION
AND WORK WITH EXISTING TEAM**

PERSONAL STABILITY AND MOTIVATION

- **Clear organisation structure** – one for all facilities
- **A job description** - with clear competencies and responsibilities
- **Onboarding process** – mentor, training, integration meeting
- **Improved communication** – regular meetings and feedback, staff birthdays
- **Supervising** – emotional support, positive working relationships
- **Team building** – relationships establishment/improvement
- **Regular training** – self confidence
- **Flexibility** - half-time jobs, adjusting working hours
- **Working with talents**
- **Know the personal motivational factors**

COLLECTIVE BARGAINING AGREEMENT

1. RELATIONS BETWEEN THE EMPLOYER AND EMPLOYEES

- Work period scheduling
- Reasonable period for meals and rest
- Overtime work
- Work period records

2. ADDITIONAL EMPLOYMENT LAW CONDITIONS

- Joint provisions regarding leave
- Training of workers in social services

3. REMUNERATION FOR WORK PERFORMED

4. **OCCUPATIONAL HEALTH AND SAFETY** (OHS, injuries at work, occupational illnesses, vaccination for certain groups of employees, sanitary facilities for employees, ...)

5. CARE FOR EMPLOYEES (Employee benefits)

6. RELATIONS BETWEEN THE EMPLOYER AND TRADE UNION ORGANISATIONS

7. FINAL PROVISIONS

TRADE UNION REQUIREMENTS - FINANCIAL PRIORITIES

	REQUIREMENT	FINAL AGREEMENT
1.	10% increase of base wage for all	The new payroll system
2.	Bonus for work in shifts in the amount of 2,000 CZK/month	
3.	5 weeks paid holiday	Ok - 5 weeks*
4.	Compensation for work performed as a replacement for absent staff (50% wage)	Bonus of 3,000 CZK per quarter provided if they work within one quarter 4+ shifts for an absent colleague.

OLD REMUNERATION SYSTEM

- Fixed part + personal evaluation
- Different rules and systems
- Personal evaluation has become a part of the fixed part
- Personal evaluation is reduced only when a serious infringement happened
- Rewards does not reflect how good I work but can be and is demotivational
- It does not allow having the one/same rules and working according the same procedures
- It does not allow to ensure and manage the quality of the services

NEW REMUNERATION SYSTEM

- REMUNERATION FOR WORK PERFORMED - not reflecting years of practice, but achieved education and the quality of the work done
- Wage system and conditions for providing and recognising tariff wages
 - Basic = fix wage
 - Lawful extra pay added to wages
 - Variable wages
- Design of wages corridors based on the market situation for each positions
- Extra pay added to wages (agreed overtime work, night work, work during weekends, for work during state holiday)
- Rules for wage changes:
 - y / y only 1x (on the basis of an annual evaluation interview)
 - Promotion
 - By changing positions

NEW REMUNERATION SYSTEM

- Retaining or increasing the fixed part (up to 50% of variable)
- Implement a real variable part
 - Variable part up to 20% of the total wage
 - leading position 20%
 - specialist 15%
 - auxiliary positions 10%
 - Variable part is evaluated according to set goals and real performance
 - evaluation based on predefined criteria
 - ratings to direct supervisors
 - possibility of repair
- Mentoring program

CARE GIVER EXAMPLE - WAGES

Before:

Fix part: 15 500

Variable part: 2 500

Total: 18 000

New:

Fix part: 18 250

Variable part: 0 - 3 225

Total: 21 500 **=> +19%**

Variable part:

- keeping the required tasks according to the checklist and in a predefined quality
- access to work
- compliance with the number of planned shifts in the month

EMPLOYEE BENEFITS

- The possibility of education and development grants
- 4 weeks of vacation + 5 weeks of additional holiday
- Lunch for employees for 30 CZK
- Bonus 3000 CZK for 4+ extra shifts (above the long-term plan) within the quarter
- Bonuses for loyalty

Years with the company	Reward
1 year	2.000 CZK
3 years	4.000 CZK
5 years	6.000 CZK
7 years	8.000 CZK

- Vouchers for leisure, culture and health (4 x 500 CZK = 2000 CZK)
- Pedicure 2 x in a year
- O2 Family Employee Program
- BENU PLUS Health Card (15% off)
- Children groups in some facilities
- Christmas Party, Family Day, Teambuilding, etc.

