

## **Worker Recruitment and Retention in the Care Economy: Service Worker Archetypes as a Way Forward**

## Introduction

Worker recruitment and retention are extensively researched areas in management literature. A focus on these areas is essential in industries/sectors where the human element and caring nature are inherent and fundamental to achieving their objectives such as the community services industry comprising of aged care, disability, education and care, and social services sectors. In Australia particular, service worker recruitment and retention in these sectors are facing significant challenges prompting concerns on how these sectors can be better equipped and prepared to attract the talent and skills they so desperately need, and to retain this talent within the sectors (Lincoln et al., 2014). Despite structural challenges such as geographical barriers and industry-wide criteria imposed, numerous efforts are being taken to improve the availability of potential talent for these sectors and help attract the necessary talent in these areas that are experiencing skills shortages.

The need and the demand for workers in the community services industry have grown due to the increasingly ageing Australian population and the importance of these worker inputs in managing the user experiences (Dew et al., 2012; National Health Workforce Taskforce, 2009). As part of the community services industry consisting of services that provide care and support to people of various backgrounds that require care, service workers play a key role in improving participation among people who experience disadvantage (Tasmanian Council of Social Service [TasCOSS], 2021). For Tasmania, these service workers are hugely important considering the ageing population in the state, the increasing number of Tasmanians living in poverty or on inadequate incomes and the higher-than-average proportion of people experiencing disability across the state. These are driving an increased need for community services and workers which has also been exacerbated by the impacts of crises such as COVID-19 and climate change (TasCOSS, 2021). This need

is further evident by the projected requirement of around 4,000 additional community service workers to meet the community needs in Tasmania by 2024 (TasCOSS, 2021).

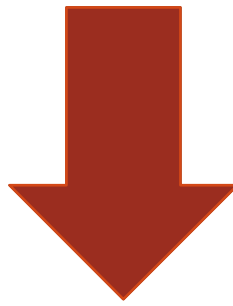
In light of these growing needs for service workers in the community services industry, challenges emerge in terms of having a well-educated and trained workforce in the industry, which, however, is heavily dependent on each sector's and the industry's ability to attract and retain talented people of all ages in a highly competitive labour market. Similar challenges exist in the volunteer workforce in the Tasmanian community care services industry, in which the demand and supply gap is forecasted to reach 40% by 2029 (TasCOSS, 2021), insisting on immediate attention to worker recruitment and retention issues in the industry.

Accordingly, this project seeks to develop the understanding of how to design and deliver a recruitment and awareness campaign, which aims at shaping the perception of the community services industry to attract and retain service workers.

## Research objectives and questions

*Explore service worker's perspectives of their work in the community services industry (aged care, disability, education and care and social services).*

- Identify values, motivations and expectations of service workers in servicing service users in the community services industry from a prosocial impact perspective.
- What are the types of resources (e.g., networks, media etc.) that these service workers use to seek work opportunities in the community services industry?



***RQ1: What are the values, motivations, and expectations of service workers in servicing service users in the community services industry?***

***RQ2: What are the different archetypes of service workers serving service users in the community services industry?***

***RQ3: Which marketing communication appeals align with different service worker archetypes in the community services industry?***

## What are Archetypes?

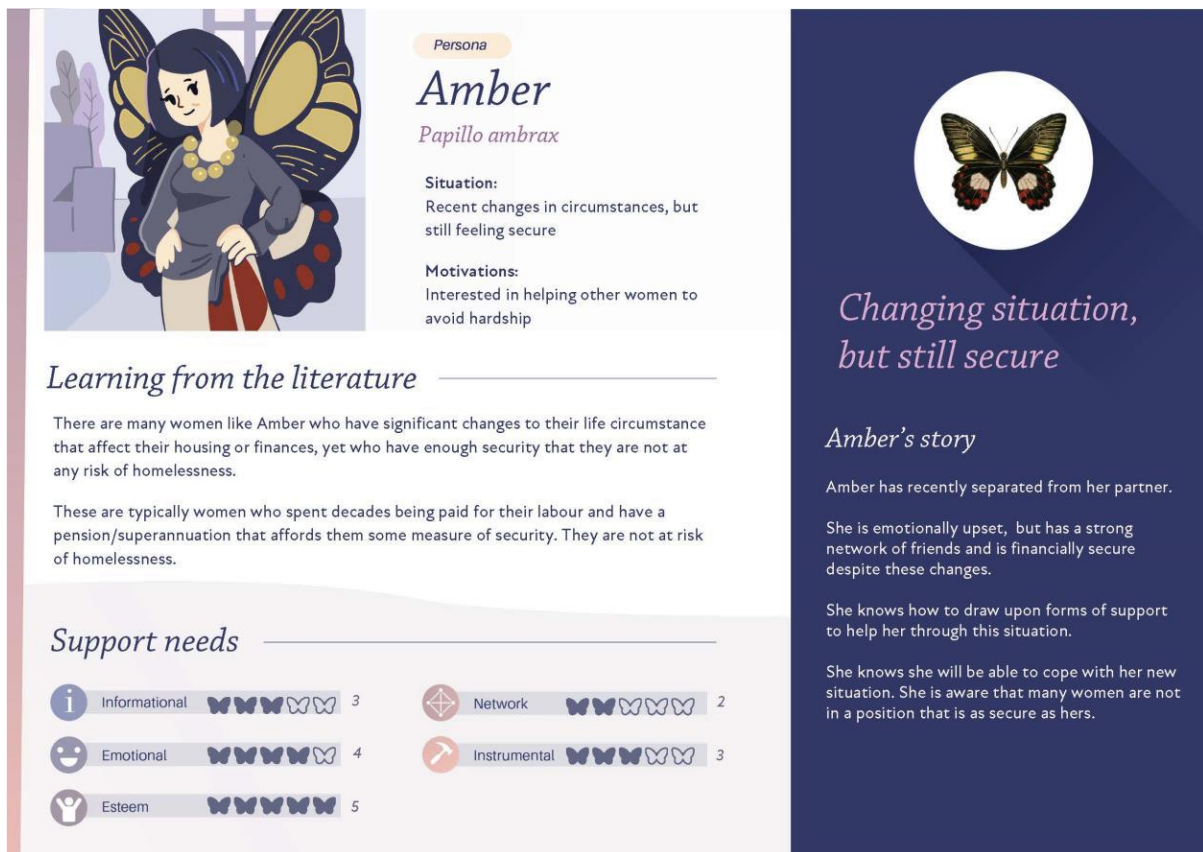
Archetype methodological approach involves developing different personas based on a common characteristic that respondents share while highlighting the clear differences that exist among them across another characteristic/dimension/construct (Russell-Bennett et al., 2021). An archetype-based framework offers a holistic approach to capturing the different aspects driving service worker engagement in the community services industry, which then can provide a basis for strategy formulation to address worker recruitment and retention issues in the industry.

Archetypes and personas are a form of comprehensive tools that are used to represent the data and insights about users' behaviours, attitudes, beliefs, lifestyles, aspirations, meaning, mental frames, goals, and pain points. Personas have a human face, with a name and biographical information, whereas archetypes take the form of an abstraction. They are developed out of stories shared by research participants and provide in-depth knowledge to design promotional or intervention strategies.

Figure 1: Archetypes developed in the Women's Butterfly Project (Russell-Bennett et al., 2021)



Figure 2: Examples of full persona profiles (Russell-Bennett et al., 2021)



## Potential Outcomes for the Workforce Coordination Project

- 1. Gain an in depth understanding of the values, motivations, and expectations of service workers servicing service users in the community services industry.***

One's profession is viewed as an extension of the self; the knowledge of potential service workers' perceptions, values and motivations that shape and guide their choices to work in the community services industry is vital. This study can provide the industry with granular insights into different personas (i.e., types of workers) you can target for recruitment. These insights can be used to design recruitment ads, talent management strategies and worker retention programs in the industry. It will also provide information to brand the community services industry.

**Key Outcome:** Information to design targeted advertising for recruitment across the four sectors of **aged care, disability, education and care and social services** in the community services industry.

- 2. Develop archetypes of service workers who are potential future workers in the community services industry (e.g., school leavers, workers seeking to return to workforce and persons already working as unpaid/voluntary carers) based on their values, motivations, and expectations.***

Knowledge of potential service workers' motivations and desires can help determine how the service worker roles match these motivations and desires to develop a matching value proposition for that archetype (in plain language – segment). Study results will also provide insights by zooming out each sector type and identifying each sector's overall service worker value proposition (one common theme).

**Key outcome:** Each archetype/persona (segment) information that is developed will allow you to design a service worker value proposition for that particular segment.

**3. Understand the role of prosocial motivation as a key to activating recruitment in the community services industry.**

This helps the community services industry and the service organizations across the four sectors to step out and understand the service worker's perception towards their work in the industry.

**4. Identify the types of Integrated Marketing Communication (IMC) appeals that align with each service worker archetype – this can feed into subsequent developments of IMC templates.**

Service worker archetypes can build a deeper connection between the target audience and the integrated marketing communication development process.

**5. The outcomes of the project will also contribute to the current campaign of post cards run by the Workforce Coordination Project in terms of developing follow-ups/extensions to this campaign.**

Service worker archetypes can provide a clear direction to make informed decisions when developing follow-ups/extensions to worker recruitment and retention campaigns.

**6. A summary of the findings and a final report that encompasses the research objectives and agreed outcomes will be submitted to the Workforce Coalition**



## Methodology

- We conduct **semi structured in-depth interviews** to collect qualitative data which will inform the development service worker archetypes in the community services industry.
- Potential sample size will be **40 service workers** in the community services industry. Research sample configuration is provided in Table 1.

Table 1: Make-up of the project sample

Sector	Service worker type	
	Current	Potential
Aged care	05	05
Disability	05	05
Education and care	05	05
Social services	05	05
<b>Total</b>	<b>20</b>	<b>20</b>

Qualitative study designs and research methods are typically concerned with the collection of a relatively small number of people or cases (Labuschagne, 2003; Marshall, 1996). While there is no common agreement on the size of the sample among qualitative researchers (Braun and Clarke, 2013; Emmel, 2013; O'Reilly and Parker, 2013; Patton, 2002), the sample, although might not be large, still needs to encompass a diverse range of participants for the inquiry to be able to gain a sufficient level of understanding of the phenomenon being studied.

In qualitative studies, the quality of the findings depends on the richness of the data gathered from the respondents and their level of engagement. A sample size of 40 is within the sample size of other similar studies (e.g., Russell-Bennett et al., 2021).

- Broadly, interview questions will focus on **understanding the meaning of care from a service worker perspective** and the values motivations etc. that drives their views.

- The **ownership and intellectual property of the data and findings** depends on the type of agreement agreed upon between the research team and the Workforce Coalition. The university usually owns IP as the research team is its employees. If the Workforce Coalition wants to own some IP, the research team can contact the UTAS IP office and find out details.
- A **summary of the findings and a final report will be submitted** to the Workforce Coalition.

## Activities and Budget

Activities	Potential Responsibilities	In-Kind Contribution	Budget
Developing extended project brief	Gauri, Cheryl, Cindy and Sajith	0.2% FTE @ respective salary levels in 2023 for three academic researchers and 1 PhD intern – approx. \$25,000 (can provide accurate cost)	
Conceptualizing research project and its individual parts	Gauri, Cheryl Sajith		
Developing Interview Questions	Gauri, Cheryl Sajith and Cindy		
Applying for Ethics	Gauri and Sajith	UTAS governance and resources	
Recruitment of Research Participants that are identified within and out of sectors	TASCOSS		
Provision of Incentives if needed (if the UTAS ethics committee make this a requirement)	TASCOSS	\$50 gift vouchers x 40	\$ 2,000
Co-ordination with service providers in community care*	TASCOSS		
Data Collection	TASCOSS representative Lauren (15 interviews)  Gauri, Sajith and Cheryl (25 interviews)		

<b>Data Analysis*</b> <ul style="list-style-type: none"> <li>- Transcription</li> <li>- Assessing quality of data transcribed using AI/Zoom transcription feature</li> </ul>	TASCOS representative Lauren (15 interviews)  Gauri, Cheryl and Sajith (25 interviews)		
<b>Data Analysis</b> <ul style="list-style-type: none"> <li>- Nvivo Coding and outcomes</li> <li>- Thematic Analysis</li> </ul>	Gauri, Sajith and Cheryl		
<b>Development of Archetypes</b>	Gauri, Cheryl Cindy and Sajith		
<b>Designing Implications for TASCOS</b>	Gauri, Cheryl Cindy and Sajith		
<b>One Full report will be provided to four industries, with sub-sections highlighted for each sector</b>	Gauri, Cheryl Cindy and Sajith		
<b>Total Cost</b>			<b>\$ 2,000</b>

\*It is recommended that we hire a business intern to support us through project administration and transcription quality checks

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