

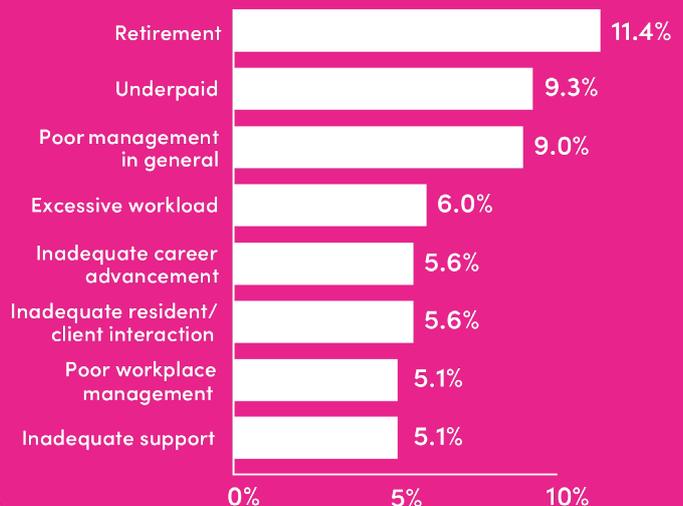
## Insight #5

# Motivators to leave

Over the last 10 years, the dominant reason why employees form a specific intention to leave their aged care organisation is “retirement”. No surprises there with over 50% of employees aged 46 years and over.

### Top reasons for leaving the organisation (last 10 years)\*

Aged Care Respondents: 7,315



### Top reasons for leaving the organisation\*

	2016-2018 (n = 1,791)	2017-2019 (n = 2,157)
Top	Underpaid	Underpaid
2nd	Poor management in general	Poor management in general
3rd	Excessive workload	Retirement
4th	Retirement	Excessive workload

But the years 2016 to 2019 paint a different picture. Pay, management and workload now override the age-based issue of retirement. It's probably related to the shifting age patterns of the aged care workforce - it's getting younger and retirement is not yet all that relevant for them.

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### Analysis of the insight

The Aged Care Census Database (ACCD) shows that retirement is the number one reason workers give for leaving aged care. The other reasons aged care workers are giving more recently for leaving aged care fit closely with the motivators data suggests will be key to providers retaining aged care staff. These emerging motivators were outlined in Insight #1 as including the organisation's reputation. Aligning these with the top reasons given by workers for leaving aged care, the data suggests:

- **Job security** (sufficient regular hours) sits with the second ranked ACCD reason for leaving: being **underpaid**.
- **Organisational reputation** sits with the third ranked reason for leaving: poor management.
  - We know that many workers approach aged care providers that they have heard by word of mouth have good reputation<sup>1</sup>
- **Work opportunities** sit with the fourth ranked reason for leaving: **excessive workloads**.
  - If the workload is so great that the worker cannot see any opportunity for development or for gaining new skills/training then as a provider you have prevented a key reason for staying.

### So, what can providers do?

- Ensure that there are **enough shifts available** for workers to earn a decent income.
- If possible, implement initiatives to **reduce the casualisation of your workforce**.
- Offer **work opportunities** that sit within the ambit of the worker's role but outside their day-to-day deliverables, such as undertaking training or professional development opportunities or running a work social club for new starters.
- Train **supportive supervisors**: consider focusing on your middle management which is responsible for direct staff supervision. Those managers are workers' key source of information about your organisation, understanding of standards, the work that is to be done and appreciation of

worker efforts. In other words. In terms of day-to-day work they are the face of your organisation and as such a key source of your reputation. Make sure it is a face you want workers and consumers to see.

1. Isherwood, L. Mavromas, K, Moskos, M. Wei, Z. (2018) Attraction, Retention and Utilisation of the Aged Care Workforce Working Paper prepared for the Aged Care Workforce Strategy Taskforce 19 April 2018, p 8. Accessible at: <https://apo.org.au/node/216031>