

Healthy Minds (Calderdale Wellbeing) Recruitment Policy

Policy Statement

Healthy Minds' vision is "to improve the mental health of people of all ages in Calderdale and the quality of life of those people who experience poor mental health through increasing opportunities, choice and control ... People who have lived experience of mental distress are central to the realisation of this vision through involvement in all aspects of our organisation and collective advocacy for equality for mental health."

In our employment and recruitment practice, we will seek to fulfil our vision by valuing lived experience as an asset, and creating opportunities for volunteer progression into employment where possible by:

- Including, as standard, "Personal experience of emotional distress / ill-health" as desirable experience in person specifications for all roles within the organisation;
- Considering job-carving of roles and responsibilities for employment opportunities with the aim of removing unnecessary barriers that disadvantage volunteers in open (external) recruitment;
- Giving due consideration to whether employment opportunities have to be recruited externally, particularly when opportunities have been identified through volunteers' contributions to Healthy Minds' work.

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1. Identifying employment opportunities

The main source of employment opportunities within Healthy Minds will be in service delivery: funding proposals or tenders include provision for key personnel who will deliver outcomes.

We will, wherever possible, try to embed volunteering opportunities in service delivery so that there are opportunities to build experience and skills towards future employment.

Infrastructure / 'core' roles that support the running of the organisation, may arise from a need for additional capacity in areas of work that cannot readily be absorbed in day-to-day roles. In these instances, we will consider the purpose and requirements of the role in line with the above principles.

2. Internal vs. external recruitment

In order to increase diversity, including skills mix, within the staff team, we expect that newly-created roles within new work streams that are likely to be for longer periods will be recruited through an open process, inviting applications from the wider community (i.e. external recruitment).

There may be circumstances in which an internal recruitment process can be considered. Examples include:

- **Time-critical appointments:** temporary positions addressing urgent need for capacity. The resources required for open recruitment outweigh the need to have someone in post.
- **Extension of current roles:** opportunities for additional hours or duties that may not lend themselves to the creation of a whole new role. Consideration should be given to the resource implications of an additional employee against offering the role to existing staff members.
- **Promotion:** Staff retention and motivation can be encouraged in organisations that provide opportunities for personal and professional development. Whenever a post becomes vacant we will carefully consider whether any existing staff may have the necessary skills, experience, and abilities to meet the person specification. If this is the case the recruitment for this post may be ring-fenced for internal applicants in the first instance. This decision may be referred to the Board of trustees or to a staffing subcommittee of the Board in cases of doubt. In every other respect the normal recruitment procedures will be followed, including application, shortlisting and interview. An internal appointment will only be made if a candidate fully meets the person specification.

This is not an exhaustive list and when opportunities are deemed suitable for internal recruitment it is important that the decision-making process is transparent and justified.

Internal recruitment carries the risk of disgruntlement (should an existing employee be unsuccessful in their application) and favouritism. Risks should be mitigated through clear expectations about the process and ensuring that all potentially-suitable candidates are given the opportunity to put themselves forward.

3. Advertising employment opportunities

Our Equality & Diversity Policy (2017) states:

2 - Employment

Recruitment

We will work to ensure that our recruitment processes are accessible to people from all ages, races, genders etc. We recognise that traditional approaches, whilst being fair and equal, can still advantage people with education or experience of recruitment and selection procedures. However, these traditional approaches to equality can at best eliminate discrimination in the selection process and will therefore be used wherever we recruit externally.

All vacancies for full or part time employment will be advertised in a range of media to ensure that groups that are traditionally discriminated against in society are targeted. This will include local papers and the local Job Centres. Leaflets will also be produced for distribution in the local communities. For posts whose salary is over SO1, jobs may also be advertised in the national press.

Alternative methods of advertising will be considered to ensure that we reach as wide an audience as possible. Our advertising methods will be reviewed on a regular basis to ensure that they are efficient, effective and fair.

We will ensure that every advert carries a statement encouraging applications for all sections of the community.

In practice, it is not often cost-effective for us to advertise through traditional media, such as local or national newspapers. Healthy Minds has developed wide networks for distribution of information that include Calderdale CCG, Council, NHS Trusts and services, and partner organisations. We also have public-facing communications through which job vacancies can be advertised.

The benefit of network distribution is low cost for wide reach; however, it runs the risk of missing people who are not engaged with such networks. We must, therefore, be proactive about following up communications and ensuring that adverts reach beyond networks, for example, job websites like Indeed.co.uk, job bulletins, etc. We will produce a list of key 'hits' that demonstrate job vacancies have been widely promoted. Monitoring for job applications will include the question "Where did you hear about this vacancy?" so that we can gauge reach.

Job vacancy adverts will include:

- Brief background of Healthy Minds and the project
- Purpose of the role
- Brief overview of the essential qualities (from person specification)
- Term i.e. end date if fixed term
- Salary
- Application process (link to HM website Jobs page) and
- Closing date and anticipated interview date
 - We aim to allow at least three weeks from advert to closing date, and at least one week's notice of interview times for shortlisted candidates.
- Relevant funders' logos for the project / role

4. Application Process

All jobs are posted on the Jobs page of the Healthy Minds website for electronic applications.

4.1 Website wording:

1. Copy & paste text from full job advert to create post

2. Add the following:

Please read the accompanying information for the job carefully. If you have questions THAT ARE NOT ANSWERED in the information, please contact XX or XX on 01422 345154 or email (insert relevant email addresses)

Documents can be viewed or downloaded on the links below:

- *Job Description*
- *Person Specification*

A complete application consists of two documents:

1: Monitoring Form: this contains your personal details and is removed from your application until shortlisting is complete; the shortlisting panel does not have access to this information.

2: Application Form: please address the criteria in the person specification, demonstrating how you meet the essential criteria. Applications that do not meet ALL the essential criteria will not be shortlisted for interview.

Email BOTH documents to jobs@healthymindscalderdale.co.uk by the stated deadline, using the job title of the post for which you are applying as the subject header.

Our jobs usually require a level of IT competence and we only accept electronic applications.

We do not accept CVs in place of completed applications.

We will notify all applicants of the outcome as soon as possible by email. Please note that, due to the volume of applications, we are not usually able to give individual feedback if you are not shortlisted for interview.

4.2 Recruitment Process

One person (usually admin or Operational Manager) is allocated to respond to incoming emails

Email applications received are acknowledged by reply email and retained in the inbox until the closing date

Applications are filed by order of receipt in numbered folders containing the monitoring form and application form. Both documents are printed and numbered accordingly, with the monitoring form being kept separate from the application. This is to ensure that candidates are not directly identified until shortlisting is complete.

4.3 Shortlisting

Each panel member individually reviews and scores applications against how well they match the essential and desirable criteria on the person specification.

See Appendix 1: shortlisting scoring template.

Candidates must meet ALL the essential criteria in order to be shortlisted.

Scores are compiled and reviewed for discrepancies. Top-scoring candidates are identified by consensus.

After shortlisting: Monitoring and application forms are reunited, and candidates notified of the decision.

It is our policy not to offer individual feedback at the shortlisting stage. Unsuccessful candidates are notified with a standard response that outlines broad observations from the shortlisting panel, e.g.

Thank you for your interest in the role of XXX. We are sorry to inform you that you have not been shortlisted for interview on this occasion. Due to the volume of applications, we are unable to give individual feedback at this stage. Generally, the main reason applications are not shortlisted is insufficient evidence that all the essential criteria are met.

We appreciate the time and effort that goes into applications, and that this decision will be disappointing. We thank you for your interest and offer best wishes for the future.

[Name & Position]

On behalf of Healthy Minds Recruitment Panel.

Monitoring data should be entered on the recruitment database and reviewed to identify actions (e.g. under-represented groups / advertising reach)

4.4 Interview process

Interview panel should consist of:

1. Immediate line manager for the advertised role
2. Senior manager for the relevant project
3. Third panel member: Chief Officer, Trustee or volunteer / service user with relevant experience

It is our policy that interview panels do not usually include peers (i.e. Project Workers would not be on the panel for Project Worker recruitment)

Time Out interviews: additional requirement for a panel of young people to conduct extra activity / interview. This is essential for Time Out posts to gauge rapport with young people. Views from young people's panel will be taken into account for decision-making but Healthy Minds interview panel will have the final say. Ensure the YP panel is notified of decisions. Volunteers / service users / young people participating in interview panels will be offered payment in cash or vouchers (guide payment: YP: £20 vouchers / adults: up to £50)

We expect interviews to last around 45 minutes per candidate. Healthy Minds' practice is to give candidates an additional 30 minutes pre-interview, during which time they can review the interview questions to gather their thoughts. Interview slots are therefore 75 – 90 minutes in total.

Task / presentation

Depending on the role, we may ask candidates to prepare a task or presentation as part of the interview. Consideration should be given to the value of such an exercise and what is being evaluated.

A staff member should be assigned to meet and greet candidates and explain the process. Candidates are given:

- Interview questions
- Blank paper
- Pen

They should be offered a drink and directed to quiet space prior to interview.

Interview questions

We aim for 6 – 8 questions to gauge ability, attitude and 'fit' within the service / team.

Questions should be devised to draw out key qualities and aptitude from the job description and person specification.

Sample questions: Appendix 2

Each member of the interview panel is issued with a notes / scoring sheet for each candidate, with the questions included. **See Appendix 3: interview panel sheet**

4.5 Selection

Following interview, panel will discuss observations to make a unanimous decision. In the event of indecision, we may review scoring from shortlisting and revisit match to person specification.

Feedback for candidates should be agreed by the panel.

4.6 Appointment

The selected candidate is notified and offered the job, subject to satisfactory references and DBS. Verbal confirmation that they accept the job is required before unsuccessful candidates are notified of the decision.

It is our practice that all interviewed candidates receive verbal notification and feedback by telephone as soon as possible following selection decision.

1. Confirm job offer to selected candidate by email as soon as possible.
2. Request references.
3. Instigate DBS check: these are currently administered by our Volunteer Coordinator. Check at this stage whether candidate knows of any issues likely to arise from DBS.
4. On receipt of satisfactory references, if DBS is expected to be clear, issue formal confirmation of offer and agree start date.

Appendix 1: shortlisting scoring template

Appendix 2: Sample questions

Appendix 3: interview panel sheet