

Recruitment Handbook for Wellbeing Teams

Version 3

We are always
recruiting!

I know it is obvious, but we are only as good as every individual who is part of Wellbeing Teams. Finding amazing colleagues is something we focus on all the time, so that we always have people who are ready to take part in our recruitment workshops and who want to join us. Word of mouth is the most powerful way to do this, which is why the role of the Storytellers, and your contributions on social media are so important. The Wellbeing Leader will also have a strategic plan for when to introduce new teams and split existing teams, and therefore we have planned recruitment campaigns as well.

- ❑ The person hears about us and wants to join us
- ❑ The person books a call with a team member (usually one of the recruitment co-ordinators, Team Coach or Wellbeing Leader). At the end of the call they are either invited to the Recruitment Workshop or understand that they are not a good fit for us
- ❑ They are sent an application pack and invited to do the People Clues online assessment
- ❑ They confirm that they are attending the workshop by the agreed date and they attend the workshop
- ❑ They are sent the survey monkey to get their feedback (before they know the outcome of the workshop)
- ❑ The next day they have a call to give them feedback (and tell them whether they were successful or not) and we send them their People Clues assessment
- ❑ If the person is successful they receive an offer letter from the Wellbeing Leader the next day (so that they are able to give a months notice before the Induction). The offer letter includes 'what to do next'.
- ❑ The Wellbeing Leader invites them to Slack the same day, welcomes them, and starts the 'Slack Sequence' of welcome and connection before the Induction.

How do people hear about us?

There are five ways that people hear about us

- Word of mouth - recommendations from our colleagues
- Referral cards
- Social Media
- Community based information (leaflets, posters etc)
- Adverts on Indeed

Word of mouth - recommendations from our colleagues

- This is the most important. Unlike other organisations we do not offer people a financial incentive to do this. We expect that if this is a great place to work, you would want to tell your friends about it, and don't need to be paid to do this. However, we would give people a personal thank you if someone they recommend joined us as a team member.
- One way to help colleagues to think about who in their circle might be a good match to us is to support them to do their relationship circle. The Team Coach is responsible for coaching the Recruiters, so we would expect her to do this with them. This could be in a Buddy session, in a team meeting or through a scenario session.
- Here is a short video that explains this: <https://youtu.be/IRxwiVONb6E>

Referral cards

- We give each team member Referral Cards when they join us. In induction, the Team Coach explains what they are and how to use them. If you are at a cafe or restaurant, or anywhere where you get excellent service, you would leave a Referral Card with your tip, or hand it directly to the person and explain. It is almost like a random act of kindness too - you are giving people appreciation. There is space on each card for a personal message (please ask people to always personalise it) and include the telephone number of the Recruitment Co-ordinator.

Social Media

- The Storytellers will be using social media to give people a feel for what it is like to work with us.
- Adam has also designed a social media campaign for Twitter, Facebook and Instagram to lead up to a Recruitment Workshop. Team Coaches and Wellbeing Leaders would also use their personal LinkedIn accounts to promote the roles.
- As part of a recruitment campaign you can also do Facebook Live sessions (for example with Helen).

- The Team Coach and Recruitment Coordinators work with the Storytellers to put the campaign into place, this is done through Buffer, and we ask team members to retweet and share with their connections.

Community based information

- The Community Circle Connector makes sure that the local community knows about us, and this includes that we are always seeking wonderful people to work with us.
- This will include leaflets and posters.
- Here is a short video that explains this: <https://youtu.be/gFCMc4ivwog>

Adverts on Indeed

- We put adverts on Indeed as part of a recruitment campaign, three weeks before the Recruitment Workshop. We also put them on customer service, childcare, and beauty sections of Indeed. The Wellbeing Leader usually does this, and then will work with the Recruitment Co-ordinators to hand this over to them.

About our website

- People will rarely hear about opportunities with us through our website alone, apart from the unlikely event of simply browsing what's available by chance. However, our website is key to our recruitment strategy, as all of our advertising strategies on social media, posters and referral cards will send people to it for more information.
- Therefore the first step before going live with any campaign is to ensure that the job(s) is/are listed on the website's 'current opportunities' page.
- Claire is responsible for maintaining our website. Therefore you need to alert Claire right at the start of the recruitment process. This is mentioned in the checklist further down this document, along with timescales.

Speculative applications

- Occasionally we receive expressions of interest from people even when there are no jobs available or from areas that we don't currently work in. These come through a form on our website and are stored. Ask Claire for a copy of the spreadsheet to check if you have anyone in your area who has already expressed an interest in working for us.

The call

- All the different ways that people hear about us should lead to them going to the website and booking a call slot. We need 4 times the number of half hour slots to the number of people we want to recruit (eg if we want 10 new colleagues we need 40 slots over the three week recruitment period). These need to be booked in evenings and ideally at the weekend as well, assuming that people will already be in jobs and therefore thinking about when they would be free to take calls. We have a spreadsheet for recording information.
- The people who do the calls are the Recruitment Workshop Team for this recruitment. As well as taking calls they also need to have time available the day after the workshop to contact people to give them feedback from the day.
- There is a set of questions that we use, and Michelle and Helen can coach people in these, and what needs to be recorded in the spreadsheet. Paying attention to what is required on the spreadsheet is critical as we are bound by employment law!
- The Wellbeing Leader makes sure that the spreadsheet is available and has overall responsibility for this being completed (and us complying with employment law). If you have any questions about this, ask Gemma, our H R advisor on Slack
- We allow 30 mins for each call. Twenty minutes of this is the actual call and 10 minutes is to complete the spreadsheet immediately afterwards. As it is a Google spreadsheet Claire checks it every day and sends out the application pack.
- At the end of the call we make sure people know what is happening next. If they have the potential to be a good fit with us, we invite them to the Recruitment Workshop and explain that they will get an application pack emailed to them. We ask people to confirm that they are attending the workshop by texting or messaging you, please make sure that they understand this. It is an important way that we see whether people can live our 'responsibility' value. We do not chase people (or rarely - only with a good reason). The date we ask people to confirm by is agreed with the recruitment team, and when people confirm you update the spreadsheet with this information. This way we know exactly how many people to expect. If we don't think that they are a good fit, we tell them immediately. This is a good opportunity to practice compassionate communication, and live our value of 'compassion'. If you do not feel confident with this, practice with the Wellbeing Leader. We want people to be champions for Wellbeing Teams, so even if they are not successful at this stage, we still want it to be as positive experience as possible.
- The same day please text the Wellbeing Leader/Helen with the person's name and mobile number if you have put them through to the workshop. Helen (or Wellbeing Leader) then sends them a personal text to tell them that they have made a great first impression and looking forward to meeting them at the recruitment workshop. Whether/how they respond to the text tells us a lot too!

The Application Pack

- Claire checks the spreadsheet daily and sends people the application packs. She also emails people to check that they have received them.
- The pack includes asking them to complete People Clues assessment. This information generates a report, and suggests questions that we might want to ask candidates individually. Claire uses these to create individual question cards for candidates, which we use at the Recruitment Workshop.

When people text or message you to confirm that they are attending, please send a warm response and remind them to bring the information they need for DBS. This will have been in their pack. If people don't bring this, it delays how quickly we can process the DBS and causes a lot of additional work, so please remind people.

We expect the recruitment team to all be at the venue at least an hour before the workshop starts and be available for up to two hours at the end to make the final decisions together.

We have specific roles within the Recruitment Workshop, and some of these roles can be done by one person. The Team Coach/Wellbeing Leader makes sure that people know what roles they are taking and is the overall coordinator for the day (as we have legal responsibilities in recruitment). We know that you never get a second chance to make a first impression, and the Welcome Desk is an important part of how people see Wellbeing Teams. How the desk physically looks, and the welcome that they receive are important ways that we demonstrate our values and brand in practice.

Welcome Desk - this person is responsible for making sure people are warmly welcomed, both at the desk, and with good signage so that people know where they are going, and if necessary, also having someone at the door to welcome people as well as on the desk. Although one-person takes responsibility for organising the welcome, we always have two people on the desk. Our Co-production Partner is usually one of these people. One person does the welcome and invites them to create their name badge, and the other person makes sure we have all the information that we need (DBS, application form etc) and takes photos of this and returns the DBS required information to them at the end of the day.

We check that people are available the following day

Hospitality - as well as a warm welcome, we want people to feel that they matter, and hospitality is critical to this. The person who takes this role makes sure that we have tea, coffee, high quality biscuits or cakes available, and that people are offered a drink as soon as they arrive, and that breaks work smoothly (eg hot water urn filled etc).

Room preparation - this is where we see our role as creating a theatre set! We demonstrate our creativity value here, and we want to create a space that says to people 'you matter, and we are different!'. This means that we have bunting up (we have our own bunting in branded colours), vases with fresh flowers, table cloths, and upbeat music on as people arrive. This all needs to be completed before the first person arrives, so assume an hour of preparation and expect some people to arrive 20 minutes early. We also have our 6 promises poster up on the wall, and our 10 promises.

Paperwork - we have learned that we need one person to be responsible for making sure we keep the paperwork (application forms, feedback cards) safe, and that it goes to the right people, and we are compliant with how we keep and store information.

Feedback cards - we need someone to make sure that everyone in the team watches different people in action and has the feedback cards to do this. This can feel complicated, so it has to be someone's only job (ie not trying to do hospitality as well).

Co-ordinator - There is one person who takes overall responsibility for the recruitment workshop and this is usually the Team Coach or the Wellbeing Leader. They facilitate the end of workshop discussion about who to invite to join the team.

Decision-making process

This starts with deciding who the stars from the day were, and who the definite 'no's are. We start by asking our co-production partner.

Our process is

- Gut reactions (did they live our values, have a can do attitude, warm and friendly)
- Test gut reactions against feedback cards
- Test against People Clues information

Organising feedback

The Wellbeing Leader makes sure that she goes away with 3 appreciations/anecdotes that she can put in her personal welcome letter to the person and to go in the offer letter.

Mini-workshops

Sometimes teams will have ongoing recruitment or be referred or approached by people who may be a good fit for the team. In this instance we offer a mini-workshop so that we respond quickly to their enquiry.

Following this initial enquiry, follow the process above for the call with a date in mind to meet the person for a mini-workshop. This might be with a few people or individually. Follow up this conversation with the application pack as above for anyone you feel is a good fit for the role.

It is important to have a recruitment team of at least two and to involve your co production partner if possible.

The [mini-workshop](#) is shorter than the 3 hour one.

Following the Workshop

Claire makes sure that everyone who attends is sent our survey monkey for feedback during the day, and we ask people to complete it the same day (before they have the information about whether they have been successful or not). The recruitment co-ordinator makes sure that we tell people this before they leave. This gives us specific ways that we can keep improving, and on overall score which is part of our quality process.

We try and make sure that the team member who took the initial call is also the one who gives people feedback. Again, we are looking at people still being champions for Wellbeing Teams even if they have not been successful.

Team members go away knowing who they will be giving feedback to, and if people are not successful, being able to clearly and compassionately say way, and to record this on the spreadsheet. This is very important.

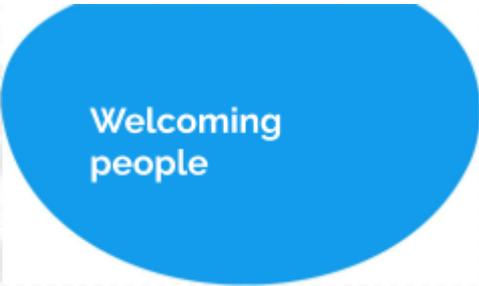
We offer everyone who was unsuccessful their People Clues report that gives them feedback on future applications and what they can do. The team member who gives them feedback also takes responsibility for making sure that they get this.

There are some important things that we have to say to people at this stage, for example, that this offer is subject to a satisfactory DBS check and references.

Michelle will brief people on this, and it includes checking that people are available for the whole of the induction. This is critical and we have seen that people who are not there for all of it have difficulties later. We have learned the hard way about not making promises about number of hours, shifts etc at this stage.

About your role

The next day, people need to get a confirmation letter so that they can hand in their notice. If this is delayed we risk not having everyone starting at the same time in induction. The letter comes from the Wellbeing Leader. We have a template letter for this but we personalise the first few lines to each individual. We also send people information on what will happen next and what they can expect. Claire immediately starts the DBS and reference process.



Welcoming people

The next day (ie two working days after the recruitment workshop) the Team Coach invites them to Slack.

This then starts what we call our 'Slack Sequence' by the Team Coach to welcome people and demonstrate our values during the 4 weeks from offer letter to Induction.

During this period people are also sent a gingerbread man, and a personal postcard from Helen about our 10 promises. If you read 'The Power of Moments' you will understand why we do this!

Review

What did we learn? How can we improve?

The final step is to review what we have tried and learned, and add to the Recruitment Workshop best practice information. The co-ordinator makes sure that this happens, either face to face or over Zoom. This includes reviewing the survey monkey feedback. This is a way to decide what we need to try or test out next, and to update this document!

Preparation Checklist

- Agree overall coordinator for this recruitment round
- Negotiate with Claire about resources needed and dates (eg new webpage if a new area). Claire should be alerted 6 weeks prior to your proposed closing date for applications so she can plan and build the required online resources
- Liaised with Storytellers about social media campaign (new page on website if it is a new team)
- Ask Claire for a copy of the spreadsheet of speculative applicants to check if there's anyone in your area already interested
- Agreed date for the workshop
- Book venue for the workshop
- Decided who will attend - including co-production partner
- Deciding on roles for the workshop (eg hospitality, photocopying DBS information)
- Indeed information tweaked if necessary
- Decide who will be taking calls and give slots to Claire to upload into Calendly
- Wellbeing Leader makes sure spreadsheet is available to the recruitment team
- Application packs ready - including the one-page profiles of recruitment team (check that these are best practice examples), map to venue etc.
- Decide who is co-ordinating the People Clues information (Michelle or Emily) and getting this information to Claire
- Agree roles for the Recruitment Workshop eg hospitality, DBS/information, welcome desk.

Future developments

- On-line application forms
- Pull up banner and quotes about Wellbeing Teams on posters for recruitment workshop