



Recruitment and Selection

A Toolkit for Recruiting
Managers

A guide to planning your recruitment

Note: This document forms part of a suite of guidance documents, tools and templates developed by IPS Grow and the IPS Grow Consortium. Further information can be found at www.ipsgrow.org.uk. Please ensure you adapt this document fully to comply with local requirements. This toolkit was last updated September 2019.

Good practice in recruitment suggests that it is preferable to recruit for the 'right' qualities and attitudes rather than skills alone, however there needs to be a baseline of competency to ensure that the person is the right fit for the role and organisation (Apsley Recruitment 2006). This document is built upon an analysis of research, common practice and employment experiences - It seeks to provide high level guidance to hiring managers within IPS services looking to attract and recruit high quality IPS staff.

The toolkit will assist IPS service providers to adopt a fair and consistent approach to their recruitment and selection process. In this way the most suitable candidates will be appointed, and it is hoped that by following these guidelines, managers will be confident in the process and clear on their responsibilities and those that lie in the recruitment team.

Further advice and support can be obtained from the marketing and recruitment lead, Martina Gibbons.

Email: martina.gibbons@socialfinance.org.uk
Telephone: 020 3963 5236

Please note: You must be logged into the IPS Grow Workspace on the NHS Collaboration Platform to download the templates:
<https://future.nhs.uk/connect.ti/IPSWorkspace/>





An Overview:

This 3 step recruitment toolkit, walks IPS services through the key recruitment steps. Each recruitment step is explained in detail with considerations and linked resources.

Throughout this guide, reference is made to a number of templates to be downloaded and used. Where you see this symbol:



There is an IPS Grow template/resource for you to use/adapt for your recruitment.

All resources are in an editable format, for you to add your Trust/Organisation logo and adjust wording, add/remove content to suit your specific requirements. These can also be accessed via the NHS Collaboration Platform.

Please note: You must be logged into the NHS Collaboration Platform with access to the Recruiting Folder to access any documents. This has been designed so candidates cannot view the recruitment process (including Employment Specialists looking to step up to Team Leader positions). If you do not have access to the Recruitment Folder on the IPS Grow Workspace on the NHS Collaboration Platform, but are involved in the recruitment process, email martina.gibbons@socialfinance.org.uk

The 3 recruiting steps covered are:

- 1 Planning your recruitment - Attract and Engage
- 2 Selection - Interview and Collaborate
- 3 Offer and Onboarding

Attract and Engage

This section focuses on recruitment guidance around reaching a larger audience and attracting a wider talent pool.

This includes:

- Hiring needs
- Selection criteria (inc JD)
- Advertising guidance
- Attraction (FAQs, social media, advertising boards and key messages)

Interview & Collaborate

This section focuses on the candidate journey and selection process. This includes:

- Panel guidance and fair assessment
- Shortlisting guidance
- Telephone interview guidance
- Assessment (interview questions, role play scenarios, group exercise and presentation templates)
- Scoring sheet matrix

Offer & Onboarding

This section covers:

- Offer guidance
- Pre-employment checks
- Salary guidance
- Induction workbook
- Progression and development within IPS (coming soon!)

Attract &

Engage

Planning your recruitment



Hiring Needs

Two roles which are core to IPS services include Employment Specialists and Team Leaders.

This document provides information on how to hire for these two positions. It is important to note from the offset that IPS Employment Specialists and Team Leaders are highly skilled non-technical positions, so it is imperative to invest in a robust recruitment process to provide confidence in running a high standard service.

Determine Selection Criteria

IPS Grow have developed a standardised job description for an Employment Specialist (ES) and Team Leader (TL) - these provide a summary of the role, responsibilities, experience and person specification. We would advise that you use these job descriptions for both hiring and development processes. We recommend you adapt the descriptions to fit existing service protocols and systems.



Job Description - Employment Specialist



Job Description - Team Leader

At this stage, you want to review exactly what you want from the role and decide what level of competence and experience is required (e.g. in light of any existing team members) and similarly, what you are willing to pay. This is a critical time to identify exactly what the remit of the role should be and assess the skill mix within the current team, to consider what skill/trait gaps exist in the team and ensure these are prioritised throughout the recruitment process.

Things to consider prior to finalising your job description:

Tasks - We've set out the key tasks for both an ES and TL in the job descriptions, however depending on your team set up, there may be some variations (i.e. your Team Leader may not hold any direct cases themselves)

Salary - What salary are you offering for the role? See our recommendations on page 6

Attitude - This is about getting the right fit for the Trust/Organisation. We have found that there are certain 'traits' and attitudes which make a good Employment Specialist which are reflected in our **infographic**. IPS Grow recommend considering these during the recruitment process.

Benefits - What sorts of benefits do you plan to provide for your employee? Make sure you shout about these as they're the perks of the job. A few to consider include a pension (company pension scheme or an auto-enrolment scheme), holiday entitlement, sick pay and a parking space.

Hours - What hours is the role? See our recommendations on page 6

It's difficult to change these details during the recruitment process, so it's best taking the time now, prior to advertising the role to ensure the job description is a true reflection of the tasks required, benefits on offer, attitudes to fit the team dynamic, etc.

Once you've considered these – amend the IPS Grow Job Description and Person Specification (template's above) and also factor these into the assessment process to ensure you are capturing what you need for this particular vacancy.

Recommendations!

In terms of hours, general pay statement and supervisor, IPS Grow recommend:

- Generally, the hours should be 9-5, however given the nature of the role, there will be some outside of working hours to conduct visits (which we've highlighted in the template job description).
- For pay guidance we recommend that an IPS Employment Specialist is Band 5 and a Team Leader is Band 6 (see page 24 for the research and documentation around this).
- IPS Grow also recommend that a degree or equivalent qualification is desired, but not essential. The right attitude, values and a passion to help people with a mental illness reach their potential is most important. Our research suggests that the key traits which have been found to be most successful within IPS workers include:

Hope – Engagement – Proactive – Motivated - Empathetic

- See our infographic to allow applicants to self-select their suitability for the role.
- Reporting supervisor for an Employment Specialist is the Team Leader and the reporting line for a Team Leader is the Service Director/Manager.



Infographic - What makes a Good Employment Specialist?



There is a list of competencies which have been created by Professor Pillen and Professor Roth in relation to the role of ES and TL in IPS. We are mindful that these competencies can be founded through training, but we recommend reviewing them as they could set a strong benchmark for the selection process in being able to identify these. These are being finalised and due for release late October 2019.

Writing a Job Advert



Advert Template

The purpose of a job advert is to attract interest and highlight the essential aspects of the role.

The advert is the shop window for your role - don't be afraid to stand out from the crowd - let the reader know what the service is about and why you need them!

Key information to include in a job advert:

- A summary of the role
- How to apply (send CV and application form)
- What the closing date is



Here is a job advert template to use for Employment Specialists and Team Leader vacancies. You can adjust these to meet your specific role requirements if needed.

Top Tip!



If you're editing the IPS Grow Advert Template or creating your own - say 'you' rather than 'the applicant' or 'role holder' and use bullet points where possible (it's a lot clearer and easier to read)

Advertising the post

All opportunities should aim to reach the maximum potential audience to attract candidates from the most talented, diverse and engaging individuals.

Advertising planning and scheduling

It's important to advertise opportunities for a suitable length of time (a minimum of 2 weeks, but on average 30 days) so that prospective candidates can view the vacancies and have the appropriate time to apply for the position.



Top Tip!

Place an advert on a Monday, as research and evidence has shown that there are often large spikes in active candidates searching for jobs on a Monday!

Prepare for outreach

Consider basic eligibility criteria and types of people who might be well suited for the role, and ensure advertising and branding is directed towards these groups. A role in IPS offers great creativity and autonomy and might appeal to:

- Existing recruitment workforce e.g. DWP Work Coaches, welfare-to-work advisers, private recruitment market
- Occupational Therapists
- Mental Health Support Workers
- Housing Support Workers
- Nursing Associates
- Psychology / Social Work Graduates
- Job changers with a strong belief that someone with mental health support needs can find employment

Attraction and self-selection

To assist with attraction and self-selection of candidates who are considering a career within IPS, we have an FAQ document which we recommend you share on your website. This document will give candidates a good insight into the role, career progression and what a typical working day entails.




FAQs about working in IPS



Recruitment Video: Working in IPS
(Coming Jan 2020)

How to apply


Now your advert and job description is ready and you know where to post your vacancy, you need to consider how you want candidates to apply. We recommend candidates to apply with the following:

- Cover letter
- CV
- Application Form 

This format will address the most important questions to support recruitment decisions at this stage. We recommend the below application form, which you can adjust to meet your existing processes.

 Application Form

To assist with processing applications, we recommend using this checklist and these email templates for a smooth and effective recruitment journey.

 Application - Checklist & Template Emails

You will also need to develop a standardised set of criteria and scoring framework to assess these documents to ensure fairness and consistency. An objective scoring system is particularly important if multiple people are involved in the shortlisting process. We recommend using the following score-sheet to assess suitability in line with the recommended application form.

 Application - Scoring Sheet



Top Tip!

Be mindful when assessing applicants. There is a lot of lone working involved, so you are looking to capture an individual who is comfortable with this, but also comfortable in going out into the community and approach potential employers to 'sell' their client into the potential employer's vacancy. This is a unique trait and one which our assessment day is designed to assess.

Social Media



LinkedIn, Twitter and Facebook are all recommended channels to promote vacant roles.

IPS Grow have set up a platform to post job vacancies on behalf of all providers via:

[Twitter](#)

[Facebook](#)

[LinkedIn](#)

[IPS Grow Website](#)



Top Tip!

tag @IPSGrow in your social media posts for a wider reach and also tag your local Job Centre Plus eg @JCPinEssex for Essex based Employment Specialist vacancies

Social media is a great source for high speed and 'low cost' recruitment, where you can reach individuals who are already interested in IPS as well as elusive passive candidates. But don't just share content around recruitment, social media offers a great platform to share the organisation's culture (and find great culture fit which is just as important as competency!)

Staff Networks

Staff network groups are often a good way of sharing vacancies and widening their reach. This should be used where appropriate. We recommend encouraging existing staff to promote vacancies through their own online networks. There are groups on Facebook such as 'Flexible Working for People Like Me' and 'Escape the City' which offer a great platform for staff to share vacancies



Top Tip!

Content shared by employees on social media received **8 times** more engagement than content shared by brand channels!

Job Boards and External Media

Advertising boards are a good way to reach a greater audience and larger pool of applicants as well as create a strong brand image (which is a useful tool to attract the best talent). The following job boards are recommended:

- NHS Jobs
- Third Sector Jobs
- Charity Job
- Guardian Jobs
- Total Jobs
- Jobs Go Public
- Indus Delta
- British Association of Supported Employment (BASE)
- Vocational Rehabilitation Association
- Trust website
- CCG website
- Local job sites
- Indeed
- Escape the City



Top Tip!

Notify the IPS Grow Marketing & Recruitment Lead, Martina Gibbons when you are struggling to attract applicants to any of your IPS vacancies. IPS Grow have a partnership agreement with Charity Jobs to have 30 jobs posts across as 12 month period and will be carrying out paid advertising via social media channels to assist you with your recruitment.

Some Key Messages!

Some key messages or ideas of taglines to share via online channels to attract and engage with potential candidates include:

- Get the chance to change someone's life by supporting them to overcome the barriers they face to work
- Join us to work with a motivated group of people, all determined to help individuals with severe mental health conditions - together, we can transform lives.
- Do you enjoy supporting individuals with severe mental health conditions? Are you looking for ways to help others success professionally? Apply today for our Employment Specialist positions! This is your chance to make a real difference in the life of someone with a mental health condition and support them in finding sustainable employment. Learn more here:
- Do you want to join us in our mission to overcome the barriers faced to employment by individuals with mental health conditions? Join our team!

Interview & Collaborate

Selecting the right
candidate for the job



Decide on the panel and prepare for the selection process

Whenever you interview for a vacancy, there should be a minimum of two members of staff involved in the selection process.

The composition of the panel will vary depending on local protocols and the availability of panel members. It is valuable to include a range of people on the assessment panel for application screening, telephone interviews and the face to face interview. We recommend a composition similar to the following panel:

- Appointing Manager
- IPS service manager
- IPS Team Leader
- IPS Senior Employment Specialist
- Community Mental Health Team Manager and / or clinical lead
- Service User

For band 5 and 6 roles, the selection panel should consist of at least 3-4 members

We highly endorse including someone who has accessed IPS services and a representative from the clinical team wherever possible.

Discrimination

With any aspect of recruitment, be mindful of equality. The Equality Act 2010 outlines nine protected characteristics, which you can't discriminate against. They are age, disability gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (gender) and sexual orientation.

The Act covers four types of discrimination: Direct and Indirect Discrimination are more relevant to recruitment, the other two are Harassment and Victimisation.

Direct Discrimination:

This occurs when someone is treated less favourable directly because of the protected characteristic they possess, the protected characteristic they are associated with (such as a friend or family member) or a protected characteristic they are thought to have.

You cannot make a decision not to employ someone, offer poorer terms or deny contractual benefits due to a protected characteristic.

Indirect Discrimination:

This is usually less obvious and often unintentional. Tips to ensure there is no discrimination include:

- Only specify requirements for the role which you can justify
- Don't set a requirement for the qualifications that are required for the role - phrases such as 'highly experienced' or 'recent graduate' should be avoided.
- Use neutral language in the job description and advertisements

All recruitment panels should be balanced and have a mixed gender profile. Unconscious bias is a frequent issue within recruitment decisions however, there are some simple ways to reduce the likelihood of this:

- Provide training for assessors to help them understand that everyone has unconscious biases and by being aware of these biases, we can start to challenge our automatic thoughts by:
- Providing training for assessors in how to run effective recruitment processes
- Remove personal information such as name, gender, age, and education institutions from CVs prior to shortlisting
- Aim for a diverse assessor group including people with lived experience
- Each candidate independently scored by two assessors whose scores are then averaged (and moderated if feasible). Each candidate is assessed by a range of people throughout the process
- Assessors to avoid comparing a candidate to a predecessor or an 'ideal' they might have; instead focus on how they match up to the job and person description
- Provide necessary information to assessors on any disabilities and reasonable adjustments requested by candidates

Language and gender is a complicated issue. There is research exploring how gender manifests itself in speech and writing, and how in the context of recruitment, the tone and use of specific words can unconsciously signal to one sex over another in applying for the role. The IPS Grow advert and job description templates have cautiously been developed with this in mind, however if you are editing or creating your own advert/JD, review the language you are using and consider the tone to ensure there is no gender bias.

Top Tip!



Common masculine words related to IPS roles include:

ambitious | autonomous | decisive | determined | driven | outspoken | persistent

Common feminine words related to IPS roles include:

interpersonal | committed | compassion | considerate | honest | supportive | inclusive | trusting

Privacy Notices

The recruitment process will involve you dealing with personal data and you should notify all candidates whose data you are handling, of what data is being stored and for what purpose.

Under GDPR obligations, you are committed to processing any candidate data securely and transparently. Your Privacy Notice should set out, in line with GDPR, the types of data you collect and hold on each candidate from their job applications. It should set out what you use the information for, how long you store it and any other relevant information about their data. For more details on Privacy Notices and GDPR in regards to a recruitment setting, you can contact the IPS Grow Marketing & Recruitment Lead, Martina Gibbons.

Shortlisting

After CV shortlisting, it's recommended to hold a telephone interview to determine the most suitable candidates to progress to face to face assessment. A telephone interview is a time and cost effective way to recruit. This process will help determine the applicants fit for the role as well as any specific concerns prior to committing to a face to face interview. A telephone interview shouldn't last longer than 30 minutes.

Telephone Interview

Phone interviews can be useful to gather information about candidates in these areas:

- Mission alignment
- Candidate interest in the position
- Candidate interest in the region (area/district)
- Candidate assessment of the challenges facing individuals with severe mental health conditions in obtaining work, and how (s)he plans to overcome these challenges?
- Key traits and attitudes for the role. For background on this, see the infographic on what makes a good Employment Specialist
- Verbal communications
- Experience with challenging situations (Tell me about a time that you faced a challenging situation at work. What did you do?)

Telephone interviews should be scheduled with candidates in advance, with information provided on what to expect. This should include:

- Expected length of interview
- Mode of interview (Skype, Phone etc)
- Details of who will be on the call.

Download our Telephone Interview Questions and Scoresheet here:



Telephone Interview Questions



Telephone Interview Scoresheet

The next and final stage is a face to face assessment. During face to face assessments, it is recommended that you assess candidate's in a range of contexts and at a minimum this should include a role play and competency based interview.

Shortlisting

Managers should use the scoring spreadsheet for both the application form and telephone interview to review and shortlist applications



Application - Scoring Sheet



Telephone Interview Scoresheet

If a large number of applicants meet the essential requirements you may shortlist further using the desirable requirements. If any candidate indicates they have a disability and they meet the essential criteria laid out in the person specification then they should be shortlisted automatically regardless of whether you go to desirable factors to reduce numbers.

There are a number of questions which often arise at this stage:

What if only a few applicants meet the essential criteria in the person specification?

You should still interview the suitable candidates (even if it's just one). In any selection process you should be matching the candidate to the specification, not against one another. You can reopen the job for a further period of time to see if you attract more applicants.

What if no one meets the essential requirements?

You must re-advertise the post.

Consider the following points before starting again:

- Was the advert put in the right place at the right time
- Was the application process clear
- Could the advert be improved?

The next and final stage is a face to face assessment. During face to face assessments, it is recommended that you assess candidate's in a range of contexts and at a minimum this should include a role play and competency based interview.



Remember!

Application forms are confidential. They should only be read by Member's of the panel and should not be left lying around. If you decide to print them out, keep them somewhere secure and ensure you comply with the information governance guidelines.

Assessment Centre

Assessment centres are one of the most effective methods for predicting a candidate's suitability for a job as they test candidates' skills and values through a variety of job-related tasks and can provide observable comparisons between candidates. Candidates also often prefer this method as they have more opportunities to showcase their strengths, meet a wider pool of existing staff (and possibly service users), and gain deeper insight into whether the job is right for them.

Running assessment centres can be costly due to the time and resources involved, however it is worth investing in this robust process to avoid making poor recruitment decisions which can be more costly down the line.

When designing assessment centre activities, consider what will enable genuine demonstration of values, skills and knowledge that you are recruiting for, and allow you to differentiate candidates on this basis (e.g. teamwork skills in a group task, verbal communication skills in a presentation, values alignment in an interview, etc). IPS Grow strongly endorse taking an assessment centre/day approach to ensure that Employment Specialists and Team Leaders are being recruited with the right mix of skills, competencies and personal attributes. We have designed an assessment day where each competency is assessed via at least two assessment points during the process.

Top Tip!



An assessment centre does not need to be a full day of collective interviewing – it should be a minimum of 2 hours and include a combination of the following activities listed on pages x - x of which can be flexed depending on local priorities and number of vacancies being recruited for.

Assessment Structure

Assessment centres can require greater logistical organisation and time commitment from the team compared to other more discreet recruitment exercises, but they don't need to be full day events, they can be a shorter process to meet with a selected number of applicants to assess their suitability for a role (may just be 2!). Logistical requirements to consider include:

- The use of at least two rooms:
 - 1) to carry out the interview and other assessments
 - 2) a small breakout area for candidates to wait (a quiet area will suffice if there isn't a second room available)
- Scheduling of exercises, candidate rotations and assigned panel (including the panel's availability on the day)

- Assessor timetabling and coordination
- Scoresheet printing and compilation into master scoresheet to inform decisions
- On the day coordination to greet candidates, manage flow between exercises, general trouble shooting
- Candidate communications regarding assessment centre attendance and outcome of application at each stage

Download our Assessment Day Checklist here:



Assessment Centre -
Checklist

Top Tip!



Co-Production - Consider enlisting the help of Service users/Clients as panelists or potential participants in the recruitment process/interview and assessment centre stage. Service Users can play an important role in both co-producing and co-delivering a recruitment assessment centre or one-off role play.

Pages 18 and 19 give an overview and template for the different assessment types within an assessment day.

Group Exercise (Desirable)

At the beginning of the assessment day, a group exercise is a great warm up exercise and method to see how candidates interact and work as a team. Depending on the number of candidates attending the assessment day, you can split candidates into groups into anything from 2-5 per group. You can mix candidates who are applying for different roles and at different levels too.

Description: Set a group task which includes instructions of a challenge, which the group needs to respond to. The task outlined doesn't necessarily need to be related to IPS - the primary objective is to observe interactions within the group.

Purpose: To assess skills in teamwork, communication and listening, persuasion and negotiation, interpersonal style, conflict management, problem solving, motivation, professionalism.

Download our Group Exercise Topics and Scoresheet here:



Group Exercise



Group Exercise Scoresheet



Item List

Role Play (Essential)

Influencing and negotiating skills are essential to IPS roles, so an observed role-play is a recommended part of the recruitment process. Here you should write a short scenario relating to the post that will allow the candidate to demonstrate behaviour relevant to the dimensions you wish to assess. For example you may want to assess employer engagement or service user/client initial assessment. The scenario should be given to the candidate allowing them the appropriate amount of time to prepare for the role play. It is important that each candidate has the same instructions and amount of time to prepare. It is also advisable that each applicant role-plays with the same person to ensure consistency in approach where possible. During this exercise, the candidate's behaviour should be observed and recorded against the relevant dimensions.

Description: Task to imitate an interaction between the candidate and a service user.

Purpose: to assess technical knowledge, composure under challenging situations, customer service, emotional intelligence, empathy.



Role Play Guidance & Scenarios



Top Tip!

When a group/large assessment centre is not feasible within the time constraints, a role play can still form a part of the recruitment process even in a 1:1 interview. A role play is a highly valid way to assess attitude, approach, and having to adapt and think 'on your feet', so for providers who are not holding an assessment day, we would still recommend using these role plays and ask candidates to perform them just prior to their face to face interview.

Interview (Essential for all candidates)

A face to face interview is essential for all candidates before making any recruitment decisions. You can download IPS Grow's recommended interview questions below.

Description: The interview is a hybrid competency based interview with some strengths-based interview questions. In brief, strengths are things we naturally do well and find energising, whereas competencies are typically things we have previous experience in.

Purpose: To ask in depth questions related to job responsibilities and person specification to understand candidates' skills and related experience. The face to face interview also gives the opportunity to discuss the details of the role, assess cultural fit, and for the candidate to ask questions too.

Process: It is recommended that the manager chairs the panel, and ensure that the score sheets are completed. The interview should last around 45 minutes which leaves around 2-3 minutes for the candidate to answer each question. Please bare this in mind if adding additional questions to the template.

Download our Interview Questions and Scoresheet here:



Interview questions with
scoring sheet

Presentation (Essential for Team Leaders)

For more senior jobs or those where inter-relationships and presentations are of key importance, it is recommended to include a presentation as part of the recruitment process. Within IPS we recommend that a presentation is included in their assessment.

Description: Candidates prepare a short presentation in advance on a set topic and give a 10 minute presentation on the day of their face to face interview.

Purpose: To assess presentation skills (verbal and use of PowerPoint and other tools), ability to answer unprepared questions, level of preparedness, technical knowledge (depending on topic focus), team management and communication.

Process: The applicant will have been given a topic to present on (topic examples can be downloaded from this toolkit), prior to the face to face interview and should have had enough time to prepare.

Some applicant's may wish to present off a computer/screen and others may verbally present with no IT requirements. If you require a applicant to email their presentation ahead of the interview, or to bring their presentation on USB, please advise the applicant prior to the interview.

We recommend that you keep the same panel for the presentation as you do for the interview.

Download our Presentation Topics and Scoresheet here:



Presentation Topic



Presentation Scoring

Assessment Day Shortlisting

Following the completion of an assessment day, the panel then need to collate their scores together to make a decision. The shortlisting process should be agreed by the selection panel and should represent the consensus decision. You can download the shortlisting summary scoring sheet here:



Summary Scoresheet

Interview Outcomes

1) No suitable outcomes

The job may need to be re-advertised. Check with the panel that the person specification, job description and the advert still meets the requirements.

2) Too many suitable candidates

If there are a number of candidate who meet the essential criteria, they should be ranked by the panel. The desirable criteria will also need to be taken into account.

3) Select one suitable candidate

The panel should agree on the candidate to be offered the post and decide if a second choice candidate could be offered if necessary/

Appointing

Decisions about selection are not to be made until all interviews are completed. The panel should aim to reach a consensus decision. Each panel member should complete their own assessment of each candidate and the panel as a whole should compare their findings.

Candidates should only be appointed when they meet the full range of essential requirements following the selection process.

Offer & Onboarding



Offer Guidance

Now you've selected your candidate, you need to make them an offer.

Verbal/Conditional Offer

For the successful candidate, a verbal offer can be made subject to satisfactory references, occupational health clearance, ID and right to work, a DBS may also be required.

Offer Letter

With the offer letter, you need to outline:

- Where and when the individual should report on their first day
- Main working location
- List copies of the documents they need to bring with them on their first day (or provide copies of, prior to starting)

The offer letter must be followed by a full contract of employment.

Reject

It's important to notify all interviewees of the outcome of the interview. Email or a phone call are recommended methods to inform people. It's best practice to offer the opportunity for feedback on the interview, though many candidates won't take you up on this offer. You should have notes and the scoresheet to hand so that the feedback you give is meaningful and constructive. Ensure you thank them for their time and you're sorry to tell them that they weren't successful at this time. You can tell them not to be put off from applying again (if you wish).

Please note, if you'd like to hold their CV in case of a future vacancy, then ask if you may do this (the individual may refuse under GDPR) and let them know how long you intend to keep their CV for. Due to the expansion of IPS services, we recommend holding CV's of good candidates as a way to shorten your future recruitment process and reduce the cost - but ensure you dispose of any CV promptly and safely if the timescale expires prior to a suitable vacancy arising.



Top Tip!

Always keep in mind the Equality Act when providing feedback.

Pre-Employment Checks

Pre-Employment Checks

You have a duty to comply with the organisations verification of identity and registration. This includes Right to Work in the UK.

References

Checking references carefully and thoroughly helps to avoid hiring the wrong person. They can be a good way to get an in depth understanding of the candidate's character and background, as well as validate their personal suitability and explore any concerns.

You should inform the candidate you will be taking up references and check to confirm that you're not reaching out to a current manager or colleagues (if they haven't informed them of their new job offer yet).

Salary Guidance

Making the right salary offer is important. You want the amount to accurately match the position's responsibility and your candidate's profile. If you fall short of the national average, you'll risk losing the best candidate.

Salary Guide for the role of IPS Employment Specialist

Given the remit and complexity of the role, the competencies and traits of a good Employment Specialist are reflective of the background and expectations of someone working and paid at band 5. IPS Grow are pulling together a business case demonstrating the research and documentation around an Employment Specialist sitting at Band 5 level - the link to this document will be placed here when ready.

Salary Guide for the role of IPS Team Leader

IPS Grow recommend that an IPS Team Leader sits at Band 6. Similar to the role of Employment Specialist, IPS Grow are pulling together a business case demonstrating the research and documentation around a Team Leader sitting at Band 6 - the link to this document will be placed here.

Create an onboarding checklist

Having an onboarding plan is important and can help your new hire feel welcome and settle in faster. The earlier you start the onboarding process, the easier it will be.

We have produced a 'New Hire Welcome Letter' Template to establish an early relationship with your new team member. We'd recommend adding enthusiasm to this template and it can be used to set the tone of your leadership approach.



Welcome Letter Template



Top Tip!

Keep in regular contact with your new hire before they start!

Remember!

- Check that your other staff members know who has been appointed and when they'll be starting.
- Ensure the new staff member has desk/locker etc to feel welcome on their first day
- Always give a new staff member a comprehensive induction at the start of their employment
Identify any learning objectives and training needed (the **induction workbook** can assist with this).

Induction Workbook

To assist with onboarding and the training of new staff, there is a free IPS e-learning course which has been developed by IPS Grow in partnership with the IPS consortium partners. You can register to the course [here](#)

There is an accompanying workbook which sits alongside the e-learning to facilitate the Employment Specialists' learning and support their development and objective setting during supervisions.



E-Learning Workbook

There is also an induction workbook which will help facilitate and enhance the IPS specific elements. This workbook is designed to support any training you currently offer and can assist both the Employment Specialist and their supervisor to ensure they consider the practical and theoretical elements of IPS and fidelity.



Induction Workbook

Probationary Period Objectives

Probationary Period Objectives have been developed by CNWL for a Band 5 Employment Specialist, which can be accessed below. We would advise that you share the below document with Employment Specialist as part of their induction and recommend they keep their own learning log which will help when evidencing their progress in this document.

The probation period should be made up of training, shadowing, and review with clinical supervisors as well as supervisors. Support should be available during the probationary period from the staff member's manager. The Probationary Period Objectives document outlines the probation objectives for a Band 5 Employment Specialist.



Probation Period Objectives - Band 5 Employment Specialist

Progression and Development

The topic of staff retention and career advancement within IPS is an area IPS Grow is currently exploring. The development and progression of staff is a key feature for the retention of staff, a guidance document around this will be coming soon!

We hope this toolkit will help you complete the required actions when recruiting a new member for your IPS service. If you need any additional help or support, please contact the IPS Grow Marketing & Recruitment Lead Martina Gibbons at martina.gibbons@socialfinance.org.uk or 0203 963 5236.

This is a working document which will be continuously updated and reviewed. Any feedback is warmly received.

Appendices

- RTA1 - Job Advert
- RTA2 - Job Description - Employment Specialist
- RTA3 - Job Description - Team Leader
- RTA4 - Infographic
- RTA5 - FAQs for working in IPS
- RTA6 - Application Form
- RTA7 - Application Checklist and Sample Emails
- RTA8 - Application Form - Scoresheet
- RTA9 - Telephone Interview - Questions
- RTA10 - Telephone Interview - Scoresheet
- RTA11 - Running an Assessment Day - A Checklist!
- RTA12 - Team Leader Presentation
- RTA13 - Team Leader Presentation - Scoresheet
- RTA14 - Role Play - Guidance and Scoring
- RTA15 - Group Exercise
- RTA16 - Group Exercise - Scoresheet
- RTA17 - Interview Questions and Scoresheet
- RTA18 - Assessment Day - Scoring Matrix
- RTA19 - Welcome Letter
- RTA20 - Induction Workbook
- RTA21 - Salary Guidance (coming soon)
- RTA22 - Progression and Development within IPS (coming soon)
- RTA23 - Recruitment Video (coming soon)
- RTA24 - Probation Objectives for Employment Specialist