



Inclusive Recruitment



Person Centred and Values Based



WHY CHANGE?

- We wanted to align our recruitment to our Big Plan and Values which we launched in 2015.
- There was no uniformity about how person centred and values based recruitment was applied across Mencap.
- Voluntary turnover amongst all Support Workers was in 16/17 was approx. 22% (approx 15% in 17/18).
- Turnover in Northern Ireland was approx. 20% in 16/17 (approx 16% in 17/18).



Why inclusive recruitment?



- We want to recruit people with Mencap's values.
- We want the people we support to have a real choice in the staff member (s) who will work with them.
- For management roles and other Mencap roles, we want people with a learning disability to have a meaningful involvement and choice in who we recruit.
- Blend two recruitment models – Values Based and Person Centred; this together represents – 'Our Inclusive Recruitment'.



Underlying Principle

"Many organisations consider that the answer to person centred recruitment is simply to have several service users trained and supported to sit on panels. This sends an important message to people coming for interview. It enables the panel to see first-hand how interviewees respond to and respect people who use the service.

It does not, however, address the question of how we enable people we support to choose their staff. This has to start with the description of how the person wants to live, and then the matching person centred thinking tool to begin the job description"

Stirk and Sanderson (2012), Creating Person Centred Organisations, Jessica Kingsley Publishers, London



So what changed?

- 'Our Inclusive Recruitment' framework is applied consistently across **all** roles including contracted, relief and volunteering roles.
- We recruit employees and volunteers with values aligned to Mencap as well as the right skills and aptitude for the role.
- Hiring Managers are empowered to think for themselves within a flexible recruitment framework.



So what changed?

- The framework compliments existing good practices that are adopted throughout Mencap.
- Video, Tools, resources, expert advice and support is available to Hiring Managers to assist at each stage of the process.
- Re-launch of employee referral programme (current pilot in North East area).



What we have achieved...

- Inclusive Recruitment fully implemented across Mencap from April 2017.
- People we support have real involvement and choice in who supports them.
- We get better matches of staff to people we support.
- Attraction has improved because jobs appear more real and interesting.
- People know what the job is when they start and so are less likely to leave immediately.



What we have achieved....

- Our recruitment lets new starters know about our values and shows we include the people we support in everything we do.
- In October 2017 we launched the Work with Feeling aspect of our recruitment campaign to show how it really feels to be part of the Mencap family.
- Turnover has reduced and attraction has improved – 371 less support staff voluntarily left in 17/18 across our personal support services).
- Several external awards for our Inclusive Recruitment approach.



Here's what a few of our Service Managers have to say

- "I was really short staffed and now fully recruited and I think Inclusive Recruitment played a big part".
- "This is how we should be doing things - person centred".
- "The whole process has improved. Before people were thinking the people we support were a lot more independent than they are, now we only get viable candidates".
- "The trainees have great pride when they help in the selection of staff and then see them in the service".



and more.....

- "It was very useful to hear some people's responses when we used the values and competency based questions and how it helped show when someone is thinking of the person and how they can best provide support, not the 'right' answer".
- "With an inclusive recruitment panel, it gives me as a manager another point of view. Some of our trainees are very quick to pick up on things that the managers don't; how well (or not so well) a person interacts with them, recognising and sympathising with if candidates are nervous, etc."



Inclusive Recruitment



Support Worker and Front Line Roles Attraction



The Advert

- Recruiting managers take key themes from the profiles and develop statements to fit into the wording of the advert:

What can be seen as important to the people/person?

- What do they enjoy?
- What will they need their SW to be like?
- How do they like to be supported?



Example Support Worker advert text

"Do you know your Firmino from your De Bruyne, because we're supporting a horse racing lover, a Liverpool fan and a man city fan and they need you! These gentlemen are friends who are in their 40's – 50's and have a learning disability. These 3 live together in a service in Stockport. We are looking to grow our team of enthusiastic, fun honest and reliable support worker"



Example Support Worker advert text

"We support a lady who has just found her independence in her own home in Long Eaton. She has been supported by Mencap for the last year and in that time we've seen how grow into a social butterfly. We're are looking to grow our team of experience, enthusiastic, reliable and calm support workers to help her continue her growth. The lady we support is in her early 30's..."



Values based assessment – Stage

1

- Planning takes place for both the values based assessment and inclusive assessment at the start of recruitment.
- This is the part of the process where the recruiting manager ensures that the applicant meets Mencap's standards and is a good fit for the values.
- There are a range of tools for managers to utilise.
- There is always a face to face interview - questions are drawn from values, competence and One Page Profile(s).



Candidate one page profiles - OPP

- Hiring Managers can request candidates bring their profile with them to the interview.
- Alternatively these can be completed as part of the selection tasks on interview day.
- The profiles can be shared with the people who will be supported prior to the inclusive assessment.
- Each profile should ideally contain a photograph and follow the same format as for the people we support.



Inclusive assessment – Stage

2

- Empowers the people we support to have a choice about who supports them no matter how profound their needs.
- People we support have a free choice over the selection of the candidates.
- Method of choosing should be meaningful for them e.g. red/amber/green, traditional scoring or smiley faces.
- The assessment needs to be planned with the people we support and can include their families.



Our stories



Inclusive Recruitment



Non Direct and PS Management Recruitment



Learning Disability Panels

- Have a facilitator.
- Usually have 3 Inclusion Consultants or Mencap colleagues at any one time. These are all paid roles.
- Ideally on the same day as the Mencap interview.
- Have a new agreed set of values based questions they can choose from a bank.
- Score Red/Amber/Green.
- In our process if following discussion the LD panel continue to rate the candidate as red then they cannot be appointed.



4. Inclusive Recruitment



The North West Supported Living Service held a huge recruitment drive, hiring a record number of 21 Support Workers in the last few weeks. The Inclusive Recruitment Programme included a Learning Disability panel and service User, Gillian who was a member of the panel, described the experience as "Being like a Judge on XFactor!" The Panel also had an opportunity to conduct a Skype Video Interview, which was a first for them all.





Questions?


