

Recruitment Induction and Retention

The following related tools and resources can be found in the 'Tools and Resources' section in the members only area of the website.

- *Exit Interview template*

Recruitment

Before you recruit

Create job description including the following information;

- The name of the organisation
- Job title
- Purpose of the post
- Main responsibilities and key areas of work
- Name of line Manger
- Any supervisory responsibilities
- Normal hours
- Pay

Create person specification including the following.

- Skills, attitude, knowledge and experience
- Qualifications
- Personal qualities
- Requirement for criminal record bureau (CRB) and health checks

The person specification is generally divided into:

Essential Requirements to comply with Ofsted regulations:-

- Level 3 or equivalent
- Child Protection etc

Essential requirements to progress the development of the setting e.g.

- Music specialist

Desirable Requirements:-

- Ability to work on own initiative
- Ability to work as part of a team

Short listing Criteria

This is the criteria you will use to shortlist applications and select the successful candidate.

- To be fair, you need to base your selection on;-
- Suitability to work with children
- Ability to do the job
- Ability to contribute to the organisation's overall effectiveness
- Potential for development.

Some common selection criteria for childcare jobs are:-

- Work experience
- Relationship with children
- Knowledge of childcare
- Knowledge of child development for relevant age range
- Qualifications
- Professionalism
- Willingness to train
- Team working
- Flexibility

Advertising

To ensure you attract the right applicants advertise the job widely enough in order that all likely candidates are able to apply.

- Specialist national publication e.g. nursery world,
- Membership Websites e.g. PATA, 4children, NCMA
- Setting and other local notice boards including local shops
- Parish magazines and other publications
- Job Centre Plus
- Local College notice boards
- School Notice Board
- Libraries
- Local papers

Creating the advert.

Create the job advertisement, which should include;

- An outline of what the job involves
- Essential elements of the person specification
- Desirable attributes
- Hours, pay and other benefits
- Job location
- How to apply and whom (consider CV or application form)
- Closing date for applications

Short listing.

There are three steps to short listing:-

- Step 1. Discard all applicants who do not meet criteria from the person specification.
- Step 2. Consider remaining applicants who meet criteria from the desirable criteria.
- Step 3. Rank candidates in priority order.

Interviews

The interview is an opportunity to:-

- Probe the statements the candidate made in their application form

- Find out more about their experience
- Assess their team working ability

Interview tips

- Have at least two people on the interview panel.
- Have structured key questions to find out:
 - How well does the candidate fit the person specification?
 - Can the candidate do the work as described in the job description?
 - Are there any unexplained gaps in candidates work history?
- Have prepared questions to ask each candidate.
- Each interviewer should score the candidates independently (people use a score between 1-5)
- Compare notes afterwards with the other interviewers and come to an agreement
- Adjust scoring accordingly to give extra marks for positive things from the interview, which you hadn't thought about in advance.
- Ask open ended questions
- Include some hypothetical questions e.g. What would you do if one child bit another?
- Provide opportunities within the questioning for candidates to highlight what they feel they could bring to the role/job.
- Finish by inviting questions from the candidate

Relevant Checks to be carried out

The successful candidate will have a vetting process ensuring the welfare of the child is paramount.

- All references will be checked
- The candidate will be employed on a three-month probation period.
- The candidate must provide proof of their right to work in this country by providing examples of;
 - ☑ A passport that proves the holder is a British Citizen or has the right to live in the UK.
 - ☑ A passport or national identity card showing that the holder is a national of a European Economic Area country or Switzerland.
 - ☑ A document giving the person's permanent National Insurance number and name (i.e. P45, P60 or National Insurance Card) plus either a full birth certificate issued in the UK which includes the names of the holder's parents or birth certificate from the Channel Islands, Isle of Man or Ireland. Check www.directgov.uk for more information browse by subject – Employment.
- The candidate needs to have a CRB check or, in the case of a new person in charge, a EY2A and Health Declaration and send this to OFSTED or registered agency.
- Candidate will have to complete the Staff Induction Process at the start of employment.

Any appointment will be subject to satisfactory references, criminal Records Bureau and Health Checks and period of probation.

Induction

Induction is a process of familiarising a new employee with their job and the way things work. It's about providing them with all the information they need so that they can integrate quickly and effectively.

Useful tips

- Tailor your induction process to the needs of the individual.
- Build on employees strengths and address what they need to learn.
- New employee to shadow an existing member of staff or work with a partner.
- Show the new employee where everything is and what happens in which area
- Explain how they fit into the organisation and team
- Provide relevant Health and Safety information (leaflet Health and Safety at law what you should know)
- Explain settings Fire Procedures
- Provide a outline of what the job involves and what's expected of them
- Provide a statement of terms and conditions
- Provide details of pay and leave arrangements
- Establish a training plan, both short term (e.g. first aid) and long term (CCLD Level 3).

Staff handbook or folder

This is a useful way of bringing together all the information about the setting enabling the staff to do their job, together with the terms and conditions of the role. What might this include?-

- The rules governing the arrangements for children and parents such as dropping off and collection.
- Behaviour policy
- Hygiene
- Medicines
- Safety
- Confidentiality
- Health and Safety policy and rules
- Equal Opportunities policy
- General information about the organisation
- Leave arrangements
- Appraisal and supervision arrangements
- Redundancy procedures
- Termination of employment details
- Disciplinary and grievance procedures

Retention

Good management procedures improve staff skills, morale and motivation. It's your responsibility as a manager to provide staff with accurate information, instruction and guidance.

This is achieved by having the following in place

- Induction process
- Staff handbook or folder
- Review Progress- how are they getting on?
- Training Plan, development and progression.
- Appraisal and supervision meetings
- Good communication – crucial in any work environment.
- Talking and listening – tell staff what’s happening, when and why. Be willing to listen and exchange ideas and views, especially about changes.
- Staff meetings

Measures which can be undertaken to address staff turnover problems.

If you understand why people leave then you can devise a programme to manage staff effectively from when they are recruited. To help implement this you should: -

- Keep records of people leaving your business
- Conduct exit interviews
- Monitor staff turnover at regular intervals
- Benchmark your staff turnover
- Refine your recruitment and selection process
- Review and benchmark your pay and benefits policy
- Assess your training, development and promotion policy
- Refine your appraisal process and management of individual/team performance
- Review work-life balance – are your workers able to manage both their home and work commitments.
- Assess the management style of your business
- Formulate contingency plans for coping with leavers
- Examine your staff and managers leadership styles