



London Borough of Waltham Forest

Staff recruitment and retention policy - safer recruitment process guidance

Early Years, Childcare & Business Development Service

LBWF Early Years, Childcare & Business Development Service have written this document to help you write a staff recruitment and retention policy for your setting. This document is for reference only and you must adapt it to reflect the service your setting offers. To download guidance on other policies and procedures go to <https://thehub.walthamforest.gov.uk/>

Whenever we say parents in this document we mean parents and carers and whenever we say child we mean children and young people aged 0 to 19 years old (up to 25 years old for young people with special educational needs and disability (SEND)).

Why is it important to have a Recruitment Policy/Checklist?

Recruiting staff can be a time consuming and costly process, you have a responsibility to ensure you are recruiting fairly and safely, follow the statutory framework for the Early Years Foundation Stage and ultimately employ committed, highly trained and innovative staff.

Having a recruitment policy ensures you know what needs to be done when recruiting staff, who is responsible for each area and can help with time management and ensuring your process is safe and fair.

What should be included in the procedure/policy?

- Safeguarding statement
- Job descriptions and person specifications for every role.
- Advertising position, must include clear safeguarding reference
- Where are you going to advertise (details of this can be found in useful websites section)
- Application pack, should include job description/person specification, application form and DBS process, settings code of conduct and safeguarding policy.
- Who is on interview panel, minimum of two people.
- How does the setting shortlist?
- When are references requested, before or after interview? Option should be given on application form.
- Clear information given to candidates in invite to interview, who will be interviewing them, how long will they be expected to stay at setting; are they going to spend time with the children?
- Use more than one assessment tool when interviewing, questions/ask candidates to spend time in the setting/plan and carry out a short activity
- Clear decision making process, recorded, using job description and measuring criteria from interview questions.
- Probationary period.
- Pre employment checks are these current, within last 5 years, checking identity.

- Health declaration
- Confirming job offer, start date, issuing contract.
- Policy for employing ex offenders
- Risk assessment for positive DBS disclosures
- Induction procedure
- Employee handbook including employee policies and procedures
- Code of conduct

A recruitment procedure should be broken down into sections from looking for a new staff member all the way through to employing and induction, it should be clear who is responsible for each section of the recruitment process and have an awareness of the length of time each step may take, this will enable you to work out when to advertise for a new position and also when agreeing notice periods in contracts.

Once you have a clear robust recruitment procedure in place this can be used each time you need to recruit a new member of staff, it will ensure all points are covered and staff are recruited fairly using the same process.

Statutory minimum requirements

All minimum statutory requirements related to Minimum Wage and Workplace pensions go to:

<https://www.gov.uk/browse/employing-people>

Points to consider

- How do you ensure you are an equal opportunities employer and are actively promoting a diverse workforce?
- How do you make sure you advertise posts and judge applicants against explicit and fair criteria?
- How do you make sure that the applicant who best meets the criteria is offered the post?
How do you make sure the selection process is fair?
- Do all job descriptions include a commitment to equality and diversity as part of their specifications?
- How do you monitor your application process to make sure that it is fair and accessible?
- Consider how you would appoint a staff member with particular responsibilities for equal opportunities within your setting. The manager will be responsible for making sure that the equality of opportunity policy is implemented and that its effectiveness is monitored regularly.

- How do you ensure you encourage applications from those with disabilities?
- How do you ensure you are recruiting safely? What safeguards do you have in place to deter those who may pose a risk to children?
- Who is responsible for taking up references and DBS checks? Is this process in line with Ofsted Guidance
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/651273/Disclosure_and_Barring_Service_DBs_checks_for_childcare_providers_who_register_with_Ofsted.pdf
- Do you accept existing DBS checks from previous employers? Under what circumstances do you accept these? (see guidance above for further details)
- Do you accept DBS checks via the DBS update service? What checks do you do on staff who are on the DBS update service? What documentary evidence do you have of having completed a check on the update service?
- When do you commence the DBS check process for staff who do not have a recent enhanced DBS check in place and are not on the update service?
- Do you allow staff to commence work whilst you awaiting the outcome of the enhanced DBS clearance? Under what circumstances do you allow them work whilst you await the outcome? Do you have a risk assessment that is completed and signed by the employer and the staff member?
- How often do you renew/recheck DBS checks? Where is information regarding these renewal dates held? Who is responsible for ensuring the checks are carried out?
- Have you got a pay structure in place, will this need to be adapted for new/current position you are advertising for?
- Have you decided who is responsible for each part of the recruitment process?
- Does the current job description need updating/changing?
- How do you ensure candidate's qualifications are full and relevant? Details can be found under useful websites.
- Are those interviewing/decision making trained to do this?
- Where interview notes are stored ensuring you meet data protection requirements.
- Do you ensure you keep all candidates updated including those unsuccessful in gaining an interview and those unsuccessful at interview?
- Have you checked application thoroughly for any gaps and employment history?
- Is your recruitment policy/procedure reviewed regularly, updated in accordance to legislation and guidance?
- Do you give new employees a handbook, code of conduct, details of supervision and appraisal, safeguarding and whistle-blowing procedure?
- Who is responsible for final approval of the appointment of a new member of staff and compliance with safer recruitment procedure, is this one of the individuals legally responsible

for running the organization e.g. Governor, Managing Director, Chair of Trustees?

Who can give advice?

Disclosure issues and information: 0870 9090811

Barring issues: 01325 953795

ACAS 0845: 7474747

Useful websites:

www.acas.org.uk

www.gov.uk/employing-people

www.apprenticeships.org.uk

www.gov.uk/advertise-job jobs can be advertised here free of charge.

www.gov.uk/dbs

www.gov.uk/jobsearch

www.education.gov.uk/qualification-search check qualifications are full and relevant

www.gov.uk/government/employment-health-questions

Activity/step	Who's responsible	Action completed
<p>Pre interview Planning</p> <ul style="list-style-type: none"> ▪ Identify vacancy ▪ Job description/person specification prepared with safeguarding elements incorporated ▪ Position on DBS checks/references how and when these will be requested is clear ▪ Interview panel agreed ▪ Assessment methods and timetable agreed 		
<p>Advertising</p> <ul style="list-style-type: none"> ▪ Makes clear reference to safeguarding children ▪ Recruitment pack contains full details of role, job description, person specification, referencing process, safeguarding policy and DBS checks sent out to all applicants 		
<p>Applications and short-listing</p> <ul style="list-style-type: none"> ▪ Job description and person specification used as shortlisting criteria. Notes made and held to support decisions. ▪ Any discrepancies, anomalies or gaps in employment are to be explored and accounted for at interview and within references ▪ Shortlisting applicants informed about documentation required at interview 		

Activity/step	Who's responsible	Action completed
<p>References</p> <ul style="list-style-type: none"> ▪ Candidate permission must be obtained to request references from current employer/s ▪ On receipt, references should be checked for discrepancies and explored at interview as necessary ▪ Reference template to be used ▪ Questions left blank should be followed with referee verbally 		
<p>Interviews – selection and assessment</p> <ul style="list-style-type: none"> ▪ At least two interviewers on panel ▪ For robustness, use more than one assessment method and performance rate the job criteria. Suitability to work with children must be measured alongside other criteria ▪ Check and copy documentation and identity details as appropriate 		
<p>Decision making</p> <ul style="list-style-type: none"> ▪ Data from interview/assessment and references are used to determine whether suitability has been met and from this determine the best candidate for the job. 		

Activity/step	Who's responsible	Action completed
<p>Conditional job offer</p> <ul style="list-style-type: none"> ▪ Unsuccessful candidates to be informed. ▪ Must be made subject to satisfactory completion of pre-employment checks and any outstanding references. ▪ Job offer to be subject to probationary period. 		
<p>Pre- employment checks</p> <ul style="list-style-type: none"> ▪ Minimum of two written references, one of which must be from existing or most recent employer. Recommend that where possible references cover last 5 years work history. ▪ Enhanced DBS check satisfactory (reference number, date of issue, who obtained it) received before start date ▪ Identity and qualifications confirmed Health declaration if appropriate 		
<p>Confirmation of offer and start</p> <ul style="list-style-type: none"> ▪ Induction arrangements in place, including: Statement of contract terms within 8 weeks, risk assessment, Employee handbook, Code of conduct, New entrant made aware of safeguarding standards/culture and code of conduct and receives Safeguarding Children training and updates ▪ Induction/probationary periods managed where appropriate 		