



Recruitment and Retention Policy and Procedures

Aim: To ensure that adequate procedures are in place to recruit and retain a staff team that is highly skilled and well-motivated. To ensure that high standards are held within the setting. To acknowledge that our staff are a valuable resource and it is through their commitment that The Exwick Ark is able to continue providing excellent care and education for children. To adhere to Government Legislation with regards to employment, Employment Act 2002 and 2008

The Recruitment process:

Before recruiting the management will think carefully about what is required from the post, and from our new employee. We will consider how the new role will complement our existing staff team, and how it might fit into future plans for the setting. We will consider different ways of fulfilling that role, for example, using a job share system, rather than assuming we have to find a direct replacement. We will also consider the possibility of recruiting from within our existing staff team.

The management will set a time scale for the recruitment process. This will include placing adverts, closing dates for applications, short listing, inviting to interview, interview date(s), appointment and start of employment date.

At this point the selection panel will be drawn up. The panel will include the direct Line Manager for the post, one of the setting owners and (where possible) a parent to ensure a balance of views and opinions. The Panel will take responsibility for the creation or checking of recruitment information such as Job Descriptions, Person Specifications, and advertisements, as well as taking an active role in the key activities of short listing and interviewing applicants.

A job description will be drawn up which will clearly identify:

- The name of the organisation
- The job title
- The immediate supervisor or manager of the post
- Which staff, if any, the post supervises
- The normal hours of work
- The pay
- The purpose of the post
- A list of duties and responsibilities of the post

The person specification will cover:

- Skills, aptitude, knowledge and experience
- Qualifications
- Personal qualities
- The requirement for criminal record and suitable person checks (Disclosure and Barring Service). **Essential**

The person specification will be attached to the end of a Job Description, and divided into Essential and Desirable criteria.



An advert will be drawn up to include;

- An outline of what the job involves
- Our aim
- Essential elements of the person specification
- Some indication of desirable attributes
- The job location
- Hours, pay and other benefits
- Contract length (where appropriate)
- The fact the applicant must be sympathetic to the Christian ethos of the setting
- How to apply

The job will be advertised widely in the local community including school/ nursery newsletters, on the local DISC website and Devon job vacancies, on www.exwickark.org.uk and through the job centre.

All applicants will receive an application pack.

All applicants will be given:

- the Job Description
- the Person Specification
- A prospectus giving information about our nursery
- Indication of the timing/ length of the recruitment process and start date
- an application form
- details of who applications should be sent to

Application form

- All applicants will fill in a standard application form which includes giving two referees.

Short listing

- Selection for interview will be based on those who best fit the Person Specification. A grid will be filled in giving each applicant a score as part of the short listing process.
- 2 references for all candidates selected for interview will be requested.

Interviews

- Those selected for interview will be interviewed with the same process as others applying for that post.
- Applicants will be given scores by members of the interview panel on an interview grid.
- The interview process will include a practical demonstration of skills.
- A set of key questions will be used to find out:

How well does the candidate fit the person specification?

Can the candidate do the work as it's described in the job description?

Are there any unexplained gaps in the candidate's work history?

Reasons for leaving previous employment.

Verbal offer of employment

Once the interviews have concluded, the Panel will make its decision about to whom the job should be offered. Once agreed, a verbal offer of employment will be extended to the chosen applicant, which is subject to satisfactory references and suitability checks being completed.



Screening checks

Thorough screening checks will be carried out on any potential employee prior to their taking up the post. This will include a minimum of two references which can account for the last two years.

Ex-Employer References

Where ever possible we will ask for an ex- employer reference. Once we have sent the standard reference request letter we will telephone to confirm receipt. This gives us the opportunity to ask additional questions if we have any doubts or concerns. If a reference raises concerns or questions these will be followed up during the interview or afterwards if the interview has already taken place. If these concerns are justified any verbal offer of a job will be retracted.

Character References

- In some cases, (for example, where the applicant is returning to work), it will not be possible to seek ex-employer references. In such cases, at least two character references will be sought.
- These will not be obtained from family members or close personal friends, but preferably from people who know the individual in a professional capacity.

Medical declaration

- A health questionnaire, will be sent with the job details and application form and returned in a sealed envelope. The contents will not be read until short listing has taken place, to avoid any potential discrimination relating to selection of interviewees.

Qualifications

- Ask all candidates to bring their certificates and personal portfolio with them to interview
- We will ask questions about qualifications which are unusual or unfamiliar and use the CWDC website to check that qualifications are full and relevant.
- Once a verbal offer of employment has been extended, the certificates or qualifications will be verified with the appropriate Awarding Body, if there are queries regarding authenticity or equivalent value.

Right to work in the UK

Employers are legally charged to check that new employees are permitted to work in the UK. Evidence can range from a P45/P60, full British passport, or passport or identity card from the European Union among others.

VBS

We have contracted capita to carry out our DBS checks. All staff and volunteers will be required to apply for a DBS check prior to starting work with the children. In most situations we will not commence employment until we have received the results of the DBS check. In emergency situations where the employment does start prior to the results being received the person will not work on their own with children and will not be involved in any personal care routines.

Capita Education Resourcing (CER)

Walsh Court, 10 Bell's Square, Trippet Lane, Sheffield, S1 2FY



Tel: 0870 850 2516

Website: www.capitaers.co.uk

Fax: 0114 275 5800

Email: crb.enquiries@capita.co.uk

Having completed interviews, and obtained references, medical declaration, DBS check, verified qualifications, confirmed right to work in the UK, identity and employment history, we will now confirm the offer of employment in writing, to the successful candidate. We will also inform the unsuccessful applicants, and if possible, offer them the opportunity to gain valuable feedback which may help them in their next interview.

We will agree a start date which allows sufficient time to make any necessary adjustments to the standard induction programme used by our setting.

We will ensure the successful applicant is given any relevant information to prepare them for their employment with our setting. This will include a formal contract of employment, pension arrangements, a form for submitting their payroll information and emergency contact details, a staff handbook and induction pack.

Contract of employment

We will give our employees a written statement of terms of conditions as soon as the employee begins work. The contract will include:

- Employer's and employee's name
- Job title or brief job description
- Date employment began
- Date on which the employee's continuous period of employment commenced
- Place of work and address of employer
- Amount of pay, how frequently paid and by what payment method
- Hours of work
- Holiday pay, sick pay, pension and maternity/paternity pay arrangements including entitlement to public holidays
- Notice period
- Expected end date if the role is temporary or fixed term contract
- Grievance and appeal arrangements
- Disciplinary rules
- Any collective agreement

Staff information

We keep a confidential staff file on each staff member, which includes the following information:

- Original application form/ CV
- Personal contact details, and details of who to contact in an emergency
- A copy of recent photographic ID
- Photocopies of certificates for qualifications and short courses
- References, including details of when and how they were obtained, and by whom
- Medical questionnaire



- Details of their DBS disclosure number and date of issue.
- Supervision and appraisal forms
- Personal training and development plans
- Other information

These files are kept within the setting in a locked filing cabinet which only the managers have access to.

Retention

All new staff will follow the **Induction Programme**, which can be adapted according to experience and knowledge of the setting. All staff will be issued with a **Handbook** as part of their induction.

We operate an **equal opportunities policy** and hope all staff will feel valued and supported as a result of this. We are committed to recruiting, appointing and employing staff in accordance with all relevant legislation.

Appraisals and supervision sessions

We support all our staff by means of annual appraisals, and termly supervision sessions or more frequently if needed. Appraisals and supervision sessions are intended to be a positive experience for members of staff where they are encouraged to reflect on their practice and make improvements and plans for their own professional development. Peer on peer mentoring forms a part of this monitoring process. Staff may ask for an appraisal sooner than the next planned one. Each member of staff will have a Personal Development Plan which will be reviewed at each formal appraisal. It is the joint responsibility of each member of staff and their line manager to keep this PDP up to date, with training undertaken, training in process and training planned.

Training

Staff development is a very important part of our settings. We expect all staff to continually be improving their knowledge and skills and will do all we can to encourage this within and out of the setting. Basic training outlined in the Staff Induction Programme (Food Hygiene, First aid and safeguarding) must be kept up to date where appropriate. Necessary and desirable training will be identified prior to and during appraisals and a **setting learning and development plan** will be drawn up each year reflecting the training planned throughout the year. The management will take into account qualifications and training required by the EYFS staffing ratios when drawing up this plan.

Staff are asked to write up reflections on their training. These reflections are shared in staff meetings or in written form and kept in staff professional portfolios. Staff are encouraged to share information and handouts from their training with the whole team so that all can benefit from their learning.

Staff will be reimbursed expenses for attending training out of the setting, when they have been requested to attend the training by the management. Hours spent in Training (out of the setting) on days when a member of staff does not usually work will be reimbursed if the training is at the request of the setting managers. Other training time will be paid at the discretion of the managers.

Staff meetings

Regular staff meetings are held where policies are reviewed and information is shared. All meetings are minuted and have agendas.



Staff may make an appointment at any time to see their setting manager or managing directors about any issue. Should staff have any complaints or grievances they should use the procedure in the appropriate policies.

If a member of staff leaves The Exwick Ark an Exit Interview will be offered. This will help us to pin-point any grievances and possibly solve any future staff retention problems.

Signed: