

A Guide to Recruitment & Selection

The aim of this guide is to aid the recruitment of appropriately skilled, qualified and motivated staff and practitioners and manage an effective recruitment process.

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INTRODUCTION

Good practice recruitment is a strategic process designed to attract and hire top talent fairly and efficiently. It emphasizes **transparency, diversity, and skills-based evaluation**, aiming to protect your business legally while building a capable, long-term workforce.



JOB DESCRIPTIONS

A job description sets out the main features of a job. It is the means by which an employee's work is defined.

It forms part of the contract of employment and will be used to form the employee's continuous professional development and supervisions. The document should present a positive image of the organisation as a prospective employer and provide the applicant with a good understanding of the job they are applying for.

You may want to include competencies and desired behaviours that meet the core values of your organisation.



RECRUITMENT ADVERTISEMENTS

Why is a good advert essential?

- To attract a good response from potentially suitably qualified and skilled applicants
- To encourage 'self-selection' so that only those applicants who have the required qualifications, skills, competencies and experience apply

Successful advertising does not mean a very large number of applications but a relatively small number of very suitable candidates.

DO:

- Make sure the advert is consistent with the job description and person specification
- Keep the information relevant, brief and easily readable – applicants will lose patience and move on if the advert is too long or difficult
- Keep your message very short, clear and encouraging, so that young and/or unemployed people will feel this opportunity is open to them. If training can be given, state this.

DON'T:

Include jargon, buzz words, long or complex sentences or tightly packed text

SHORTLISTING

The purpose of shortlisting is to ensure that, where you have a number of applicants for the post, you match the candidates as closely as possible to the requirements listed in the job description and produce a list of people to interview.

To shortlist effectively, refer back to the main duties and responsibilities you have listed in the job description and consider which you have regarded as essential and desirable. This will help you to eliminate applicants who do not meet the essential criteria and narrow the list down even further by those who meet all or some of the desirable.

Draw up a shortlist of candidates to interview; assess them against the key requirements within the job description and keep clear records. The requirements used must be consistently applied to all candidates.

This will make it possible to show, should any complaint be received, that the shortlisting process was objective Good practice guide to Recruitment & Selection 9 and based upon a proper comparison of each candidate's qualifications, experience and skills. It is a good idea to develop a shortlisting matrix so your recruitment process is as transparent as possible.



INTERVIEWS

Inviting successful candidates to interview:

Let candidates know the venue, date and time of the interview and ensure that you ask if they require any adaptations and support.

Request that they bring certificates and/or copies of qualifications and evidence that they are eligible to work in the UK - a passport, NI number and/or full birth certificate. Also remind them that they will have to undertake DBS clearance before a full offer of employment. Let candidates know if there is a trial session, task, test or assessment so that they can prepare.

A structured interview provides an important opportunity to gain as much information as possible about the candidates by:

- Probing the information that they have given in their CV or application form – making sure it is accurate and consistent
- Asking open questions to encourage the candidate to talk and express their views
- Ascertaining how they meet job description requirements
- Expanding upon any points, issues or concerns emerging from any selection techniques used earlier in the selection process

The interview also allows candidates to find out more about the post and your organisation.

Preparing for interviews:

- It is a recommendation that senior staff conducting the interview have attended Safer Recruiting Training
- Have the relevant paperwork at hand i.e. job description, application form and prepared questions
- Make sure that candidates have sufficient space, time and equipment to complete the written test or specified task – the use of tests for selection purposes enables you to gain a fuller picture of the candidate and to test the attributes and skills stated on the application form or CV
- A consistent interview structure should be used for each candidate

OFFER OF EMPLOYMENT

After the interviews, you can advise the successful candidate that he/she is suitable for the post subject, to satisfactory clearances. It is also best practice, once you have spoken to the successful candidate, to let others know they were not successful – be prepared with feedback and pointers if requested.

Employment checks

It is important that the necessary precautions are taken to ensure the safety of children and vulnerable adults, therefore the following checks are vital.

Usually, the checks should be carried out once the person has been selected for interview, this helps to prevent breaches of the Data Protection Act and the Human Rights Act. The exception to this is in respect of educational certificates, references and Asylum and Immigration checks.

Educational certificates – ensure that you have sight of these before an offer of employment is made. Request copies to hold on file.

References – these must be obtained before a formal offer of employment is made. It is good practice to check two written references (one from their current, or if unemployed their most recent employer).

Asylum and Immigration Checks – It is a criminal offence to employ a person who has no right to work in the United Kingdom, it is therefore necessary to check original documents belonging to the employee.

Criminal Record Checks (DBS) – all successful candidates have to consent to a check by the Disclosure and Baring Service (DBS). The applicant may be registered on the update service. To check a DBS certificate status online, you must be legally entitled to carry out a check and have the worker's permission.

You do not need to pay or register to carry out a status check and can see the results from the check straight away. DBS employers guide.

Candidates are expected to declare everything on his/her criminal record. The disclosure of a criminal record will not necessarily debar an applicant from appointment but before a decision is made, consideration must be given to the nature of the offence, how long ago, what age the applicant was when the offence was committed and any other relevant factors. This also applies to students and volunteers working in the setting.

The legal position

Be aware that a contract of employment comes into force as soon as there has been an offer of employment and unconditional acceptance of that offer, even if the offer and acceptance were communicated verbally. This means that any withdrawal of an unconditional job offer will constitute a breach of contract, meaning the prospective employee could potentially sue for damages. This would usually amount to what the person's notice period would have been had he or she started work. Therefore, the only circumstances in which you should be withdrawing a job offer is if it is a conditional offer e.g. subject to satisfactory medical clearance and the condition is not met.



REFERENCES

References contribute to ensuring that the employee is suitable to work in childcare. Make sure these are obtained from the most recent employer, although be aware that the applicant may want this delayed until they have spoken to their employer about moving on. Receiving references back can sometimes have its challenges. Check the references are genuine by doing simple checks.



PREPARING FOR THE NEW EMPLOYEE

Once the applicant has accepted the job, you must then prepare for the new employee's arrival and induction. You want this to be as organised and thorough as possible to be a welcoming and professional and positive experience.

Induction

The induction process, the probationary period and supervision should be used as an integrated approach to ensure a total programme of staff development for the new employee.

Induction marks the beginning of the relationship with the employee and is of fundamental importance in setting standards and patterns of behaviour for the future.

Probationary period

New employees will serve a time limited probationary period, you decide how long this will be and inform the employee. Most probationary periods are between 3 and 6 months , although they can be extended. Use this time to assess the employees' ability, aptitude and conduct and to induct, train and advise them on their duties and responsibilities. Throughout the probationary period you should carry out regular reviews – this way you can identify any issues and make plans to address these.

Supervision

What the statutory framework for the early years Effective supervision of employees is extremely important.

A regular monthly (or more frequently if necessary) supervision or one-to-one session can be used to follow up on any issues, check progress and pick up on any problems at an early stage, provide the opportunity for regular constructive feedback and review objectives if necessary. Effective supervision can help employees cope with the demands of their work and can be valuable in ensuring that workplace stress does not become an issue.

CONCLUSION

CHECK LIST:

- When a vacancy arises, consider if you need to fill the post
- Develop or review the Job Description, hours and salary
- Place the advertisement
- Shortlist and notify the applicants if they have been selected for interview
- Prepare for interviews, consider questions and tests
- Interview
- Make conditional offer
- Notify all applicants of the outcome, give feedback
- Request references and take up relevant checks
- Once all checks are complete, agree appointee
- Prepare for new employee's induction

Recruitment is a vital issue to get right, by selecting the right person best suited to the job you could save time, money and staff turnover rates. This will impact on the success of your organisation and continuity for the children and families.

Review your process regularly. If any stage of the recruitment process has failed to produce the expected result e.g. if the advertising method has produced too few applicants, you may want to examine what happened and why, in order to make it more efficient in the future.

