

Quality Improvement Framework

Section 2 – Leadership and Management

Subsection: Recruitment

Guidance Notes	Reflective Questions	Resources	Your Evidence
<p>When recruiting a new member of staff, it is important to have a clear and transparent process to adhere to, supported by internal policies and procedures.</p> <p>Steps to consider:</p> <ul style="list-style-type: none"> Establish what is needed within the team to be able to target recruitment to specific needs of the setting. Advertise the position with sufficient information e.g. the role being recruited to, the conditions of employment and job specification etc. Short list applicants in a fair and methodical way. <p>The Interview process needs to be streamlined with consistent questions and marking/grading criteria. Ideally more than one interviewer should undertake the process, to allow for discussion and a fair decision to be made about the successful applicant.</p> <p>Successful applicants informed, subject to references and DBS checks.</p> <p>DBS checks should ideally be in place prior to the individual starting. If this is not possible, a record of how this is managed should be maintained e.g. detailing how the provider will ensure that the member of staff is not left unattended with the children.</p> <p>If a DBS check highlights a concern, clarity from the individual should</p>	<ul style="list-style-type: none"> How do you ensure that the position you are recruiting for is what is needed for the team? Have you carried out a profile of the team e.g. their roles and responsibilities, to enable you to ascertain what skills would be ideal in a recruit. What qualifications, qualities and experience are you looking for? How do you advertise for a vacant position? Is this an effective method? How could the way you advertise be improved? What policies and procedures do you have in place to support your recruitment process? When did you last review the policies and procedures? Have you explored the recruitment guidance including the LSCB Online Procedures? How do you ensure that your recruitment process is fair? Who is involved in the shortlisting process? Do managers and leaders engage the team in the recruitment process in any way? Are their views and opinions sought? 	<p>Q Cards</p> <p>Recruitment Procedures 1</p> <p>Recruitment Procedures 2</p> <p>Training</p> <p>EED team training programme</p> <p>Useful Links</p> <p>LLR LSCB</p> <p>Inspecting registered early years providers</p> <p>Early Years Inspection Handbook 2018 - Effective Leadership and Management p.31 -34</p> <p>Gov.uk - Check early years qualifications</p> <p>Gov.uk - DBS checks for childminders and childcare workers</p> <p>Inspecting safeguarding in early years, education and skills settings: Guidance for inspectors undertaking inspection under the common inspection framework- Annex 1. Safeguarding requirements for leaders and managers: Safe recruitment:</p>	<p>Guidance note: Remember to date your evidence to allow you to revisit and review relevance.</p>

<p>requested and documented. A risk assessment should be carried out to determine appropriateness of their appointment and what (if any) further action is required.</p> <p>References are to be sought on headed paper, addressed directly to you as the potential employer. References addressed to 'whom it may concern' should not be accepted. The reference requested, should allow space for the person responding, to elaborate on any information provided.</p> <p>It is important that the above checks are not looked at in isolation. DBS checks, references and explanations for any gaps in employment etc. all contribute to establishing an accurate assessment of the applicant.</p> <p>Consideration should be given to your processes for issuing references for previous employees. See the ACAS link under Useful Resources in column 3.</p>	<ul style="list-style-type: none"> • How do you prepare for an interview e.g. deciding on the questions and grading criteria? • Do you endeavour to seek all checks prior to the individual being appointed? • Where this is not possible, what safeguards are in place? • Should an issue arise with a new recruits DBS check, how would you manage this? How would you ensure you maintain the safety of the children? What steps would you take to ensure that the individual is kept informed? Consider how you ensure that communication is effective in these situations. • Do you challenge references that lack detail? • Where references detail concerns, how do you manage this? • What steps do you take to ensure that you have acquired an accurate assessment of the applicant before appointing? For example, DBS checks are clear but references have not been returned – how would you follow up? Or the applicant's references are positive however there is an unexplained gap in employment history – how would you explore this and what issues may arise? • Are new recruits made aware of the induction procedure and the support they will be entitled to? • Is there a formal probationary period identified that is consistent and fair, that new recruits are made aware of? 	<p>Advisory, Conciliation and Arbitration Service (Acas) - Recruitment Booklet</p> <p>ACAS – References Guidance</p>	
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