

Policy Adopted	June 2016
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Approved by	Senior Management Team

RECRUITMENT, INDUCTION & STAFF DEVELOPMENT POLICY

RECRUITMENT POLICY

As a company we highly value our staff and invest in their professional development to ensure the provision of high quality personnel, both in childcare and other roles.

The company will treat fairly all applicants for jobs. As part of the company application process, evidence of qualifications and ability to work legally will be sought, along with references.

Shortlisting, interviewing and selection will always be carried out without regard to sex, civil partnership or married status, sexual orientation, gender reassignment, pregnancy or maternity, race, colour, nationality or ethnic or national origins, religion or belief or age. Reasonable adjustments should also be made to the recruitment process to ensure that no applicant is placed at a substantial disadvantage because of their disability.

Commitment to implementing Company Safeguarding policy will form part of the job description for all vacancies, in addition to a commitment to staff training and development for all employees.

It is the Company's policy that all vacancies will be advertised externally (by advertising, website and/or social media, e.g. company Facebook site) and existing employees are to be encouraged to apply for vacant posts if they have the requisite skills, qualifications and experience.

The Company aims at all times to recruit the person who is most suited to the particular post. Recruitment will be solely on the basis of the applicant's abilities, qualifications, experience and merit as measured against the job description and person specification. The guidelines in the Company's equal opportunities policy must be followed at all stages of recruitment and selection. Line managers conducting recruitment interviews must ensure that questions asked of job applicants are in no way discriminatory or personally intrusive. The interview should focus on the needs of the post and the skills, qualifications and experience needed to perform it effectively.

Selection testing will be used as part of the recruitment process only with the prior approval of the CEO. Any test used must have been validated in relation to the post and be conducted by a suitably trained person – i.e. line manager.

References

It is the Company's policy to seek at least two written references, one of which must be from a previous employer (or, if this is the prospective employee's first job, their school teacher or higher or further education lecturer) and to ask for documentary proof of qualifications and eligibility to work in the UK. Any offer of employment must be conditional on this documentation being satisfactory to the Company. Before references are taken up, the prospective employee's consent is sought, via the application process.

Verification

The Company may also take steps to verify any of the information provided on their application form. In this case, the Company will explain to the prospective employee in advance the nature of its verification process and the methods to be used to carry it out, including details of any external sources that will be used. In addition, where it is necessary to secure the release of documents or information from a third party, the prospective employee's consent should first be sought. If any verification checks produce discrepancies, the prospective employee will be given the opportunity to make representations and provide an explanation of the inconsistencies before any decision is taken to withdraw a conditional offer of employment.

Recruitment procedure

Written in line with Hampshire safer recruitment processes: http://www3.hants.gov.uk/childrens-services/childcare/providers/business-support/childcare-recruitment/childrens-services-childcare-jobs_recandretguide/childrens-services-childcare-jobs_rrgsec9.htm

Where there is a need to recruit a new employee into the Company, the following procedures should be followed:

1. Staff vacancies will be advertised through local and professional media, during staff meetings, by word of mouth and through newsletters.
2. Interested individuals will complete an application form, having had access to the relevant job description
3. All received application forms will be reviewed by the CEO for decision regarding consideration for interview

Interview process

1. Interviews will be arranged following short-listing (i.e. they meet the requirements of the post advertised), in consideration of applicant's existing working hours or family arrangements.
2. The interview panel will be arranged (no more than 3 interviewers) and questions written / formatted to gain the applicants suitability and eligibility for the post
3. Interviews will take place – all applicants, applying for the same vacancy, will be asked the same questions, including within selection testing process, and similar time spent with each applicant during interview and tour of work area (if applicable).
4. Most suitable applicant will be offered post by telephone, if verbal acceptance received then other applicants can be notified that they are unsuccessful on this occasion. Reasons for rejection to be noted on each application and filed for 6 months (which will be shredded after this period)

Following successful interview

Finance & HR department follows NEW EMPLOYEE procedure (checklist), which includes:

1. 2 written references sought – at least one from previous employer
2. Staff PDF form to be completed – including bank details, National Insurance number, contact details, next of kin etc.
3. Submits enhanced DBS check, and in turn, completes DBS Update Service registration
4. Letter of appointment to be sent to successful applicant – confirming start date, salary, probationary period, hours of work etc.
5. 13-week probation period and induction training starts, which includes Health & Safety, Critical Incident training
6. CEO determines whether candidate(s) successfully completes induction/probationary period, in collaboration with manager

**In the absence of the CEO, the recruitment and interview process will be conducted by the Deputy Safeguarding Officer.*

Following successful completion of 13-week probationary period

Terms and conditions of employment (contract) to be formally written by week 13.

1. Employees are auto-enrolled onto the company pension scheme (subject to qualifying criteria). Employees have the option to opt-out, discussion with Finance & HR department.
2. Employees receive on-going training and development to meet their needs and the needs of the company; training received will be recorded and disseminated with their team. All training must be reviewed for quality purposes. Should trainees be dissatisfied with the training, this must be discussed with the line manager.
3. Employee is expected to attend regular staff meetings to ensure they are kept up to date with new events, legislation, regulations etc.
4. Employees receive a formal appraisal and a minimum of 2 review meetings every 12 months with their manager

INDUCTION POLICY

The Company recognises that all new permanent and temporary employees, and existing employees who are promoted or transferred, will require adjustment in their new role. The Company aims to give support to these employees through an induction programme. All employees who are included in the programme will be given support throughout their induction.

The induction programme exists to ensure that all new employees understand:

- the history and culture of the business
- the business plan and goals of the Company for the forthcoming years
- how the Company operates
- how their job role fits in with the other members of their department and the Company as a whole
- their own targets and performance objectives, up until the first formal appraisal.

The induction may also be an opportunity to meet other new employees.

The induction programme will be put in place once a candidate has formally accepted a job offer from the Company. The programme will vary according to the seniority of the job role, the individual needs of the new starter and the job description.

The induction booklet contains: Company rules, policies & procedures, guidelines and other useful information. Your line manager will use an induction booklet to ensure that all matters are covered and will sign this off once your induction programme has been completed. Your line manager may involve other managers and employees in your induction programme as appropriate.

Mentoring and training

Employees will be allocated a Co-worker on starting employment. The appointed Co-worker will meet with you in your first week and their role will be to assist you with day-to-day matters in the first three months of your employment. Their role is not to coach or train you but to give advice and assistance, as appropriate. Your line manager is responsible for training and for supporting you in your new job duties / tasks. Your progress will be reviewed via this induction process and subsequently, on successful completion of induction.

STAFF DEVELOPMENT / TRAINING POLICY

Community Childcare Centres is committed to training and developing all of its employees so as to enable them to achieve their maximum potential. The Company aims to provide staff with appropriate training, guidance and support to ensure they can effectively carry out their roles. However, it also considers it appropriate to base training and development opportunities on the requirements of the business. Therefore, decisions about investment in staff training and development will always be made having regard to the needs of the business as well as the employee's individual needs.

The Company regularly reviews its level of investment in staff training and development to ensure not only that adequate resources are being provided but also that training and development activity is delivering a benefit to both the employee and the business. Any decisions on training will be at the absolute discretion of the Company.

Wherever possible, training will be funded by the Company and/ or funding will be sourced externally. Training will be provided in-house or other reputable external training providers, as agreed by CEO. The budget allowance for training provision will be reviewed annually.

Training Requirements

The Company provides a range of training and development opportunities to staff. The CEO will oversee a company training schedule, which summarizes mandatory training requirements for all personnel. The Company will make use, where appropriate, of e-learning.

An annual individual training plan will record when training has been completed (to be kept within an individual's personnel file and updated by their line manager). Employees must attend mandatory training sessions, as appropriate. Employees receive on-going training and development to meet the needs of the company.

Responsibilities for implementation

Both line managers and employees have a responsibility to implement training and development initiatives. Individual training and development needs and training opportunities will be explored with the employee as part of the performance appraisal process. Line managers ensure that staff undertake relevant training and employees are expected to take up the opportunities provided and report back to their line manager once completed.

Line managers have a responsibility to monitor and evaluate the effectiveness of learning for employees who have undergone training and development, particularly where these have been externally provided.

Employees should implement the skills that they have gained through training.

Requests for training and development

Employees will have the opportunity to formally discuss their own individual training requirements and aspirations during their annual appraisals with their line manager (and through staff meetings or informal discussions throughout the year).

Management will ensure that employees are kept up to date with any changes in legislation or practice that may affect their roles.

Evaluation of training and development activities

On completion of any internal or external course the employee may be requested to complete a course evaluation form and return it to either their line manager or the trainer. Analysis of the evaluation forms gathered will be undertaken and used within the overall evaluation of training and development.

Equal opportunities

Decisions relating to training and development will be made fairly and consistently and equality of opportunity will be provided for all staff.