

Staff Employment, Recruitment, Selection And Retention Policy

Principle 1

Malvern Special Families is committed to safeguarding and promoting the welfare of children and young people and requires all staff and volunteers to demonstrate this commitment in every aspect of their work.

Principle 2

The success of our clubs depends upon the contribution of its entire staff. MSF gives full acknowledgement that fair and effective employment policies are essential to the achievement of that success. MSF recognises that the effective development, implementation and operation of employment policies requires the active involvement of all employees.

Principle 3

The trustees will comply with employment and education legislation.

•**Staffing:**

to forecast, within the context of the Charity's Development Plan, the numbers of staff and the mix of skills and abilities required to meet the charity's needs over short, medium and long term.

•**Recruitment Selection,**

to ensure an appropriate supply of suitably qualified and experienced staff to meet the charity's staffing needs; to ensure that the principles of "Safeguarding Children: Safer Recruitment and Appointment" is followed

•**Health and Safety:**

To provide a healthy and safe working environment for all children, staff and visitors to the school.

•**Discipline:**

To establish, and, as necessary, carry out fair and effective procedures for fair and equitable treatment in disciplinary matters including requirement of Safeguarding Children.

•**Grievance:**

To establish, and, as necessary, carry out fair and effective procedures for the speedy resolution of grievances including requirement of Safeguarding Children.

•**Equality of Opportunity**

to ensure that all staff in the clubs, and applicants for posts, are afforded equality of opportunity and equal treatment irrespective of race, sex, marital status, ethnic origin, age or disability, religion or belief.

•**Employee Relations:**

To consult with all staff, actively promoting their involvement, on all matters affecting their interests.

•**Training and Development:**

To ensure that the training needs identified through the staffing needs are met in a manner conversant with continuous professional development, personal aspiration and the requirement for performance management and appraisal.

•**Pay, Benefits and Welfare**

To pay salaries in a fair and equitable manner consistent with objective differentials; to endorse the principle "that the success of the charity depends on the staff" through attention to staff welfare.

Employment

Performance Management –staff are supported through staff development plans and training to reach their full potential within their work with the charity. The play services coordinator ensures that each member of staff completes a thorough induction and feels informed and supported throughout their work with MSF.

Lack of Capability- each member of staff is offered training and support in any areas where they show weakness. The welfare of the children is always paramount and at no time is their safety to be put at risk by a member of staff's incompetence. It is the management's responsibility to ensure this through appraisals.

Disciplinary Procedure – Misconduct, see policy

Leave of Absence- this is always in line with current legislation and is stated on all staff job descriptions and contracts.

Disciplinary Rules- see Disciplinary Policy

Personal Information- all personal information is strictly confidential, and all files holding personal information are stored in locked filing cabinets in the MSF office.

Equal Opportunities – MSF has a comprehensive Equal Opportunities Policy

Physical Intervention- See Behaviour Policies and Positive Physical Intervention Policy

Grievance Procedure –See Grievance procedures

Redundancy- in the case of redundancy MSF actions will be in line with current legislation

Harassment- MSF will always act within the guidelines set by the Protection from harassment Act 1997

Staff Recruitment and Selection-Please see section attached to this policy

Health and Safety- MSF have a comprehensive Health and Safety Policy

Malvern Special Families will:

- Implement the above policies in a fair and equal manner in accordance with staff contracts of employment and employment law and giving due regard to the fact that any decision with a financial implication can only be made subject to the approval of the Trustees following advice from the finance committee.
- Regularly review personnel policies and procedures
- Draft and recommend for adoption a strategic staffing plan to meet clubs needs and recommend to the finance committee the annual budget for pay and possible staff salary adjustments in line with appraisal developments.
- Establish and regularly review personnel policies and procedures,
- Report to the trustees on all staff matters which relate to conditions of service.
- Set and monitor a training strategy each year to ensure that adequate staff training is taking place.
- Delegate to the manager all matters relating to the day to day management and supervision of the staff employed at the clubs.
- Ensure that trustees on the committee who have personnel responsibilities are aware of and understand those responsibilities.
- Ensure that all staff and trustees have an effective induction programme, and that the clubs comply with the induction requirements.

Recruitment and Selection Policy

1 Policy

Malvern Special Families is committed to a fair and consistent approach to the recruitment and selection of employees. It is our policy to recruit the best person for each vacancy, regardless of ethnic or national origin, gender, marital status, sexual orientation, age, disability, religion or belief. The Malvern Special Families Equal Opportunity Policy and Procedure will be observed throughout the recruitment and selection process. We will seek to establish a workforce, which reflects the communities we serve. Where appropriate, we will take positive action to achieve this.

2 Principles

2.1 The manager will initiate and oversee the recruitment of employees in accordance with the procedure below.

2.2 All employees involved in recruitment and selection will uphold the Malvern Special Families Equal Opportunity Policy and Procedure.

2.3 Full and fair consideration will be given to applications for employment, promotion or other internal moves, made by disabled persons and, in keeping with current legislation, reasonable adjustments will be made.

2.4 Malvern Special Families recognises that it has a commitment to current staff and to their welfare and will seek to redeploy employees to avoid a potential redundancy; to provide suitable alternative employment for an individual who becomes disabled during the course of their employment; to accommodate an individual where there is a business case for them to be moved.

2.5 The manager is responsible for obtaining approval in accordance with the procedure set out in Section 3 for all posts.

2.6 The trustees are responsible for contractual matters relating to the appointment and termination of all employees, including temporary and casual staff.

2.7 Responsibility for contractual matters in relation to the manager rests with the trustees.

2.8 The manager will maintain a record of established permanent and temporary posts.

3 Procedure

3.1 Establishment of New Posts

MSF Employment Recruitment and Retention Policy

Reviewed February 2014

Proposals for new posts will be to the trustees at committee meetings, including:-

- reason for establishment
- proposed level
- funding detail

When a requirement for a new post arises during the budget year, the manager will require the approval of a the trustees.

3.2 Recruiting to Existing Posts

A role profile and a copy of the advert should be sent to the trustees by the manager.

3.3 Advertising Posts

The manager, in consultation with the trustees, will decide how posts will be advertised and the reason for the choice will be recorded. The options are:-

- open access to all - internally and externally;
- internally only and confined to Malvern Special Families employees; or
- internally only but open to all working for Malvern Special Families at that time

In deciding where to advertise, consideration will be given to the following:-

the need to provide opportunities for career development for current Malvern Special Families employees; the need to attract an appropriate pool of applicants; and the intention to attract staff from the areas which we serve.

The following means of advertisement should be considered, with due regard to costs:-

- job centre;
- New Deal co-ordinators;
- community press;
- local press;
- national press;
- professional/specialist/ethnic/disability press;
- community notice boards in youth clubs, churches, temples, schools, colleges etc;
- other means of attracting applications from local communities

Advertisements will be drawn up by the manager in consultation with the play services leader.

3.4 Recruitment Process

The recruitment process will be agreed by the manager and the trustees.

For all posts an application form is required, and candidates will be asked to complete the Equal Opportunities Monitoring Form.

The manager is responsible for ensuring that requests for job packs are processed speedily and efficiently and for ensuring that applicants are advised that there will be no further contact unless they are shortlisted.

3.5 Shortlisting

A minimum of two employees will shortlist against the role profile and will record reasons for not shortlisting applicants. Disabled candidates who meet all the criteria for the post must be shortlisted for interview, regardless of total score.

3.6 The Interview and Selection Process

In all cases, a second selection method will be used in addition to the interview. These include:-

2 Satisfactory references, one from current/most recent employer, one must be from a childcare background.

Cleared enhanced DBS check.

Satisfactory working practice observed on induction day.

The manager and/or a trustee will attend and play a full role in the interview process for all posts.

Interviewers are required to use the interview question and answer record form to prepare and conduct interviews.

All interviews will explore the applicants commitment to equal opportunities and diversity.

Interviewers are required to complete the interview record by scoring answers.

Interviewers are responsible for providing reasons for non-appointment of all candidates.

All applicants who attend for interview will be advised of the outcome of their interview, with appropriate feedback, by the interviewing manager.

Application forms for all candidates together with reasons for non-shortlisting and non-appointment will be kept for a maximum of six months from the date of appointment of the successful candidate.

3.7 Appointments

Written job offers will be made by the manager and will be conditional, subject to receipt of satisfactory references which cover the last 2 years employment history, proof of eligibility to work in the UK, and medical clearance and the requirements of the Care Standards Act, which includes an Enhanced Disclosure Check for Care & Support staff.

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Reviewed February 2014

An offer letter and a statement of the terms and conditions of employment will be routinely issued prior to the employee commencing work. Under no circumstances should the statement of the terms and conditions of employment be issued any later than 2 months after commencement.

4 Training

Any manager who has no prior experience of recruitment and selection must interview with an experienced interviewer and receive training in recruitment and selection techniques in due course.

5 Monitoring

Human Resources will retain records to enable the monitoring of the recruitment and selection process and will review and update the process to ensure it fits with best practice and current legislation.

6 Induction

All staff are given a thorough induction to ensure the safest possible quality care from the outset. See induction checklist.

7 Disqualification

The **Childcare (Disqualification) Regulations 2009** states that persons living or working on premises where a disqualified person lives or works will themselves be disqualified. Although the regulations refer to registered provider, the **Childcare Act 2006** also prohibits the employment of anyone to whom this applies.

It is lawful to dismiss an employee because of a 'statutory restriction'. In other words a person can be dismissed if continuing to employ them would break the law. Failure to do so may result in an inadequate Ofsted judgement and potentially prosecution.

MSF is reliant on employees to disclose this information but we will also ask for this information before an offer of employment is made and including this in annual appraisals for existing employees, as well as stating that employees must self-disclose if circumstances change at any time during employment.

If we become aware that an employee may be not be entitled to work with children we will contact Ofsted immediately.

Staff Induction - Checklist

This checklist provides a framework for the planning, delivery and evaluation of the staff induction process. It must be completed by the play leader, although some items may be delegated to the colleague helping to settle the new staff member in. Completed checklists are to be returned to MSF's Office within 6 weeks of the new staff member's start date.

New staff member	
Start Date	
Immediate Manager	
Colleague helping the new staff member settle in	

BEFORE EMPLOYMENT

Action to be taken from the date appointment is confirmed:

Action required	Date completed
Application Form	
DBS Check Form filled out	
DBS Check Form sent	
DBS Check received at office	
DBS Check number	
P45/ P46	
Copies of Qualifications received	
Staff Development plan	
Staff Handbook supplied	
2 references sent	
2 references received	
Staff information sheet	
Health Check Form	
DC2 (Play leaders)	
Contract	
Job Description	
Person Specification	
<i>Please sign to confirm that all required actions have been completed</i>	<i>Manager's signature</i>

FIRST DAY

Action required	Manager's Notes
Welcome and introduction to colleagues	
Assign new staff with a colleague to shadow for the day	
Familiarise new staff with their venue showing all rooms used	
Introduce new staff to parents and carers and children	

Security: provide any necessary keys provide secure entry passwords building security information and alarms	
Health and Safety <ul style="list-style-type: none"> • Location of fire exits • Issue mobile phone when necessary • Fire and other emergency evacuation procedures 	

<ul style="list-style-type: none"> • Personal safety guidelines in regards to children with behavioural difficulties • Accident and incident reporting • On site first aiders and first aid boxes 	
Advise how to deal with visitors, collecting parents and carers	
Work times, breaks, etc.	
Give staff handbook	
<i>Please sign to confirm that all required actions have been completed</i>	<i>Manager's</i> <i>signature</i>

FIRST TWO WEEKS

Action required	Manager's Notes
Ensure that induction scheme is discussed and understood, i.e. conduct and expected levels of performance, including confidentiality rules and child protection policy	
Ensure that relevant documentation is completed and received by appropriate departments	
Identify initial training needs e.g. Playwork, childcare, first aid, speech and language, child protection, health and safety, manual handling, emergency medical etc. Discuss needs and take action to arrange training or coaching.	
Introduce them to all the policies and procedures and give reading checklist	
<i>Please sign to confirm that all required actions have been completed</i>	<i>Manager's</i> <i>signature</i>

FIRST SIX WEEKS

Action required	Manager's Notes
Maintain regular performance review discussions to check progress against work and learning objectives. Provide an opportunity for new staff to discuss any problems with the play services leader	
Ensure that the play leader is available to discuss day to day issues with the new member of staff	
<i>Please sign to confirm that all required actions have been completed</i>	<i>Manager's</i> <i>signature</i>

How can the staff induction process be improved? Please record any good practice that you feel could be shared across all MSF services.

New Staff Member's Signature

Play Services Leader's Signature

Date