



Gofal Cymdeithasol **Cymru**
Social Care **Wales**



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A guide to recruiting well

socialcare.wales



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Introduction

At Social Care Wales we fully appreciate that a carefully managed staff recruitment and retention strategy is a priority for all childcare providers. We share the belief of childcare providers, that quality of provision is dependent upon employing the right staff with attitudes, skills and knowledge that line up with job roles and responsibilities. At the same time we also understand that staff recruitment and retention can be a challenge and that direction and guidance is sometimes needed.

In 2010 the Care Council worked in partnership with the sector to develop this guidance. This has been updated and been strengthened over time, resulting in this current publication. Social Care Wales hope that you continue to find the guidance helpful in your efforts to make careful and considered staff recruitment choices.

This booklet provides information in three parts;

Section 1: General information and guidance to inform the recruitment and selection process.

Section 2: More detailed information about key features of a strong recruitment and selection process.

Section 3: Practical templates and examples that you may wish to adapt for your use.

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Section 1

Why safe recruitment advice?

All employers whether in private business, voluntary organisations or registered charities need to develop a sound recruitment and selection process to protect:

- children from potential harm;
- the organisation from potential claims of discrimination;
- the staff team from the effects of poorly managed and / or inappropriate recruitment; and
- applicants from the impact of investing time, effort and emotion in applying for (and perhaps getting) an unsuitable post.

The aim of safe recruitment activity is to ensure that each employer effectively and efficiently recruits and retains the best people for the job.

Understanding the sector

Safe, reliable and efficient recruitment procedures are not only reliant upon providers having a broad knowledge of their responsibilities as employers, but also having an understanding of the sector and its position with regard to potential availability of staff. Providers currently face numerous exciting but challenging sector changes that impact upon availability of qualified and experienced staff. This undoubtedly makes recruitment of the right staff more difficult as the sector strives to meet these challenges in an expanding market. For those interested in further information about recent and current sector activity it is certainly worth visiting Social Care Wales website socialcare.wales/early-years-and-childcare-worker/ and reading reports from research undertaken in the early years and childcare sector. It is worth holding onto a few indisputable facts associated with being an employer:

Facts about resources

Employees i.e. people remain the biggest asset to any business or profession. Undoubtedly, this applies as much if not more to the childcare sector than to many other sectors. Other fundamental resources are:

- equipment;
- materials and consumables;
- premises / buildings where this all happens; and
- customers / clients i.e. users of the services provided.

Facts about the sector

- Existing research on the childcare sector confirms that it is an expanding sector, which is reliant on a good supply of labour and its retention for the quality of its provision.
- There is increased competition for staff from within the childcare sector and from other sectors.

Facts about recruitment

- Recruitment is an expensive process when you get it right, even more so if you get it wrong!
- Most small childcare organisations are not in a position to employ human resource staff and rely upon external sources of advice to get the process right.
- Damages for discrimination can be claimed if legal requirements are not adhered to.

Facts about training

- There is a cost to all training.
- Many qualifications need updating regularly.
- Continuous professional development (CPD) is expensive.
- Investing in training supports retention of staff.
- It is important to protect your investment by retaining your staff.

Facts about barriers to sector recruitment and retention

- The childcare sector is often regarded as having low status.
- Pay tends to be low.
- There is growing competition for qualified staff.
- Staff often leave to work in other sectors.
- There are currently few opportunities for career progression.
- The wide choice of alternative job opportunities can discourage potential workers from coming into the sector.

The recruitment and selection process

Effective recruitment and selection processes are those that are carefully planned. Many employers or providers will begin this planning by:

- finding out about legislation;
- writing recruitment policies and procedures;
- checking policies and procedures they have are up-to-date with legal requirements;
- making sure that the process is not discriminatory; and
- involving children and young people throughout the recruitment process.

Providers use various ways of staying up-to-date these include:

- using bespoke legal services;
- taking legal advice from solicitors;
- getting advice from groups that the sector are members of and get regular advice from, such as NDNA and Play Wales; and
- or by seeking advice from national organisations that offer advice services free of charge.

Legal requirements associated with employing staff

In addition to the legal requirements associated with employing staff, childcare provision carries further responsibilities that have to be planned for. These are ensuring:

- in registered childcare provision, the minimum number of staff are employed to meet adult:child ratios;
- the qualifications of staff meet National Minimum Standards for Childcare based on the Child Minding and Day Care Regulations (Wales) 2010; and
- that those who are employed are suitable to work with children. Any person who wishes to work with children is required to undergo an Enhanced Disclosure and Barring Service (DBS) check. This check will show an individual's criminal record history and for almost all positions within the childcare workforce will include a check against the DBS barred list for children.

Disclosure and Barring Service

In December 2012, the work of the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) were merged to form a single new body, namely the Disclosure and Barring Service (DBS). The DBS's role is to carry out criminal record checks and barring services to help employers make safer recruitment decisions.

A person who has been barred by the DBS (or previously by ISA) must not undertake activities and work which are classed as 'regulated activities' – these are set out by the Safeguarding Vulnerable Groups Act 2006. However, regulated activity has been scaled back under the Protection of Freedoms Act 2012 to focus on work which involves close and unsupervised contact with children. The activities and work which have been taken out of regulated activity will still be eligible for enhanced DBS checks (but they will no longer be eligible for barred list checks).

The three levels of check are:

Standard DBS check

This is not suitable for those working with children or vulnerable adults.

Enhanced DBS check

Can be carried out on those positions which previously fell under regulated activity but don't meet the new tighter definition amended under Protection of Freedoms Act 2012. It gives an individual's full criminal record (subject to filtering) but cannot include a barring list check.

Enhanced DBS check with barring list check

This is the enhanced check which includes searching the DBS barred lists for children and adults. This check can only be used for those who are involved in regulated activity.

You, as the employer, must be clear where you are providing regulated activity. This is important because: an organisation which knowingly allows a barred person to work in regulated activity will be breaking the law. If you dismiss or remove someone from regulated activity (or you would have done had they not already left) because they harmed or posed a risk of harm to children, you are legally required to forward information about that person to DBS and it is a criminal offence not to do so. If you believe that the person has committed a criminal offence, you are strongly advised to pass the information to the police. For further information on the duty to refer please visit www.gov.uk/disclosure-barring-service.

Since June 2013 anyone who applies for a criminal record check can choose to subscribe to the DBS update service – this service is free for volunteers. This allows them to keep their criminal record certificate up-to-date, so that they can take it with them from role to role, within the same workforce.

Employers benefit too because they can carry out free, instant, online checks of an individual's certificate (with their consent), to check that it is up-to-date. When someone has subscribed to this service, you would only have to seek a new criminal record check if the system tells you something has changed.

It is vitally important that the right level and type of check is requested. Settings or staff required to access DBS checks need to go through a DBS umbrella body who will apply for a DBS check on their behalf and give advice on eligibility. If you are a third sector organisation, you can have free access to DBS checks. For further information on WCVA Criminal Record Unit (CRU), contact them on 08000 97391 or www.wcva-cru.org.uk. Other umbrella bodies can be found on the DBS website at www.gov.uk.

It is important to note that neither a 'clear' DBS check nor absence from a barred list is an automatic endorsement of safety. Settings are encouraged to implement all other protection procedures (supervision / monitoring / probation) and policies as appropriate, seeking advice where necessary.

This section gives a very brief overview of criminal records checks and barring information. We recommend seeking further advice and guidance using the links provided. Finally, it is the responsibility of each employer to shape their own staffing structure and to make decisions about how staffing needs will be met. That is, whether the setting will require full-time, part-time staff and / or volunteers and how job roles and functions will be delegated within the full staffing structure.

Planning for recruitment

It is clear that planning for recruitment is important. A good recruitment process will attract the right kind of person, the kind that you want in your company with the required qualification, knowledge, skills and abilities that you want and need. This involves investment - it should be cost effective and time effective.

It is essential that;

- **recruitment remains high on the agenda of any organisation's business plan;**
- **is afforded a realistic annual budget; and**
- **is efficiently managed to maintain National Minimum Standards.**

The first stage in the recruitment process requires gathering information and making fundamental decisions about:

- Who is responsible for staffing issues?
- What the current staffing structure and teams look like e.g. experience and qualifications?
- Who is undergoing training at present (with a view to promotion)?
- Is there an opportunity to promote a current member of staff into a vacant post?
- What level of qualification matches the vacant post(s)? socialcare.wales/ qualifications/
- By when does the vacant post need to be filled to meet staffing ratios?
- What is the current wage structure?
- What qualification and aptitudes will a new staff member need:
 - To meet job requirements?
 - To fit into the existing staff team?

The next stage will require:

- developing and agreeing a job description and person specification;
- developing terms and conditions of service;
- developing contracts of employment;
- developing job adverts and considering bilingual needs;
- deciding where to advertise to get the best circulation and response for the advertised post;
- appointing one person to deal with enquiries;
- discussing and agreeing interview techniques;
- developing a short-listing and scoring process;
- deciding how contact with applicants will happen and who will take this responsibility;
- checking references – decide when this will happen; and
- developing a process to check qualifications and experience.

This planning process will allow employers to be well prepared for recruiting new staff in a timely fashion and will provide any organisation, large or small, with the tools to attract high quality applicants.

Planning for retention

Planning for retention of staff protects the investment made during recruitment. It begins with the recruitment process and will later continue throughout employment. An important aspect of ensuring staff retention is making sure that the appointed person has the attitudes, aptitudes, skills and qualifications that will help them adjust to the needs of the workplace and fit into the current staff team. Equally important is being clear about what you can offer staff in return for their hard work. Whilst pay is important you may also consider any additional incentives available to employees. The following suggestions outline considerations that an understanding employer may use to promote loyalty.

Wage structure

It is essential that you remain aware of, and pay, at least the National Minimum Wage. Up-to-date information can be found at www.hmrc.gov.uk/nmw/. Beyond this legal requirement consideration needs to be given to:

- the going rate for the job;
- how much you can afford to pay;
- promoting and accessing benefits for and on behalf of staff (Tax Credits / bonus system / profit share / childcare vouchers / holiday pay etc);
- affordability of additional benefits; and
- hours worked.

How is loyalty promoted?

Loyalty can be promoted in a number of ways:

- levels of wages / salaries;
- other in-work benefits (e.g. reduced fees for own children or childcare voucher plan);
- promoting work-life balance through flexible working;
- encouraged to remain up-to-date through Continuous Professional Development (CPD);
- access to training to upskill;
- sharing of or delegated additional responsibilities;
- promotion opportunities;
- staff suggestion scheme; and
- ensuring promises made at selection and during employment are kept.

Section 2

This section offers greater detail that is useful for:

- **advertising posts**
- **writing job descriptions**
- **writing person specifications**
- **designing and writing application forms**
- **preparing for interviews**
- **decision making and job offers**

Job advertisement

It is important to know your legal responsibilities. Remember that job adverts are there to attract interest and in so doing will reflect upon your organisation. They should be written to attract interest, encourage potential staff to apply and provide sufficient information and instruction for response. The wording / language of the advert must not suggest discrimination, that is, that you are looking for a particular profile of an applicant based upon age, gender, race or act to dissuade certain groups from applying who hold the qualifications and skills that are necessary for the post. Adverts must not contain an indication that an application for employment will be determined by reference to an applicant not being disabled or not having any particular disability. Care needs to be taken to ensure adverts reach the broadest pool of potential people.

Ideally your advert should include:

- job title
- employer details
- location of work
- qualifications, skills and experience required
- full-time / part-time position
- application instructions and contact details
- equal opportunities statement
- mandatory requirement for Disclosure and Barring Service (DBS) (alert as required by the DBS Code of Practice)

Job description

Job descriptions and person specifications should be made available to potential applicants at the time of application. Together they give clear messages about what the job involves and what is expected from an employee. The purpose of job descriptions is to outline the main duties and responsibilities of the position.

A job description will include:

- the job title;
- lines of communication (reporting to, for what...);
- brief summary of the job purpose;
- duties and key responsibilities, perhaps with reference to policies and procedures;
- pay scale; and
- minimum working hours.

Job descriptions provide:

- a clear description of responsibilities for which an employee is held accountable;
- a reference for performance management and appraisal;
- parameters of responsibility;
- a link to task management;
- organisational job roles provide a link to career progression and perhaps succession planning; and
- clear expectations about behaviour.

Person specification

A person specification describes the personal attributes desired in a potential employee. These attributes include the qualifications, skills, experience and knowledge an applicant must possess to perform the job duties. The specification should be developed from the job description and forms the foundation for the recruitment process.

It is important to:

- review the attributes of existing staff – identify gaps.
- ensure that no reference is made to the protected grounds of age, race, gender, religion and belief, sexual orientation, status as a part-time worker, language or physical ability (unless exempt under relevant legislation).

Under the headings of desirable or essential qualities, identify those that are directly linked to the role.

- **Essential criteria are those that must be met to ensure the role and functions of the job can be met.**
- **Desirable criteria are those that enhance performance in the job.**

A person specification will typically include:

- the qualifications and competencies required for the post;
- experience / achievements;
- skills required;
- competencies required to complete job specifications;
- abilities involved in working in a team;
- expected breadth and depth of experience; and

- personal attributes and circumstances (that apply to the role) e.g. ability to work between the hours of 7.30am and 6pm.
- DBS registration

All criteria must be:

- Linked to the role
- Non-discriminatory

Hints on developing an application form

Why not rely upon a Curriculum Vitae (CV)?

A CV enables the applicant to be in control of the level and quantity of information given. Also CV's tend to include irrelevant information which can encourage bias or prejudices to surface. An application form allows the employer to take control of the information supply and to ensure that all relevant information is included to allow an efficient short listing process to take place.

Hints for designing and writing application forms

- All questions must be carefully considered with equality of opportunity in mind.
- Ask for all personal details on the first page. This page can be omitted if the application forms are copied before short-listing so there is no prejudice about gender, title, ethnicity, address, age etc. This avoids the danger of pre-conceptions when making recruitment decisions.
- Request details of employment history along with details of education, training and qualifications.
- Request post qualification professional development information.
- Include a work history section to include any volunteering experiences and any relevant experiences of parenting or caring.
- Ask for explanations of gaps in continuity of employment dates (however, employers will have to be careful when considering gaps in employment history, for example, time taken out for caring duties).
- Include a statement to indicate that applicants must undergo suitability checks and that this requires approval and registration with the DBS.
- The application form should provide space for the applicant to explain their suitability using the job description and person specification.
- Request the names and contact point of at least two referees. If the applicant is working or has worked recently, indicate that the primary referee should be the most recent employer.
- Request an indication of the earliest opportunity an applicant could take up a post. This will help with staff planning to fill imminent gaps.
- Include a tick box to clarify whether an employer reference can be contacted prior to interview. Many employees may not want this to happen if their current employer is not aware that they have applied for a new post. It is also worth bearing in mind that applying for references for all applicants can be very time consuming and unnecessary. A more pragmatic time efficient approach might be to ask if referees are willing to be contacted by phone initially, in addition to a written one, should it be required later.

When sending out application forms it is important to provide the following:

- **The job description and person specification.**
- **The expected start date.**
- **Closing dates for receiving applications, interview dates and details of when and where the application forms must be returned. A coded addressed envelope sent out with the application form can help the employer to match applications to specific vacancies.**

Managing applicants

Before interviews take place be prepared to nominate an experienced person to field enquiries about the post. Where there are a lot of applicants, it will be necessary to conduct an initial sifting / short-listing using objective criteria in a short-listing matrix based upon the person specification.

Short-listing is an important process that identifies the most suitable candidates to interview. It is advisable that the short-listing is done by more than one person to ensure that no prejudice creeps in.

- **Set yourself a maximum number of people to interview, five or six at the most.**
- **Successful applicants can now be invited for interview.**
- **Make a note of questions to be asked to all applicants before interview and prepare a scoring matrix.**

Interviews

It is important that job interviews are organised so that:

- those conducting the interviews are able to get the information they need; and
- the applicants are able to relax sufficiently to provide information.

A good interview will always provide the conditions above. While good interview questions will allow the interviewer to find out about the skills, knowledge and experience of applicants.

The practical interview

In the search for the right staff, many employers invite applicants to a more practical style interview as part of the process. There are various approaches to this. Interviewees are sometimes asked to prepare and deliver an activity with children in the setting, or, be asked to spend a couple of hours getting a general feel of expectations and duties while senior staff can observe their interactions with children.

This practical aspect of selection forms part of good practice selection processes and should be planned with care and scored similarly to the formal interview.

- The applicant can be observed interacting with children.
- Children's responses to the applicant can be taken into account.
- The applicant can get a feel for their potential workplace.
- Current staff have the opportunity to meet and talk with potential staff and have some input into how well they may fit into the staff team.

The formal interview

Preparation for a formal interview

Following a practical interview, the successful applicants should then be invited to attend a formal interview with a request to bring original qualification certificates and certificates of attendance at training events with them. Plan for privacy and comfort during interviews and ensure there are sufficient copies of questions and scoring sheets available for interviewers.

Involving children and young people

It is increasingly common to involve children and young people in the interview process. If they are included, children should be prepared for the interview and their role in it. Children and young people may be involved in the practical interview or the formal interview and will need to be prepared accordingly. The following suggestions might be helpful in preparing children for involvement.

- explain the interview process to them;
- explain their role in the process and why their opinion matters;
- explain who will conduct the interview and how it will be carried out;
- explain how they should conduct themselves (polite, well mannered);
- explain how to record their comments;
- if they are asking questions they may write their own questions (or share the process with their peers);
- allow them to practise asking their questions;
- let them familiarise themselves with the room and its layout; and
- hold a mock interview.

The interview

The applicant should be introduced to the interview panel and provided with information about the interview process and perhaps information about the organisation. This short period allows the interviewee to relax and be put sufficiently at ease to give their best.

Conduct of interview

- Set questions should be asked in a manner that enables the applicant to give their best.
- Make a note of responses to questions and / or scoring responses; this will be important if challenged.
- Make a note of any supplementary questions asked during interview.

- Where applicants are in possession of the recognised qualifications that meet the job description and person specification, the interview process will assist in forming a complete picture of each candidate as a prospective employee.
- If gaps are identified, check whether the interviewee is prepared to undergo further training.
- It is important that the interview panel are satisfied that qualifications are current and experiences gained are with children of the age range required in the job description. This must be confirmed by direct open questions linked to information already received on the application form.
- Be prepared to probe for further detail.
- Provide opportunities for interviewees to ask their own questions.
- Alert applicant that appointment is subject to a satisfactory DBS check. Encourage interviewees to reveal and discuss any spent convictions in advance of the DBS disclosure certificate being issued.

Making decisions

The interview panel must satisfy themselves with the integrity of each applicant based on:

- initial assessment of the application form;
- assessment of the candidate during the practical interview;
- assessment made at the formal interview during the questioning process;
- proof of training awards and qualifications; and
- checks to ensure that those who are offered jobs are entitled to work in the UK (see sources of further advice).

Post decision making

- Any offer of a job by letter must contain reference to the terms and conditions on which the individual will be employed. It should also refer to any preconditions to obtaining employment such as the requirement for a clear DBS check, the taking up of references, satisfactory completion of a probationary period, proof of qualifications gained and proof of entitlement to work in the UK. It might also contain any policies and procedure applicable to the post.
- Interviewers need to be aware that candidates can obtain access to written documents about them via a subject access request under the Data Protection Act 1998. Interviewers need to bear this in mind when creating records / notes during interview.
- All applications and information generated during the recruitment process should be securely kept with only limited access.
- Records relating to the recruitment process should be kept for at least 12 months (even for unsuccessful candidates). If information is destroyed too early employers would find it very difficult to defend themselves against claims for unfair treatment during the selection process.

This varied and planned approach to the recruitment and selection process will give employers greater confidence when making offers of employment and should reduce the risk of any discriminatory practices.

Section 3

1 Application form – example

2 Job description Nursery Practitioner – example

3 Job description Deputy Manager – example

4 Person specification

Application Form – (example)



Private and Confidential	
Applications are invited from all candidates.	
Post applied for:	
Nursery name:	
Full name:	
Title:	
Address	
Postcode:	
Tel No:	
Where did you see this vacancy advertised:	

Work History Please list your present or most recent employer first				
Establishment name	From	To	Qualifications Awarded	Grade/ result

Work History Please list your present or most recent employer first				
Establishment name	From	To	Qualifications Awarded	Grade/ result

Further Information (continue on another sheet if necessary)

Please indicate your reasons for applying for the post. You are also invited to give here any additional information which you wish to have taken into account in support of your application, and to list hobbies, spare time activities, interests, memberships of voluntary organisations etc.

References

Please give names, addresses and telephone numbers of two referees one of whom should be your present/most recent employer. Please state in what capacity you know the referees. References will be taken up after you have accepted an offer of employment, unless you indicate that we can approach your preferred referees prior to this.

Ref 1:	Ref 2:		
Can we approach this referee prior to interview/ job offer? (circle)	Can we approach this referee prior to interview/ job offer? (circle)		
Yes	No	Yes	No

Declaration

1. I declare that I have not been convicted of any criminal offence, received cautions or written warnings spent or otherwise (the post is exempt from the provisions of the Rehabilitation of Offenders Act). Please note, all job offers will be subject to enhanced DBS checks (England and Wales)/ PVG registration (Scotland)
2. I confirm I am eligible to work in the UK.
3. Staff Suitability Declaration.

Please answer the questions and sign the declaration below to demonstrate that you are safe to work with children. If there are any aspects of the declaration that you are not able to meet, you should disclose this immediately to the manager/senior responsible for your recruitment.

Please circle yes or no against each question:

Have you been cautioned, subject to a court order, bound over, received a reprimand or warning or found guilty of committing any offence since the date of your most recent enhanced DBS disclosure/PVG registration?	Yes	No
Have you been cautioned, subject to a court order, bound over, received a reprimand or warning or found guilty of committing any offence either before or during your employment at this setting?	Yes	No
<ul style="list-style-type: none"> • Are you 'Disqualified for Caring for Children' (to include): 	Yes	No
<ul style="list-style-type: none"> • Have you committed any offences against a child? 	Yes	No
<ul style="list-style-type: none"> • Have you committed any offences against an adult (e.g. rape, murder, indecent assault, actual bodily harm etc.)? 	Yes	No
<ul style="list-style-type: none"> • Have you been barred from working with children (DBS/PVG)? 	Yes	No
<ul style="list-style-type: none"> • Are you living with someone who has been barred from working with children (DBS/PVG)? 	Yes	No
<ul style="list-style-type: none"> • Are you living in the same household as someone who has been disqualified from working with children under the Childcare Act 2006? 	Yes	No
<ul style="list-style-type: none"> • Have your own children been taken into care? 	Yes	No
<ul style="list-style-type: none"> • Have/are your own children the subject of a child protection order? 	Yes	No
<ul style="list-style-type: none"> • Has your name been placed on the DBS/PVG barring list? 	Yes	No
Do you have any medical conditions that could affect your ability to care for children?	Yes	No
Do you have any special requirements to enable you to attend an interview?	Yes	No
Are you taking any medication on a regular basis or any other substances?	Yes	No

If you have answered YES to any of the questions, please provide further information below:

If appointed,

- I understand my responsibility to safeguard children and am aware that I must notify my manager of anything that may affect my suitability.
- I will ensure I notify my employer of any convictions, cautions, court orders, reprimands or warnings I may receive.
- I am aware that if I am taking medication on a regular basis I must notify my employer, and must keep the medication in a safe place, out of reach of children.
- I will ensure I notify my manager if I experience any health concerns which could impact upon my ability to work with children.
- I give permission for you to contact any previous settings, local authority staff, the police, the DBS/PVG, or any medical professionals to share information about my suitability to care for children.

4. I declare that the information given on this form is correct and understand that on appointment any misleading statements or deliberate omissions will be regarded as grounds for disciplinary action or dismissal.

Signature:	Date:
For Personnel/Shortlisting Committee Use Only	
Shortlist/decline with reason:	
Date of interview:	
Panel members:	

Job Descriptions – Nursery Practitioner (examples)

Job title: Nursery Practitioner

Purpose of post

- To provide a high standard of physical, emotional, social and intellectual care for all children in the nursery
- To give support to other team members throughout the nursery
- To work as part of a team in order to provide an enabling environment in which all individual children can play, learn and develop.

Key areas

- Work with and support children
- Work as part of a team
- Build and maintain strong partnerships with parents.

Responsible to

Nursery Manager/Team Leader

Duties and responsibilities

- Operate a programme of activities that meet the individual needs and interests of children in your area in conjunction with other team members
- To keep records of your key children's development and learning journeys and share this with parents, carers and other key adults in the child's life
- Support all staff and engage in a good staff team
- Liaise with and support parents and other family members
- To be involved in out of working hours activities, e.g. training, monthly staff meetings, parent evening, fundraising events etc.
- To be flexible within working practices of the nursery. Be prepared to help where needed, including to undertake certain domestic jobs within the nursery, e.g. preparation of snack meals, cleansing of equipment etc.
- Work alongside the Manager and staff team to ensure that the nursery's philosophy is fulfilled
- Read, understand and adhere to all policies and procedures relevant to your role as deemed appropriate by the Manager
- Recording accidents in the accident book. Ensure the Duty Manager has initialled the report before parents receives it

- Look upon the nursery, as a “whole” where can your help be most utilised? Be constantly aware of the individual needs of all children
- Ensure someone known and agreed by the nursery and parent collects the child
- To respect the confidentiality of all information received.

Specific childcare tasks

- The preparation and completion of activities to suit each individual child’s stage of development and interests
- To develop your role within the team especially with regard as a key person
- To ensure that meal times are a time of pleasant social sharing
- Washing and changing children as required
- To ensure good standards of safety, hygiene and cleanliness are maintained at all times
- Ensuring a poorly child is kept calm and warm and management is notified immediately
- To develop and maintain strong partnerships and communications with parents/carers to facilitate day-to-day caring and early learning needs
- To ensure the provision of a high-quality environment to meet the needs of individual children regardless of any disabilities, family backgrounds or medical history
- To be aware of the high profile of the nursery and to uphold its standards at all times, both within work hours and outside.

Job Description – Deputy Manager (examples)

Job title: Deputy Manager

Purpose of post

- To work under the direction of the Manager and deputise for him/her as and when required
- To support the aims and objectives of the nursery and assist the Manager in the organisation of a high-quality establishment for children from birth to five/eight years
- To provide high standards of care and early learning – to include the monitoring and review of provision, this includes providing a safe, caring environment to enable the personal, emotional, social and educational development of children, through individual attention and group activities
- To support the team in order to provide an enabling environment in which all individual children can play, learn and develop
- To direct and support staff as agreed by the Manager.

Responsible to

Nursery Manager

Main duties

- To promote the aims and objectives of the nursery
- To promote the high standards of the nursery at all times to parents, staff and visitors
- To assist the Manager in showing parents around the nursery facilities and sending out information
- To ensure the provision of high standards of physical, personal, social and emotional care
- To lead a team of professional workers and to ensure good practice at all times
- To assist the Manager in setting and implementing objectives and policy for the nursery
- To assist with the planning and organisation of staffing schedules and holiday rotas to ensure adequate staffing levels are maintained in accordance with *Ofsted/*Care and Social Services Inspectorate Wales (CSSIW) /*Care Inspectorate guidelines and nursery procedures (*delete as appropriate)
- To assist with the implementation of administrative procedures involved with registration, place allocation, and other related matters
- To assist with the development and implementation of systems to monitor and record child development
- To assist with the preparation and maintenance of materials and equipment
- To be responsible for the health and safety standards appropriate for the needs of young children and ensuring staff compliance and awareness
- To ensure high standards of hygiene and cleanliness are maintained at all times
- To ensure the provision of a high-quality environment to meet the needs of individual children regardless of any disabilities, family backgrounds or medical history

- Support all team members with the early identification and intervention for children with possible special needs and give physical, emotional, intellectual guidance as appropriate
- To ensure confidentiality of all information received and shared
- To assist with staff development and training
- To support the effective interview and selection process as required
- To fully support the induction of new team members
- Support the appropriate supervision meetings/processes in conjunction with the Manager
- Feed into appraisals, target setting and nursery operations as deemed appropriate by the Manager
- Attend nursery management meetings and feed appropriate information back to the wider team
- To assist the Manager in the supervision of training of students in placement within the nursery
- Liaise with parents, other family members and staff to help ensure that the particular needs of children are met and that parental choice is considered in terms of care given
- To liaise with outside agencies as required
- Assist the Manager with the efficient upkeep and maintenance of the building and grounds, stock of equipment, furnishings and fittings
- Maintaining staff awareness of the fire evacuation procedures in accordance with the code of practice
- To be involved in out of working hours activities, e.g. training, planning meetings, monthly staff meetings, parents evening, fundraising events etc.
- To deputise for the Manager in his/her absence
- To undertake such other duties and responsibilities of an equivalent nature as may be determined from time-to-time by the Manager.

Person Specification (example)

The specification should outline the knowledge, skills, training and experience required by the successful applicant in order to carry out the role. For example:

Attributes	Criteria	How identified (i.e. at what stage)	Rank (Essential/Desirable)
Education and training	1. NVQ Level 3 in Early Years Childcare and Education or equivalent	Application form/ Interview	E
	2. Valid paediatric first aid qualification		E
	3. Basic food hygiene certificate		D
	4. Valid safeguarding/ child protection certificate		D
	5. Other related training.		
Relevant experience	1. Experience in a nursery setting	Application form/ Interview	E
	2. Experience of working with young children		E
	3. Knowledge of key person systems and record keeping		D
General and special knowledge	1. Knowledge of the Children Act (2004)/ Childcare Act (2006)	Interview	E
	2. Knowledge of the Early Years Foundation Stage (England)/ Foundation Phase (Wales)/Pre-birth to 3 and Curriculum for Excellence (Scotland) Framework		E
	3. Knowledge of child development		E

Skills and abilities	1. Ability to communicate well with adults and children	Application form / Interview	E
	2. To be able to demonstrate the ability to work as part of a team		E
	3. Ability to write legibly		D
	4. Good presentation skills		D
	5. Computer literate		D
	6. Good organisational skills		D
	7. Demonstrate creative ability.		D
	8. Specialist skills (i.e.SEN).		D
Any additional factors	1. Understanding of equal opportunities		E
	2. Awareness of health and safety and practical hygiene issues.		E

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