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1. Introduction

All recruitment and selection of employees must be fair, open and transparent. The rights of employees and potential employees are protected by employment and equality legislation.

Good practice in recruitment and selection is important in safeguarding the interests of children, staff and management of childcare services.

The following Guidelines and Sample Documents are intended to assist childcare services in the recruitment process. For a more detailed (see Guide to Labour Law, Dept. of Enterprise, Trade and Employment 2002 and A Guide to Good Employment Practice in the Community and Voluntary Sector – Combat Poverty Agency (updated 2002)).

2. Recruitment Policy

The management committee of _____ is committed to ensuring that our recruitment procedures are fair, open and transparent and comply with relevant employment legislation. Personal information received is dealt with in the strictest confidence.

3. Recruitment Procedures

3.1 Job Descriptions

A detailed job description is prepared before each post is advertised and is available to all applicants. Each job description includes:

- Job title
- Location of the position
- Who the employee will report to
- Overall purpose of the job
- Key area of work
- Duties and responsibilities
- Conditions of employment
- Person specification.

The **person specification** outlines:

- Qualifications
- Skills
- Experience
- Other attributes required to carry out the job satisfactorily

3.2 Advertising

All posts are publicly advertised in local or national newspapers and state clearly that _____ is an equal opportunities employer.

All advertisements include the following:

- Name and role of the organisation
- Job Title
- Brief description of the job
- Location of position
- Qualifications and experience which are essential and which are desirable
- Whether the position is full time or part time, temporary or permanent
- How to apply
- How to get further information
- Closing date for application
- Equal opportunities statement
- Logos (NDP, EU)

3.3 Short listing

A short-listing panel with a minimum of three people is set up to review all applications.

The selection criteria are based on the information in the advertisement and the job description. Assessment of applications is based only on information provided by the applicant.

All applicants who meet the selection criteria are invited to attend an interview. A letter of regret is sent to all applicants who do not meet the selection criteria.

A complete report of the short-listing process is prepared by the short-listing panel.

3.4 Interviews

An interview panel with a minimum of three people is selected by the Management Committee and always includes at least one member of the short-listing panel. The panel also includes a representative from an external organisation e.g. Galway City & County Childcare Committee. Where possible both sexes are represented on the interview panel.

Each member of the panel is supplied with the applications and CVs in advance.

A list of interview questions based on the job description is prepared in advance of the interviews. The panel decides in advance who will cover each area. Each candidate is asked the same questions. At the end of each interview the candidate is invited to ask questions or to give any additional information.

A marking system and score sheet are also prepared.

When the interviews are completed the interview panel prepares a full report of the interview process. The report is signed by each member of the panel and is kept on file for at least one year, together with the short-listing report and the interview score sheet.

3.5 Selection Process

The position is offered to the candidate with the highest mark on the score sheet, after references have been checked.

A reference is always sought from the current or most recent employer. Both referees are contacted verbally by telephone and this is followed up with a written reference.

Letters of regret are sent to all unsuccessful candidates within one week of the interviews.

3.6 Declaration/Garda Clearance

Where possible Garda Clearance is sought for all employees. If Garda Clearance is not possible, the candidate is required to sign a declaration stating that he or she does

not have a record of a crime or crimes, which could be deemed to pose a risk to children. All new employees must provide documentation confirming their identity.

3.7 Contract of Employment

A written contract of employment is prepared for each new employee of _____. All contracts include:

- Commencement date of employment
- Duration of the contract
- Terms and conditions of employment
- Reporting procedures
- Salary
- Entitlement to travel and subsistence
- Working hours
- Annual Leave
- Details of sick pay
- Information on grievance and disciplinary procedures
- Information on codes of conduct
- Duration of probationary period

3.8 Induction

An induction period is provided for all new employees. Employees are provided with

- Information about the role of _____.
- Further information about the employee's new role
- Information on the role of other employees
- Introduction to key personnel and agencies
- Contracts of employment
- Details of conditions of employment
- Details of salary scales
- Procedures for claiming travel and subsistence expenses (if part of conditions of employment)
- Details of grievance and disciplinary procedures
- Details of codes of conduct
- Full details of the Policies and Procedures of _____ childcare service.
- Employees are obliged to familiarise themselves with the Policies and Procedures of the service and to sign up to codes of behaviour as set out by the service.

Sample Job Description

- Job Title:** After School Service Manager
- Role:** Responsible for the overall management of the After School Service in consultation with the Management Committee
- Reports to:** The Management Committee of the After School Service

Duties & Responsibilities:

- ❑ Responsible for the overall operation of the After School
- ❑ Responsible for admissions and ensuring that the admissions procedures of the Management Committee are carried out.
- ❑ Ensuring that the service meets relevant regulations and legislation
- ❑ Communicating with parents
- ❑ Ensuring that all relevant records are maintained
- ❑ Responsible for the general administration of the service
- ❑ Supporting and supervising staff
- ❑ Linking regularly with the management committee
- ❑ Linking regularly with the school principal

Person Specification

- ❑ A childcare qualification
- ❑ A minimum of two years experience in a childcare setting
- ❑ Experience in management of staff
- ❑ Good communication skills
- ❑ Knowledge of relevant legislation and regulations
- ❑ Knowledge of basic book keeping

- ❑ Good report writing skills

Sample Job Description

Job Title: Childcare Worker (After School)

Role: Responsible for the day to day running of the After School service

Reports to: The After School Service Manager

Duties & Responsibilities:

- ❑ Planning the daily activities of the After School service together with the Childcare Assistant
- ❑ Assisting the committee and the manager in allocating childcare places
- ❑ Ensuring that the room is fully set out before the After School session
- ❑ Ensuring that the overall safety and well being of the children
- ❑ Ensuring a good standard of hygiene
- ❑ Ensuring that equipment is well maintained and safe to use
- ❑ Supporting the assistant and volunteers on a day-to-day basis
- ❑ Organising a fire drill and practising it regularly
- ❑ Liaising with the manager on a regular basis
- ❑ Communicating with parents
- ❑ Attending meetings when required
- ❑ Attending relevant training

Person Specification

- ❑ A childcare qualification
- ❑ A minimum of two years experience in a childcare setting
- ❑ Experience in supporting staff and volunteers
- ❑ Good communication skills

- ❑ Knowledge of relevant legislation and regulations

Sample Job Description

Job Title: After School Childcare Assistant

Role: Assisting the Childcare Worker in the day-to-day running of the After School Service

Reports to: The After School Service Manager

Duties & Responsibilities:

Assisting the Childcare Worker in:

- ❑ planning the daily activities of the After School service
- ❑ setting out the room before each session
- ❑ ensuring the overall safety and well being of the children
- ❑ ensuring a good standard of hygiene
- ❑ ensuring that equipment is well maintained and safe to use
- ❑ organising regular fire drills
- ❑ Advising the leader of any concerns about a child
- ❑ Attending meetings when required
- ❑ Attending relevant training

Person Specification

- ❑ Some training in childcare
- ❑ A minimum of two years experience in a crèche setting
- ❑ Good communication skills
- ❑ Knowledge of relevant legislation and regulations

Job Title: Crèche Leader

Role: Responsible for the day-to-day running of the Crèche

Reports to: The Crèche Manager

Duties & Responsibilities:

- ❑ Planning the daily activities of the Crèche service together with the Crèche Assistant
- ❑ Assisting the committee and the manager in allocating childcare places
- ❑ Ensuring that the room is fully set out before the Crèche session
- ❑ Ensuring that the overall safety and well being of the children
- ❑ Ensuring a good standard of hygiene
- ❑ Ensuring that equipment is well maintained and safe to use
- ❑ Supporting the assistant and volunteers on a day to day basis
- ❑ Organising a fire drill and practising it regularly
- ❑ Liaising with the manager on a regular basis
- ❑ Communicating with parents
- ❑ Attending meetings when required
- ❑ Attending relevant training

Person Specification

- ❑ A childcare qualification
- ❑ A minimum of two years experience in a childcare setting
- ❑ Experience in supporting staff and volunteers
- ❑ Good communication skills
- ❑ Knowledge of relevant legislation and regulations

Sample Job Description

Job Title: Crèche Assistant

Role: Assisting the Crèche Leader in the day-to-day running of the Crèche

Reports to: The Crèche Manager

Duties & Responsibilities:

Assisting the Crèche Leader in:

- ☐ planning the daily activities of the crèche
- ☐ setting out the room before each session
- ☐ ensuring the overall safety and well being of the children
- ☐ ensuring a good standard of hygiene
- ☐ ensuring that equipment is well maintained and safe to use
- ☐ organising regular fire drills
- ☐ Advising the leader of any concerns about a child
- ☐ Attending meetings when required
- ☐ Attending relevant training

Person Specification

- ☐ Some training in childcare
- ☐ A minimum of two years experience in a crèche setting
- ☐ Good communication skills
- ☐ Knowledge of relevant legislation and regulations

Job Description

Job Title: Playgroup Leader

Role: Responsible for the day-to-day running of the playgroup

Reports to: Management Committee

Duties & Responsibilities:

- ☐ Liaising with the committee on a regular basis.
- ☐ Consultation with the committee, regarding any decision-making.
- ☐ Planning the daily activities of the playgroup together with other staff and volunteers
- ☐ Ensuring that the playroom is fully set out before the playgroup session
- ☐ Leaving the playroom clean and tidy, after a playgroup session.
- ☐ Ensuring that there is a curriculum in place, with lots of activities and variation.
- ☐ Ensure the work of the present children attending the service is displayed.
- ☐ Maintaining records
- ☐ Ensuring the overall safety and well being of the children
- ☐ Ensuring a good standard of hygiene
- ☐ Ensuring that equipment is well maintained and safe to use
- ☐ Supporting the staff and volunteers on a day to day basis
- ☐ Organising a fire drill and practising it regularly
- ☐ Communicating with parents
- ☐ Attending meetings when required
- ☐ Assisting with fund-raising
- ☐ Attending relevant training
- ☐ Performing other duties as required

Person Specification

- ❑ A childcare qualification
- ❑ A minimum of two years experience in a playgroup setting
- ❑ Experience as a playgroup leader
- ❑ Experience in managing staff and volunteers
- ❑ Good communication skills
- ❑ Knowledge of relevant legislation and regulations
- ❑ Willing to work flexible hours

SAMPLE

Sample Job Description

Job Title: Playgroup Assistant

Role: Assisting the Playgroup Leader in the day-to-day running of the playgroup

Reports to: The Playgroup Leader

Duties & Responsibilities:

Assisting the Playgroup Leader in:

- ☐ Planning the daily activities of the playgroup
- ☐ Setting out the room before each session
- ☐ Leaving the playroom and environs, clean and tidy, after a playgroup session.
- ☐ Ensuring the overall safety and well being of the children
- ☐ Ensuring a good standard of hygiene
- ☐ Ensuring that equipment is well maintained and safe to use
- ☐ Organising regular fire drills
- ☐ Assist with fundraising
- ☐ Advising the leader about any concerns about a child
- ☐ Attending meetings when required
- ☐ Attending relevant training
- ☐ Performing other duties as required.

Person Specification

- ☐ Some training in childcare
- ☐ A minimum of two years experience in a playgroup setting
- ☐ Good communication skills
- ☐ Knowledge of relevant legislation and regulations

Sample

Interview for Position of Childcare Worker (Crèche)

MARKING SYSTEM

1. Relevant qualifications	20
2. Relevant Experience	20
3. Knowledge of childcare issues	20
4. Management/team skills	20
5. Communication skills	20

INTERVIEW QUESTIONS

1. Qualifications: 20 max

Could you please tell us about your qualifications and how they relate to the post of Childcare Worker?

2. Experience 20 max

What do you think your role as a Childcare Worker will be?

Could you please tell us about your experience to date and how it relates to this post?
Do you realise that the job will entail changing nappies and dealing with 'accidents'?

3. Knowledge of childcare issues 20 max

Are you familiar with the Childcare Regulations?

What are the main areas covered by the 1996 Childcare regulations for preschool services?

What would you do if a two year-old child was continually biting other children and staff in the crèche?

4. Management/Team skills 20 max

How would you feel about taking instructions and supervision from the Manager?

If the childcare assistant was feeding a baby and left the baby alone propped up in a seat with a bottle, what would you do?

What steps would you take to improve the level of parental involvement in the service?

Do you see any problems if there are children in the service from different countries or cultural backgrounds?

5. Communication skills max 20

Based on the whole interview

SAMPLE

Sample

Interview for Position of Playgroup Leader

MARKING SYSTEM

1. Relevant qualifications	20
2. Relevant Experience	20
3. Knowledge of childcare issues	20
4. Management skills	20
5. Communication skills	20

INTERVIEW QUESTIONS

1. Qualifications: 20 max

Could you please tell us about your qualifications and how they relate to the post of Playgroup Leader?

2. Experience 20 max

What do you think your role as a Playgroup Leader will be?

Could you please tell us about your experience to date and how it relates to this post?

3. Knowledge of childcare issues 20 max

What kind of child protection procedures would you like to see in place in a preschool service?

What would you do if a child was constantly biting other children and staff in a service?

What are the main types of legislation that relate to childcare services?

What are the main areas covered by the 1996 Childcare regulations for preschool services?

What are the 3 most important things in a good quality childcare service?

4. Management skills 20 max

How would you feel about taking instructions from the Committee.

If a member of staff complained that members of the management committee were interfering in the day-to-day running of the service what would you do?

What steps would you take to improve the level of parental involvement in the service?

5. Communication skills max 20

Based on the whole interview.

Sample - Interview for Position of Childcare/Playgroup Assistant

MARKING SYSTEM

1. Relevant qualifications	20
2. Relevant Experience	20
3. Knowledge of childcare issues	20
4. Team skills	20
5. Communication skills	20

INTERVIEW QUESTIONS

1. Qualifications: 20 max

Could you please tell us about your qualifications and how they relate to the post of Childcare/Playgroup Assistant?

2. Experience 20 max

What do you think your role as a Childcare Assistant will be?

Could you please tell us about your experience to date and how it relates to this post?

3. Knowledge of childcare issues 20 max

Do know about the Childcare Regulations?

What would you do if a child had a tantrum and was being very disruptive?

4. Team work 20 max

How would you feel about taking instructions and supervision from the Manager or Childcare Worker?

Do you see any problems if there are children in the service from different countries or cultural backgrounds?

5. Communication skills max 20

Based on the whole interview

Sample - Interview for Position of Manager of a Childcare Service

MARKING SYSTEM

1. Relevant qualifications	20
2. Relevant Experience	20
3. Knowledge of childcare issues	20
4. Management skills	20
5. Communication skills	20

INTERVIEW QUESTIONS

1. Qualifications: 20 max

Could you please tell us about your qualifications and how they relate to the post of Manager?

2. Experience 20 max

Could you please tell us about your experience to date and how it relates to this post?

3. Knowledge of childcare issues 20 max

What are the main types of legislation that relate to childcare services?

What are the main areas covered by the 1996 Childcare regulations for preschool services?

What type of records would you have to keep for a Childcare Service?

What kind of child protection procedures would you like to see in place in a service?

4. Management skills 20 max

- ☐ If a member of staff complained that members of the management committee were interfering in the day-to-day running of the service what would you do?
- ☐ What would you do if there was a disagreement between the childcare worker and the assistant?
- ☐ What steps would you take to improve the level of parental involvement in the service?
- ☐ What would you put in place in the service to promote integration of children from different cultures?
- ☐ As Manager, you will have to submit quarterly returns to ADM for the staffing grant. Do you feel you have the skills to do that?
- ☐ What structures would you put in place for the support and supervision of staff?

5. Communication skills max 20
Based on the whole interview.

SAMPLE

Interview Panel Score Sheet

Manager

Date of Interview:

Venue:

Name	Qualifications (max 20)	Experience (max 20)	Knowledge of childcare issues (max 20)	Management skills (max 20)	Communication skills (max 20)	TOTAL (Max 100)

Signed _____

Signed _____

Signed _____

Interview panel score sheet

Leader

Date of Interview:

Venue:

Insert total of individual scores for each aspect

Name	Qualifications (max 20)	Experience (max 20)	Knowledge of childcare issues (max 20)	Supervisory skills (max 20)	Communication skills (max 20)	TOTAL (Max 100)

Signed _____

Signed _____

Signed _____

Interview panel score sheet

Assistant

Date of Interview:

Venue:

Insert total of individual scores for each aspect

Name	Qualifications/ training (max 25)	Experience (max 25)	Knowledge of childcare issues (max 25))	Communication skills (max 25)	TOTAL (Max 100)

Signed _____

Signed _____

Signed _____

GARDA CLEARANCE.

All staff members and any individuals working with the children will need Garda Vetting

Sample Contract of Employment

1. **Employer:**
2. **Employee:** _____
3. You will be employed as: _____
4. **Commencement Date of Employment:**
5. The duties involved in the contract of Employment are as outlined in the Job Description.
6. The contract relates to a period of ____ years, subject to funding.
7. **Reporting Procedure:** You shall report directly to _____ or other person delegated by the Management Committee in the Manager's absence.
8. **Probationary Period:** You will be employed on Probation for a period of 6 Months, with a review at 3 Months. During this period meetings between you and your Manager will be arranged for the purpose of evaluation, conduct and performance. Your appointment may be terminated by 1 week's notice and after confirmation, 4 week's notice on either side in writing.
9. **Remuneration:** Rate of remuneration shall be based on annual rate of _____. You will be paid weekly/monthly in arrears by cheque. You will only be paid in respect of hours actually worked.
10. **Working Hours:** You will be required to work ____ hours per week.
You may be required to work outside of normal working hours. Hours worked in excess will be compensated for by time off in lieu by agreement with your Manager.
11. **Appraisal:** A system of regular appraisal will be operated during your employment, which may involve discussion between you and your Manager in relation to your Performance and Conduct.

12. **Annual Leave:** Annual Leave and Public Holidays shall be given in accordance with the Provision of the Holidays (Employees) Act 1973, and the Worker Protection Act 1991. You are entitled to 25 Calendar/Working Days per completed year of service. Notice of intention to take Annual Leave must be given 10 working days in advance.

13. **Sick Pay:** Sick Pay will be given for the first 2 consecutive uncertified sick days. This is subject to a maximum of 6 days in any one period of 12 months.

Periods supported by medical certification subject to a maximum of 20 days in the 12 months immediately preceding the commencement of illness.

The employee shall claim and remit to the employer any social welfare payments due during periods when they are claiming sick pay.

Absence should be advised to the Manager or by 10:00 am on the first date of illness. All efforts should be made to inform the Manager of the intended return to work date after a period of illness.

14. **Grievance and Disciplinary Procedures:** In the interest of fairness and justice and to ensure the proper conduct of the service, _____ operates Grievance and Disciplinary Procedures, details of which will be issued by your Manager upon commencement of employment.

15. **Code of Behaviour:** You will be obliged to comply with the Code of Behaviour. A serious breach of the Code of Behaviour may result in immediate dismissal.

16. **Confidentiality:** Professional confidentiality should be maintained at all times. You are expected to familiarise yourself with and abide by the Code of Behaviour of the Childcare Service.

17. **Contract Review:** This contract will be reviewed at least annually or at the request of staff or management. No changes will be made without the agreement of both staff and management.

Signed _____ Date _____
On behalf of the Management Committee

I _____ (Name)
of _____
_____ (Address)

Having read and understood the above, hereby accept the above Terms and Conditions of Employment with _____.

Date _____

SAMPLE

Sample Advertisement

Sunny Days Playgroup
Loughrea
Co. Galway
091-65454

Applications are invited for the post of
PLAYGROUP ASSISTANT.

The ideal candidate will assist the Playgroup Leader in the day to day running of the Playgroup. The playgroup caters for children aged 3-5 years.

The candidate should have experience of working with the under 5's, working within a team and preferably have relevant childcare training.

This job is a full time post operating Monday - Friday

Further information or Letter of Application and C.V to:

*The Secretary,
Sunny Days Playgroup,
Community Hall,
Ballyhoed,
Kilkeelgan,
Co. Galway.
Tel:091-555555*



Closing date - July 21st '04

SUNNY DAYS PLAYGROUP IS AN EQUAL OPPORTUNITES EMPLOYER

Sample Advertisement

Sunny Days

Applications are invited for the post of
PLAYGROUP LEADER

The ideal candidate should have:
a childcare qualification, a minimum of 2 years experience working with
the under 5's in a childcare setting and have experience managing a team.

Application Form & Job description from:

*The Secretary,
Sunny Days Playgroup,
Community Hall,
Ballyhoed,
Kilcolgan,
Co. Galway.
Tel: 091-555555*

Closing date - July 21st '04



SUNNY DAYS PLAYGROUP IS AN EQUAL OPPORTUNITES EMPLOYER

Sample Invitation Letter for Interview

Sunny Days Playgroup
Re: Interview for position of playgroup Assistant
Loughrea

Dear _____,

Co. Galway
091-65454
We wish to invite you to attend for interview on _____ (date) at
_____ (time).

Interviews will take place at _____ (place).

Please confirm your ability to attend at the above phone number.

We look forward to seeing you.

Yours Sincerely,

Signature Committee Member/Playgroup Manager.

Sample Unsuccessful for Interview Letter

Name, Address & Telephone of Service

Re: Application for position of playgroup Assistant

Dear _____,

We regret to inform you that your application for interview was unsuccessful.

We appreciate your interest in applying for the post.

We wish you every success in your future career.

Yours Sincerely,

Signature Committee Member/Playgroup Manager.

SAMPLE SUCCESSFUL INTERVIEW FOLLOW-UP LETTER

Name, Address & Telephone of Service

Re: Interview for position of playgroup Assistant

Dear _____,

We are pleased to inform you that you were successful in your application for the above post subject to Garda check and employee reference checks.

We will contact you/meet with you in the near future to arrange your start date and any further administration.

We look forward to you joining our service.

Yours Sincerely,

Signature Committee Member/Playgroup Manager.

Sample Reference Form

To _____ (Employer Reference Name).

(Applicants Name) _____ of

(Applicants Address) _____

has applied for the position of _____
with the above child care service and has given your name as a referee.

1. In what capacity and how long have you known the applicant?

2. Is the applicant considered to be reliable, honest and punctual?

3. Please outline the candidate's strengths and weaknesses.

4. Do you consider the applicant to be suitable for the above position?

5. Are you aware of any reasons why the applicant would not be suitable for the position? (Please comment)

6. Would you re-employ the applicant?

Any other comments:

Signed:

Date:

We appreciate the time and consideration taken by you in completing this form. It will greatly assist us in the recruitment of our staff.

- Information obtained in this form will be held in confidence by this office.

SAMPLE