

Employer Toolkit

Recruiting and Inducting School Leavers



DYW

**EDINBURGH, MIDLOTHIAN
& EAST LOTHIAN**
Developing the
Young Workforce

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Developing the Young Workforce, Scotland's Youth Employment Strategy; asks business to be more involved in informing, inspiring and hiring youth talent.

At **DYW Edinburgh, Midlothian & East Lothian**, we have two key ambitions: Deliver an improvement in employers' engagement with schools and colleges in the region. Encourage and support employers to open up more job and development opportunities for young people. The **DYW** team offer free support and tools for employers who get involved.

The content of this guide draws on material provided by a range of partners including the University of Edinburgh Careers Service, Skills Development Scotland, Acas and Remarkable.

Introduction

Recruitment is an important and necessary part of all businesses. Investing in young people develops highly skilled, qualified, committed and loyal employees. There are many reasons why recruiting a young person straight from school can be of benefit to your organisation.

- Supports staff and customer retention
- Increases productivity, morale and engagement
- Improves the skills and competencies of the whole team
- Supports succession planning and preventing skills gaps
- Builds a pipeline of young talent that can be nurtured into the organisation's culture
- Helps young people develop their career
- Enhances organisational reputation and builds brand awareness
- Demonstrates a clear commitment to corporate and social responsibility

This guide is designed to help micro and SME businesses navigate through the process of recruiting and inducting school leavers into their organisations. It provides top tips and guidance as well as signposting to other support services and resources.



Recruiting School Leavers

Attracting the right people is crucial for growing a successful business. Before you start recruiting school leavers, take a look at the following top tips:

- When writing the job advert, keep the language simple, unintimidating and jargon free.
- Use non-traditional channels to advertise the position. School leavers are far more likely to look online for a job than in the newspaper. The Guarantee offer free recruitment support for all employers.
- Consider partnering with your local school to develop a pipeline of future talent for your business. DYW Edinburgh, Midlothian & East Lothian can work with you to connect with schools in your area.
- Many young people want to 'earn and learn'; offering an opportunity to complete a qualification as part of the role will be an attractive proposition. The apprenticeships.scot website has information on the different options.
- Chat with young employees during the recruitment process; they will have great insights into what will make your target audience most receptive.
- Check the legalities. There are a number of employment rights all workers have when they start a job, but young workers - those under 18 years old - have a few additional rights to protect them at work.

You will find links to all these resources in the Signposting section of this guide.



Recruitment Channels

Any recruitment process is more effective if you are advertising through the right channels. Review your recruitment approach and consider whether your current practices enable you to recruit from a diverse age range.

There are lots of channels employers can use to attract and recruit school leavers:

- Use social media channels such as Facebook, Twitter, Instagram or LinkedIn.
- Put the opportunity up on your company website to ensure it appears in any online searches.
- Use online job boards/employment websites.
- To reach young people locally, advertise the job for free on The Guarantee for Midlothian & East Lothian or The Edinburgh Guarantee for Edinburgh; these platforms are viewed regularly by teachers and schools.
- To reach young people nationally use the free **apprenticeships.scot** service to advertise Modern Apprenticeships, Foundation Apprenticeships and Graduate Apprenticeships.
- Inform and inspire young people still at school by letting them know what working in your company is like. Marketplace is the free online platform that makes it easy for employers to connect with schools and colleges.
- Careers Fairs and Jobs Roadshows provide an opportunity for employers to showcase their vacancies to a vast talent pool of school and college leavers across the region.



Interviewing School Leavers

A job interview can be a daunting prospect for anyone, especially for someone who has just left school. Here are some top tips to help you get the most out of the interview and find the right candidate.

- Be friendly and welcoming; make the candidate feel comfortable.
- Interview for potential; school leavers may or may not have work experience to draw from. Ask questions that will showcase their attitude and approach to work.
- Encourage them to talk about skills they have acquired from their broader experience e.g. school sports teams, social clubs or activities with friends and family.
- Use simple, straightforward language. Give them every opportunity to perform well.
- Consider various types of assessment e.g. strengths assessments
- The Guarantee and the Edinburgh Guarantee offer recruitment support to employers including help designing job descriptions, advertising opportunities on the Guarantee website and providing a shortlisting service.



Inducting School Leavers

Induction is an opportunity for a business to welcome their new recruit, offering insight to the organisation, the people and ultimately giving the knowledge and support they need to be part of the organisation.

The induction of a new recruit can make or break their experience with the organisation and play a large part in how long the employee chooses to stay for.

An effective induction not only provides the opportunity for new recruits to feel welcomed it is the perfect time to share organisational practices and deliver learning on legislation such as Health & Safety.

Inductions for School Leavers: Considerations, Hints and Tips

When designing the induction programme for your new recruit, consider these hints and tips:

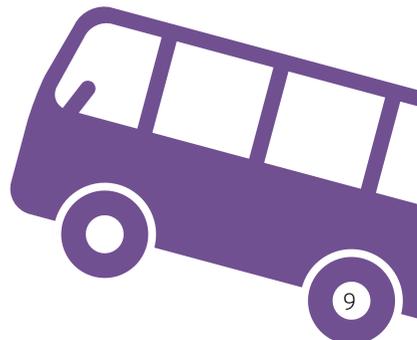
- This may be their first job, or the first time they are seeking a certain type of job, or employment in a specific industry.
- They are likely to be excited, slightly apprehensive and possibly unsure about what to expect in the workplace.
- Small things, such as when to have lunch or asking to use the bathroom that may seem obvious to experienced employees could be brand new to a young person and nothing should be taken for granted.
- Encourage young people to ask questions and share problems.



Inductions: Before Day 1

Before your new recruit starts, make sure you provide clear and timely information in writing that will help them navigate their first day. This is especially important for school leavers as this could be their first job.

- Dress code: let them know about any rules on tattoos, piercings or Health & Safety requirements. Provide this information in writing before they start so they know what to wear on their first day.
- Location & Travel: make sure they know the location of where they will be working. It may be a different place to where they were interviewed. It is also helpful to inform new recruits of anything they need to know regarding travel, such as car parking availability or public transport access.
- Contacts: let them know who will be meeting them and how that person relates to their job.
- Time: be specific about what time you expect them to arrive on their first day and what hours you will be expecting them to work.
- Paperwork: if any paperwork is required, provide a check-list so that they know to bring the right documents with them e.g. National Insurance number.
- Access: it can take time to set up new logins for computers or get access to pass cards, so make sure you start this process before the new employee begins to save time.
- Additional support: find out if your new employee needs any additional support. For instance, if you appoint someone who has a disability you have a duty to make reasonable adjustments to ensure their ability to do their job is not impeded.



Inductions: The Practicalities

Just like all other employees, young people learn in different ways and at different speeds. Be flexible, person-centred and avoid a one size fits all approach.

A good induction should aim to:

- Help the young person settle into the business and make them feel comfortable in their new surroundings.
- Provide a clear introduction to their role and how it fits within their team and the organisation as a whole.
- Outline the structure of their induction including what they will learn and the key milestones.
- Provide practical guidance in areas such as working time, breaks, pay and tax, working conditions, dress codes, and health and safety in the workplace (remembering that those new to the world of work may need more explanation on these issues than those with more experience).
- Help the young worker understand their duties and their manager's expectations around performance, including probation and processes for feedback and appraisal.
- Clearly explain the lines of authority in the organisation, including an introduction to the roles of the supervisors and managers.
- Provide reassurance about where they can go for help if difficulties arise.
- Give the young person opportunities to get to know colleagues and to integrate effectively into the wider workplace culture.
- Provide plenty of opportunities for the young person to ask questions.



Finally, an effective induction process should include regular reviews and feedback, alongside a clear link to training and development activities. Young recruits in particular benefit from regular feedback in the early weeks and months of their employment.

In covering these areas, an induction provides an employer with the opportunity to:

- Get to know the young person and understand their previous experience
- Identify areas of strength and areas for ongoing development
- Find out about the young person's goals and aspirations
- Identify any concerns they might have and take steps to provide the right information and reassurances, and make sure that the young person gets off to the best possible all-round start.

Remember, the rest of the team will also make a big difference.

- Make sure you let the rest of the team know that a young person will be joining the organisation and encourage them to be supportive and helpful; this will make a big difference for the experience of your new recruit.
- Ensure line managers have had the training they need to adapt their approach to effectively support and encourage a young employee.
- Set up your new recruit with a mentor or a buddy. Pairing a new employee with someone who has a similar role can help a young person settle into the role more quickly and learn about the social and cultural aspects of the organisation. It helps them build a supportive working relationship and gives them an opportunity to ask 'silly questions' or find out simple day-to-day things.

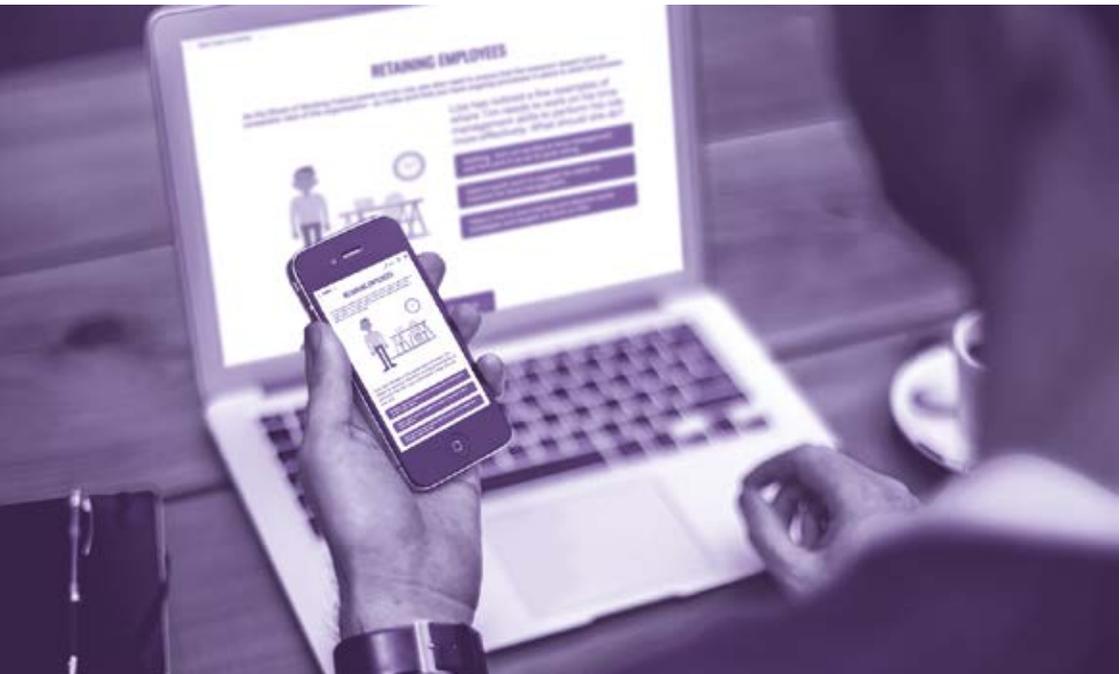


Free Online Induction Resources

A blended approach to induction that includes an element of interactive online e-learning can be very effective. Many businesses don't have dedicated people or resources in place to support a thorough induction process. Including an element of online e-learning is a great way to manage your resources and include some variety in the process.

Through Developing the Young Workforce, employers can access interactive online training modules that cover some of the induction basics, including:

- Life at Work
- Basic Health & Safety
- GDPR
- Customer Service
- Cyber Security



What Happens Next?

After Induction

The process of recruitment and induction is just the starting point of the relationship between the young person and the organisation. It is important to regularly review the recruitment and induction processes. Ask young people for feedback on their experience to ensure your process continues to be effective for future new recruits.

There are simple things businesses can do to ensure they get the most out of their young people in the long term:

- Encourage and support young people to pursue qualifications that will support them in their current role and future career prospects.
- Ensure young people understand the career progression opportunities available to them.
- Celebrate with your young people and recognise their learning and development achievements.
- Give young employees an opportunity to support other young people who join the organisation and encourage them to take on roles as mentors or buddies.
- Ensure young people understand the impact of their contribution to the business and how their achievements impact on the performance of the organisation.
- Consider ways young people can contribute to other areas of the business e.g. at board level.

Hints and tips for motivating young people:

- Long-term career development and experience of working within different roles.
- An understanding of the value and purpose of their work.
- Regular reviews and feedback with a clear link to training and development.
- Opportunity to learn from mentors or those with experience.
- Work-life flexibility.
- A work environment that embraces technology and innovation.
- Opportunities for personal growth and developing leadership skills.
- Working with committed colleagues who share their values.
- Provide combinations of work activity and social interaction.
- Making a difference.

Resources

How to write a great job advert

To encourage the right candidates to apply for your job, and hopefully make the short-listing process easier, you need to make sure you produce a great job advert:

www.ourskillsforce.co.uk/help-with-recruitment/write-your-job-ad/

Shortlisting template

A shortlisting matrix will help you to evaluate candidates based on the criteria in your job advert: www.ed.ac.uk/files/atoms/files/shortlisting_template.pdf

Pre-employment checklist

This checklist gives a brief overview of basic pre-employment checks. It is divided into checks framed by law, and checks which are optional:

www.acas.org.uk/media/word/g/9/Pre-employment-checklist.doc

Employee contract

Business Gateway has an employee contract template that can be accessed on their website: www.bgateway.com/documents/general/07_Employee_contract.docx

Induction checklist

This induction checklist is to assist your new member of staff in getting started in their new job and covers introductions to colleagues, your work and essential administrative procedures: www.acas.org.uk/media/word/j/p/Induction-checklist.doc

Legal guidance for employing young workers

There are a number of employment rights all workers have when they start a job, but young workers - those under 18 years old - have a few additional or different rights to protect them at work: www.acas.org.uk/index.aspx?articleid=5410



Signposting

**Developing Young Workforce
Edinburgh, Midlothian & East Lothian**
www.edinburghchamber.co.uk/dyw

The Guarantee
www.thegaranteee.org

Marketplace
www.ourskillsforce.co.uk/invest-in-young-people/marketplace/

Our Skillsforce
www.ourskillsforce.co.uk

Skills Development Scotland
www.skillsdevelopmentscotland.co.uk

Adopt an Apprentice
www.ourskillsforce.co.uk/be-inspired/initiatives/adopt-an-apprentice

Career Ready
www.careerready.org.uk

Apprenticeships.scot
www.apprenticeships.scot

Investors in Young People
www.thisisremarkable.com/accreditation/investors-in-young-people

Acas
www.acas.org.uk

SQA
www.sqa.org.uk

SCQF
www.scqf.org.uk



Standard Life

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