

Manage staff in the playwork setting

Overview

This standard is mainly about recruiting and selecting people to undertake identified activities or work roles within your area of responsibility. It involves taking a fair and objective approach to recruitment and selection, together with looking at staff retention and turnover. This standard also covers supporting colleagues in identifying their learning needs and helping to provide opportunities to address these needs.

The main outcomes of this standard are:

1. recruit playwork staff
2. reflect on and develop practice
3. support staff to maintain professional development

This standard is for a playworker working directly with children and young people in a playwork setting whose main purpose is to provide children and young people with opportunities for freely chosen, self-directed play. This standard is for staff that have some responsibility for the playwork setting and others, making a significant contribution to supporting play.

This standard is underpinned by the Playwork Principles and playworkers must be familiar with these and, where possible, demonstrate them through their practice and reflection.

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Performance criteria

You must be able to:

Recruit playwork staff

1. identify reasons for **staff** turnover and address **staff** turnover problems
2. review, identify and respond to the following staff issues: shortfall in staffing including skills, knowledge and experience
3. consult with others to produce or update job descriptions and person specifications that relate directly to the job role for potential applicants
4. consult with others to discuss and agree stages and the methods used in the recruitment and selection process
5. monitor the recruitment and selection process and identify any areas for improvements
6. manage the induction process
7. follow organisational policies and procedures for retaining and or dismissing **staff**

Reflect on and develop practice

8. observe **staff** within the playwork setting
9. reflect on your observations of staff to improve playwork practice
10. feedback to **staff** on their performance
11. maintain records in accordance to organisational policies and procedures
12. respond to conflict in the team and implement procedures, as required

Support staff to maintain professional development

13. promote and communicate a playwork ethos that supports **staff** in facilitating the play process
14. promote the benefits of continuing professional development to **staff**
15. recognise willingness and efforts of **staff** to learn
16. give **staff** constructive feedback in accordance with your organisational performance management cycle
17. work with **staff** to identify, prioritise and agree a continuing professional development **plan**
18. support **staff** to engage in continuing professional development
19. provide individual **staff** with opportunities to evaluate, reflect upon and disseminate their continuing professional development activities to the **staff** team

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Knowledge and understanding

You need to know and understand:

Recruit playwork staff

1. the Playwork Principles within the professional and ethical framework for playwork and how each of the principles can be applied within your own role
2. factors that contribute to **staff** turnover
3. how to monitor and address **staff** turnover
4. how to review, identify and respond to the following staff issues: shortfall in staffing including skills, knowledge and experience
5. current legal, regulatory and organisational requirements relating to selection, recruitment and employment
6. what job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
7. different stages in the **selection and recruitment process** and why it is important to consult with **others**
8. different selection and recruitment methods and their associated advantages and disadvantages
9. sources of specialist expertise and how and when to use them
10. the employment context in your geographical area and area of work
11. how to evaluate the effectiveness of selection and recruitment
12. the **induction process**
13. organisational policies and procedures for retaining and or dismissing **staff**

Reflect on and develop practice

14. methods of observing **staff** within the playwork setting and its importance
15. how reflecting on observations can improve playwork practice
16. methods of providing feedback on performance
17. the types of records for and how to maintain them in accordance to organisational policies and procedures
18. how to identify, respond to and manage actual and potential conflict in the team in accordance with organisational policies and procedures

Support staff to maintain professional development

19. how to promote and communicate a playwork ethos
20. the opportunities for continuing professional development for **staff** and where to source these

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21. the benefits for continuing professional development for **staff**
22. why you should recognise and encourage **staff** to undertake continuing professional development
23. your organisational performance management cycle
24. evaluating methods of providing **staff** with feedback
25. how to develop a continuing professional development **plan** with **staff**
26. the resources required to support continuing professional development
27. the advantages of providing opportunities for **staff** to evaluate and reflect upon their continuing professional development
28. the opportunities to disseminate continuing professional development to the team and its importance

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Scope/range related Staff (*minimum 3 out of 4*)**to performance
criteria**

1. whom you work
2. for whom you are responsible
3. paid and or unpaid
4. students and or trainees

Plan

1. learning activities to be undertaken
2. learning objectives to be achieved
3. required resources and timescales
4. informal learning opportunities

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Scope/range related Staff**to knowledge and understanding**

1. whom you work
2. for whom you are responsible
3. paid and or unpaid
4. students and or trainees

Selection and recruitment process

1. defining and advertising the opportunity
2. establishing interview methods and selection criteria
3. shortlisting and notification of applicants
4. associated timings
5. suitability checks, including references and disclosures

Others

1. external partners
2. management committee
3. senior managers
4. human resources
5. children and young people

Induction process

1. domestic arrangements
2. organisational policies and procedures
3. terms and conditions of employment
4. qualifications and training needs
5. performance management cycle

Plan

1. learning activities to be undertaken
2. learning objectives to be achieved
3. required resources and timescales
4. informal learning opportunities

Values

The Playwork practitioners involved in writing this standard, in conjunction with SkillsActive, have agreed to adopt the following as the set of values prescribed for all of those working within the playwork sector:

Playwork Principles

These Principles establish the professional and ethical framework for playwork and as such must be regarded as a whole. They describe what is unique about play and playwork, and provide the playwork perspective for working with children and young people. They are based on the recognition that children and young people's capacity for positive development will be enhanced if given access to the broadest range of environments and play opportunities.

1. All children and young people need to play. The impulse to play is innate. Play is a biological, psychological and social necessity, and is fundamental to the healthy development and wellbeing of individuals and communities.
2. Play is a process that is freely chosen, personally directed and intrinsically motivated. That is, children and young people determine and control the content and intent of their play, by following their own instincts, ideas and interests, in their own way for their own reasons.
3. The prime focus and essence of playwork is to support and facilitate the play process and this should inform the development of play policy, strategy, training and education.
4. For playworkers, the play process takes precedence and playworkers act as advocates for play when engaging with adult led agendas.
5. The role of the playworker is to support all children and young people in the creation of a space in which they can play.
6. The playworker's response to children and young people playing is based on a sound up to date knowledge of the play process, and reflective practice.
7. Playworkers recognise their own impact on the play space and also the impact of children and young people's play on the playworker.

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8. Playworkers choose an intervention style that enables children and young people to extend their play. All playworker intervention must balance risk with the developmental benefit and wellbeing of children.

The Playwork Principles are held in trust for the UK playwork profession by the Scrutiny Group that acted as an honest broker overseeing the consultations through which they were developed.

Glossary**Play space**

A place formed by children and young people playing. It can be physical, affective, permanent, transient or cyber

Playwork setting

Somewhere children and young people have the opportunity to play that is staffed by playworkers

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