

QA 4.1 Staff Recruitment, Management and Development

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1 Staff Recruitment

1.1 Policy Owner

The Policy owner is the Director, People & Organisational Development.

1.2 Purpose of the Policy

The purpose of this policy is to outline the principles and processes for planning, recruitment, selection and development of staff in Cenit College. In devising these principles and procedures, Cenit College will endeavour to select the best possible person for the position. As an organisation, Cenit College strives to recruit the best possible people for positions and equally to develop and retain staff to ensure delivery of academic excellence.



Figure 1.1 Staff Recruitment, Development & Management Process

1.3 Scope of the Policy

The staff recruitment process is divided into three distinct phases: (i) planning, (ii) selection, (iii) Employment. The scope of the policy extends to the following:

- The HR Department provides the services for the recruitment of the best possible staff for the relevant positions.
- As part of the Cenit College strategic planning and management meetings, the Director of People & Organisational Development in conjunction with the Senior Leadership Team ensures that the organisation is suitably resourced to meet its academic and organisational needs.
- HR department complies at all times with current employment legislation and Cenit College policy.

1.4 Policy Statement

Staff planning forms part of Cenit Colleges plans and forms part of the regular Senior Leadership team meeting agenda. Cenit College is fully committed to hiring, managing, and developing its staff in order that they meet the colleges quality, academic and operational needs. Cenit College believes that all recruitment activities should be fair, transparent, and equitable for everyone having the learner at its core.

Cenit College offers opportunities for growth along with a benefits package which includes an Employee Assistance and Wellness Programme, training and development.

1.5 Roles and Responsibilities

Board of Directors: Oversight of planning of resources to meet strategic objectives.

Senior Leadership Team: Ensuring adequate planning of resources to meet strategic objectives.

Director of People & Organisational Development: The Director of People & Organisational Development is responsible for this Policy and all the related procedures and processes. These responsibilities include, but are not limited to:

- Management of the Recruitment Process.
- Approval of requests for new positions.
- Liaise with the recruitment agencies where they are involved in the recruitment process.
- Effective Advertising of any positions.
- Provision of support, guidance and advice to managers involved in the recruitment process.
- Liaising with our partners for Employee Assistance Programme Provision.
- Interpreting terms and conditions of employment for the candidates.
- Maintaining appropriate records of the recruitment process.

Line Managers: The Line Manager's responsibilities include, but are not limited to:

- Ensuring they are familiar with Cenit College policies and practices on recruitment.
- Adherence to Cenit College Policy and Procedures in relation to the recruitment process.
- Supporting any member of staff wishing to apply for any role being advertised.
- Contribution to the accurate preparation of supporting documentation needed for recruitment of the role (e.g., job descriptions, person specifications)
- Ensuring all relevant documents and forms are signed as appropriate.
- Assisting as required in the planning, selection and hiring process.
- Promoting a culture of fairness, equity, and diversity during this process and at all other times.

1.6 Recruitment Planning

Cenit Colleges recruitment consist of planned, ad hoc and continual recruitment in the form of Associate tutor panel. Staff planning is included in the People monthly management team update. The process that applies to the consideration of additional roles is as follows:

- The Director of People & Organisational Development together with other senior leadership team members:
 - examines the competencies of the existing staff to ascertain if these existing staff can perform these new tasks/demands
 - examines if extra staff are needed to cope with demand
- Succession planning is also considered. Succession planning in Cenit College focuses on identifying future leaders within the company.
 - Director of People & Organisational Development identifies key roles and incumbents targeted for succession planning on a regular basis.

Cenit College continually advertises for its Associate Tutor panel.

When recruiting to the Associate tutor panel, Cenit College follow strict guidelines to ensure the integrity of the appointment. These are as follows.

- Tutors must have the relevant subject matter expertise. This will be evidenced through academic and/or professional qualifications and experiential learning gained during in positions of employment.
- Relevant experience should be current to at least within the last two years.
- Tutors must possess a pedagogical qualification. Pedagogical experience is desirable. Where a staff member does not have the pedagogical experience, they will be initially be assigned to an assistant teaching role with mentoring.
- When the start date of a programme is known, a panel member is contacted to confirm their availability. The lead time is usually 4-8 weeks for programmes where we are 2nd provider. For our own programmes, this can be 3 months' notice. Individual arrangements are in place with some tutors. This is on a case-by-case basis.

1.7 Recruitment

Principles and Guidelines

In recruiting staff Cenit College will adhere to the following principles and guidelines.

- Any new staff request must be supported with a comprehensive job description which outlines the role's principal responsibilities and required personal specifications such as knowledge, skills and qualifications.
- All information processed during the recruitment and selection process adhere to Cenit College Data Protection policies.

Recruitment mediums

Cenit College uses the following recruitment mediums:



Fig 1.2 Cenit College recruitment mediums

The recruitment process is as follows:

1. **Employment requests** are made to Director of People & Organisational Development in writing. This should include any requirements not contained in one of the company's role descriptions.
2. **Approval:** Ad hoc recruitment is approved by Director of People & Organisational Development who decides which form of job selection will occur e.g. agency, advertise directly etc., based on the job role required.
3. **Advertising:** For internal positions, relevant information will be communicated to all staff. When advertising externally, Cenit College will use one or more mediums such as national job recruitment websites, own website, LinkedIn, recruitment agency.
4. **Compliance:** HR ensure that all stages of the hiring process is compliant with all legislative requirements including.
 - Employment Equality Act 1998 to 2011
 - Employment Permits (Amendments) Act 2014

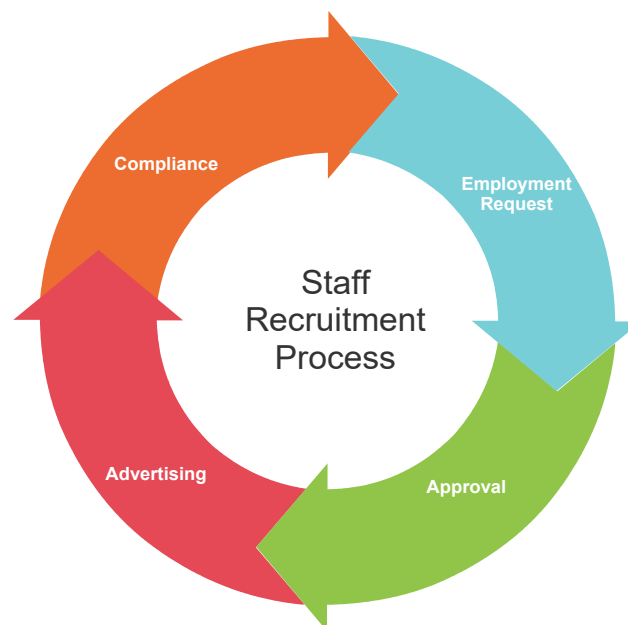


Fig 1.3 Cenit College staff recruitment process

1.8 Selection

The process of selection commences once the deadline for job applications has passed. The Director of People & Quality along with the relevant line manager will review any Curriculum Vitae received. The selection process is divided into two distinct phases: (i) Shortlisting and (ii) Interviewing.

Shortlisting: This involves accepting or rejecting candidates based on the job specification criteria.

1. For shortlisting, all CVs are screened against the open position criteria for acceptance or rejection for the interview stage.
 - Where more information is needed prior to the interview stage the Director of People & Organisational Development, should notify the candidate of this. Examples of information needed includes but not limited to:
 - transcripts of degrees
 - translations of foreign degrees

- The reasons for not shortlisting a candidate should also be noted – should they wish to receive feedback.
2. A list of candidates to be interviewed is compiled to offer date & time for interview.
 3. Hr will contact all applicants who are on the shortlist.
 4. Note: Where no suitable candidate is available from the applications, the position will be re-advertised or another medium of advertisement will be used.

Interviews: The interview panel will consist of at least these two members of staff: (i) The Director of People & Organisational Development and (ii) Subject Matter Expert (SME). The interview process is as follows:

1. Prior to interview a short discussion on the proposed candidate will take place. Both interviewees will review the CV and a set of questions that have been devised against the job description and person specification.
2. The interview is led by the Director of People & Organisational Development with the SME asking specific subject matter questions.
3. Applicants to a tutor position are requested to deliver a 10-minute teaching presentation, Information on this will have been provided via email prior to the interview.
4. Each member of the interview panel will record their own views. Collectively the interview panel will complete an interview scoring sheet and add additional notes as required.
5. Once all interviews have taken place, a discussion is held by the interview panel on a candidate. The interview scoring sheets and notes are used for reference. All deliberations and information on the interview are conducted with the strictest of confidence and any information is only shared if the interviewee requests so.
6. In some instances, a second round of interviews may be required. This process follows the same procedure as the first round detailed above.
7. A list of suitable candidates for the position is compiled with the preferred candidate achieving the highest score.
8. The preferred candidate is contacted via email offering them employment subject to reference checks.

Employee Reference Checks

The HR Department are required to conduct a reference check as part of the hiring process. Two (2) references from the candidate's current and/or previous direct supervisors are requested.

- For letters of reference – these must be on official company letter heads and indicate the name of the person for who the reference is given, along with the referees contact details and full name and position.
- For email references, these must come from official company emails and contain the name of the person for who the reference is given, along with the referees contact details and full name and position.
- Hr Department may contact referee by telephone and complete the reference check form.

Once the references for the candidate have proved satisfactory, only then will a formal offer of employment will be made.

1.9 Employment

The employment process starts with the offer of employment.

1. The job offer will be formally communicated to the chosen candidate in writing through email. The job offer will include the following components: Contract of Employment, Role Description, salary, starting date, contract duration (if applicable), and other items as negotiated during the selection process. The candidate is allowed one week to respond to the formal job offer and must do so by reply email.
2. Should the candidate not accept the offer then the next ranked candidate will be sent an offer of employment. This will be undertaken in an expedient manner.
3. Once the position has been accepted all other candidates are notified immediately that they were unsuccessful on this occasion.
4. All positions carry a minimum probationary period of 6 months which may be extended should this be necessary.
5. The following information relating to the new employees will form part of the new employee file, held on the Cenit College secure cloud service, accessible by HR department only.
 - CV
 - Reference Checks
 - Contract of Employment
 - Induction check list
6. Prior to the start date the following arrangements are made for the commencement of the appointment:
 - Email address
 - Access to systems
 - Desk, PC should the role be office based.
 - Employee handbook

1.10 Reclassification of roles

A reclassification is a significant change in the duties and/or qualifications of an existing position since it was last posted or classified. Reclassification decisions are made by the Director of People & Organisational Development. There will be an update to the job description and role on the existing contact.

1.11 Monitoring of this policy

To ensure effectiveness of this policy, it will be monitored by both the QA Manager annually or more often if required. Mediums to assist this monitoring include:

- Exit Interviews
- Staff Appraisals
- Annual monitoring reports

2 Staff Induction

2.1 Policy Owner

The Policy owner and person responsible for oversight on its implementation is the Director of People & Organisational Development.

2.2 Purpose of the Policy

The purpose of this policy is to ensure all new employees are provided with timely and appropriate induction. As an extension of our staff recruitment, development, and management policy, it is vital for the integration of a new staff member into the working environment.

2.3 Scope of the Policy

The scope of the Staff Induction policy extends to the following areas within induction:

- All newly appointed staff.
- Existing staff who have taken on a new role.
- Associate Tutors.

Staff are expected to be proactive in their own induction and ensure that they receive the appropriate sources, the relevant information and support that enables them to apply themselves to their job and effectively contribute the success of the organisation. The induction takes place on a number of levels.

- Organisational
- Department
- Job

2.4 Roles and Responsibilities

The roles and responsibilities are outlined in the table below.

Human Resources	Line Managers	New Staff	Quality Assurance
The responsibilities of human resources are as follows: • Design and Delivery of the induction process • Providing consistency across the company for the induction process. This will include standard training, documents, etc. • Allocation of company-specific training to the new staff member, i.e. online training or alternative formats.	The responsibilities of the line managers are as follows: • Ensuring the staff receive appropriate induction at all levels: ➢ Induction into the department practices and culture. A department “buddy” may conduct this process. ➢ Direct induction into their new role. Some parts of this may also be delegated. • Allocating the time for induction activities • Supporting new staff with being proactive in their own induction	The responsibilities of new staff are as follows: • Undertaking in a timely manner all induction activities that have been identified by the line manager and HR. • Applying that knowledge to performing their role.	The responsibilities of quality assurance are as follows: • Auditing the process and procedures. • Ensuring that all improvements are recorded in the Quality Improvement plan, implemented and monitored. • Provision of guidance and support that represents “good practice”.

Fig 1.4 Roles and Responsibilities for the staff induction process

2.5 Policy Statement

Cenit College recognises the importance of integrating new staff members into the organisation. This will assist them in getting to know the existing staff, familiarity with the policies and procedures, and operating practices. Induction is seen as an integral tool of support for new staff and a means of inclusivity and welcoming into the Cenit College working environment.

2.6 Induction Process

1. The new staff member will be met by a representative of the HR department who will cover the following:

- Brief on Cenit College.
 - Conditions of employment.
 - Rules on the Code of Conduct.
 - Introduction to company policies. A copy of the employee handbook will be available on the company intranet system.
 - Access to mandatory health and safety training and other relevant online training programmes such as Universal Design for Learning (UDL), cyber and data protection.
 - If a staff member has disabilities, the HR rep will seek to understand the nature of the disability, any specific needs the staff member may have, and the areas of support and assistance required.
 - Questions from the staff member re the work environment, Cenit College and/or position appointed to.
 - Introduction to the line manager
2. The line manager will facilitate the following:
 - Outline information about the department and its functions.
 - Specifically address the role the new staff member will be performing within the department.
 - Introduction to all staff members in the department – the line manager can also arrange an informal meeting with all staff through a coffee break etc.
 - Assign a work “buddy” if relevant.
 - To show them their desk and how to access company systems, the training programmes they need to complete and any other relevant access items.
 - Blended and Online tutors and support staff will undergo specific training related to the delivery and support of blended/online programmes.
 3. At the end of the induction the new staff member will meet a HR representative and provide feedback on the induction process. The **Induction Checklist Form** needs to be completed for this purpose.
 4. During the probationary period the new staff member will have regular meetings with their line manager to ensure that support, guidance, and training to assist them in their new role is continually provided.

2.7 Employee Documentation

The following is a complete list of documentation that is retained in the employee's file:

- | | |
|----------------------------|------------------------------|
| • CV | • Copies of correspondence |
| • Interview scoring sheets | • Academic Training Requests |
| • Reference Check(s) | • Disciplinary record |
| • Induction checklist form | • Grievances and Complaints |
| • Contract of Employment | • Exit Interview |
| • Annual appraisals | |

Note: Training is recorded on the CPD log.

Cenit College retains the services of third-party companies to provide the Employee Assistance Programme.

All information processed and retained by Cenit College, or their third-party partners comply to the Cenit College GDPR policy.

2.8 Monitoring of this Policy

The Quality Manager will monitor this policy for effectiveness through the following mediums.

- Induction check list sign off
- Reviews during probationary period

3 Staff Training and Development

3.1 Purpose

The purpose of this policy is to:

- Enable staff to maintain and develop the required skill sets to deliver their role and meet the professional and personal challenges which naturally arise from changing regulatory, legislative, environmental and company priorities.
- Ensure, where possible, that all staff benefit from training and development opportunities offered annually.
- Encourage staff to grasp opportunities that will allow them to become or remain experts in their field and/or progress within the organisation.

3.2 Scope

Staff deemed eligible to benefit from training and development:

- All staff on permanent contracts
- Fixed Contract staff in so far as it enables them to develop competencies that are significant and pertinent to the programme they are delivering or role they are occupying.

3.3 Roles and Responsibilities

The roles and responsibilities are set out in the diagram below.

- Senior Leadership Team – set aside budget, annual review.
- Academic Committee: Oversight on the training and development budget
- Director of People & Organisational Development – monitor budget, approve training requests, review training records.
- Line Managers: Ensure staff upload training records to system.
- Staff – request training, maintain own training records, attend training (in-house and external) and report on the training course they attend.
- Quality Manager: Ensuring the overall quality of these policies are maintained.

3.4 Policy Statement

Cenit College promotes a learning and development ethos amongst all its staff. The college acknowledges that by planning and encouraging staff professional development, learning and research this will transfer into all aspects of teaching and curriculum design and development. In turn this enhances and enriches the students' learning experiences with Cenit College.

3.5 Training and Development Process and Policies

Cenit training and development process:

1. Training and Development Budget:
 - Cenit College Senior Leadership Team sets aside a budget each year for Staff Training and Development.

- The Director of People & Organisational Development will share the staff training and development budget with the Academic Committee who will access its appropriateness based on evaluations and reviews.
2. Staff Training:
 - All new staff receive induction training – eLearning training courses which includes (but not limited to) Cyber, GDPR, IT) and on the job training. Each line manager organises the training for their own new staff.
 - It is the responsibility of the Director of People & Organisational Development to identify staff training needs.
 - Furthermore, the Director of People & Organisational Development in conjunction with the line manager to encourage staff to identify their training needs. This is achieved through staff appraisals, supervision, feedback, or training requests.
 3. Requests for Training:
 - All requests for external training/education must be submitted using the **Training Request Form**, with a clear justification as to how the training will benefit the organisation and the staff members job that they perform. It is recommended that requests are formally made one month prior to course registration to enable decision making.
 - The Director of People & Organisational Development should approve all training requests bearing in mind the training budget.
 - Financial assistance for training is on a case-by-case basis.
 4. Training Records.
 - Staff are also expected to keep a record of their own training and certification on the system and the CPD log.
 5. Training Review:
 - Staff should review their training courses and provide feedback at quarterly check in and annual appraisal.
 - The Director of People & Organisational Development, in conjunction with the line managers where appropriate, will review staff training feedback annually.
 6. Professional Bodies:
 - Staff who are members of regulated professional bodies will be supported and facilitated to retain, maintain, and develop the requirements of those bodies. The managers will review the relevant CPD.
 - Cenit College will encourage and support staff to attend workshops, conferences and write papers that are relevant to their professional roles.
 7. Attendance:
 - Attendance on mandatory training is compulsory.
 - Where Cenit College has given financial assistance or time off for training then attendance is mandatory.
 8. Study Leave:
 - Dependent on resources and where possible, the manager will endeavour to offer flexibility of working hours during exam time.
 - If the course is an optional course relating to continued development or personal development, it is expected that study time will take place in the employee's own time.
 - If the course is mandatory, study leave will be factored into work hours. Study leave is agreed with line manager or Director of People & Organisational Development.

9. Engagement with communities of practice:

Communities of practice are naturally forming groups who come together through a shared passion or goal to learn by reciprocating knowledge, experiences, and ways of addressing problems (LAVA and Wenger, 1991.)

Cenit College supports a community of practice where staff meet to share good practices, insights and create new knowledge.

- Internal Community of Practice: Staff meet regularly and communicate flexibly through the 'Communities of practice Teams channel'. Good practice examples are put forward on the Shared Drive folder *Communities of Practice*.
- A statement of good practices is produced and updated at each meeting.
- External Communities of Practice: Cenit College will support and encourage all staff to engage in external communities of practice. Cenit believes this will provide another opportunity for staff development.
- In line with the strategy, specific attention is given to the evolving area of blended and online learning – with the need for an emphasis on communities of practice.

Further information is available on communities of practice in the blended learning manual.

Monitoring and tracking of training and development.

The effectiveness of this policy will be monitored on an annual basis by the Board of Directors and the Director of People & Organisational Development. The mediums used to assist this monitoring will be.

- The CPD log will be monitored for engagement in professional development and academic programmes.
- Staff appraisals will be used to monitor the effectiveness of this policy.
- Staff feedback will be gathered after a formal training/education and will be used by the QA manager to monitor the quality.

Management and Academic Oversight

- The Senior Leadership Team set a training budget each year. This will be shared with the academic committee.
- The Director of People & Organisational Development in conjunction with the line managers (where appropriate) will identify training needs.
- The line managers and staff can request training through the training request form.

3.6 Tutor Development

Peer Reviews, Teaching and Learning Review and Appraisals provide the basis for tutor development within Cenit College.

Peer Reviews and Summary Report

Peer Reviews are conducted annually in Cenit College. These reviews help inform the gaps in any Tutors Teaching Skills. Information from the review is recorded on the peer review form which is shared with the Training Manager and HR. Training is identified from the review and discussed with the tutor in question.

Teaching and Learning Review

The annual Teaching and Learning Review report provides an overview of teaching and learning practices observed throughout the academic year within Cenit College. It highlights key strengths,

areas for development, and examples of best practice across departments. The observations aim to support continuous professional growth for our tutors, promote reflective practice, and ensure high-quality learning experiences for all learners. The report draws upon evidence gathered from the Peer Reviews. The Report aims to offer insights into teaching strategies, classroom engagement, and the effectiveness of curriculum delivery. Additionally, it outlines recommendations to enhance teaching and learning practices in line with institutional goals and educational standards.

The Report is delivered to the Training Manager with key action points targeted for the general development of Teaching and Learning within Cenit College, and importantly Tutor development.

Tutor Appraisals

Reviews with tutors take place on a quarterly basis during which any specific training that was targeted to each tutor is discussed, including the perceived benefit. Further training is also discussed by the reviewing manager, in an effort to fill in any gaps identified during the review period. At these reviews the tutor is encouraged to suggest their own future training. All training is registered in the CPD log by the tutor upon completion.

3.7 Monitoring

This policy will be monitored by the QA Manager as part of the annual QA audit. Monitoring mechanisms will include:

All forms associated with the recruitment, induction, and development of staff.

4 Version Control

Version	Date	Description	Originator	Approved by
Version 1	20/01/2022	Policy Approval	QA	BOD
Version 1.1	21/11/2023	2.6 Point 1 – included UDL in the training received on induction. - Identification of Training Needs – Point 9 Community of Engagement	QA	BOD
Version 2	06/05/2025	- Role updates & titling to match designated roles & titles. - Update of 3.6 Tutor Development	Director of People & Org Dev	SLT