

QA 4.1 Staff Recruitment, Management and Development

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1 Staff Recruitment, Management and Development

1.1 Policy Owner

The Policy owner is the Board of Directors.

1.2 Purpose of the Policy

The purpose of this policy is to outline the principals and processes for planning, recruitment, and selection of staff for Cenit College. In devising these principals and procedures Cenit College will ensure that they select the best possible person for the job. As an organisation Cenit College believes that whilst they strive to recruit the best possible person for the position the college must equally strive to retain staff. It is in the interest of the learners to do so. Cenit College is fully committed to support and develop each member staff in order 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:

- Cenit College HR Department provides the services for the recruitment of the best possible staff for the relevant positions and ultimately their retention.
- As part of the Cenit College strategic planning and management meetings, the HR department in conjunction with the Board of Directors and Academic Committee ensures that the organisation is suitably resourced to meet its academic and organisational needs.
- HR department complies at all times with employment legislation and Cenit College policy.

1.4 Policy Statement

Staff planning forms part of Cenit Colleges strategic plans and forms part of the regular Board of Directors 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.

Additionally, the college is committed to equal employment opportunity and to full compliance with Irish law regarding employment. Cenit College offers opportunities for growth along with a benefits package which includes an Employee Assistance and Wellness Programme, training and development and succession planning.

1.5 Roles and Responsibilities

Board of Directors: Ensuring adequate planning of resources to meet strategic objectives.

Director of Human Resources, Organisational Development and Strategy: The director of human resources, organisational development and strategy 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/Sign off on any requests for new positions.
- Liaise with the Line Managers or relevant staff to plan and prepare the recruitment process.
- 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 and candidates in relation to the recruitment process.
- Liaising with our partners for Employee Assistance Programme Provision and employee legislation and compliance.
- Interpreting terms and conditions of employment for the candidates.
- Communication to all parties during the process of planning, recruitment, selection, and employment.
- Maintaining appropriate records of the recruitment process.

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

- Adherence at all times to Cenit College Policy and Procedures in relation to the entire recruitment process.
- Ensuring they are familiar with Cenit College policies and practises on recruitment.
- 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 (i.e., job descriptions, person specifications, title of role etc.);
- 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. Staff planning is a recurring agenda item at each quarterly management meeting. An examination of each business unit is carried out prior to the management meeting and an analysis/update reported. The board will consider extra roles for approval. The process that applies to the consideration of additional roles is as follows:

- The Director of Human Resources, Organisational Development and Strategy together with the Training Manager will.

- for new tasks to be performed, examine the competencies of the existing staff to ascertain if these existing staff can perform these new tasks.
- examine the demands being placed on any relevant area, the scale of those demands and if extra staff is needed to reduce those demands.
- Succession planning is also considered. Succession planning in Cenit College focuses on identifying future leaders within the company as well as planning for known positions that will become vacant in the future. At the Board of Directors meeting.
 - the Director of Human Resources, Organisational Development and Strategy will identify key roles and incumbents targeted for succession planning. This will include dates for the staff member leaving and skills needed for the replacement.
 - The Director of Human Resources, Organisational Development and Strategy will identify staff members that show future potential for positions within the company. This can mean a promotion or sideways move for the relevant staff member.
 - The board will identify future dates that a suitable position might become vacant and agree a set of actions to be taken to prepare the identified staff member for the relevant position.
 - At each subsequent meeting, the Director of Human Resources, Strategy and Marketing will outline any actions taken since the previous Board of Directors meeting to prepare those identified for future positions.
- A report is compiled outlining the considered staffing needs and presented to the Board of Directors at the quarterly meeting for approval.

Cenit College continually advertises for its **Tutor panel**.

When recruiting to the academic staff team, Cenit College follow strict guidelines to ensure the integrity of the appointment. These are as follows.

- Staff 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.
- Staff must possess a pedagogical qualification appropriate for the subject area they are facilitating. 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.
- While Cenit College has a large number of full-time staff, we do draw from our tutor panel when the need arises. 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 coherently outlines the role's duties, responsibilities and required personal specifications

such as knowledge, skill and qualifications. The request must also state why the position is needed and how it will benefit Cenit College.

- Due regard needs to be paid to ethical considerations such as age, gender, and ethnicity.
- All information processed during the recruitment and selection process will 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** based on: (a) a pre-defined job description or (b) a new role employment request which is made using the form titled *HR requisition 1.01* and lodged with the HR Director. This request will come from the Training Manager. This form should specify the job role, description, and responsibilities along with the qualifications and pedagogical, technical, and subject skills required.
2. **Approval:** Planned recruitment is approved at the quarterly management meeting. Ad hoc recruitment is approved by the Director of Human Resources, Organisational Development and Strategy 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, all relevant information will be communicated to all staff. When advertising externally, Cenit College will use national job recruitment websites and newspapers. Advertisements for all roles will be pre-approved by the Senior Management team and the Director of Human Resources, Organisational Development and Strategy.
4. **Compliance:** HR will always ensure that all stages of the hiring process is complaint with all legislative requirements including.
 - Employment Equality Act 1998 to 2011
 - Employment Permits (Amendments) Act 2014

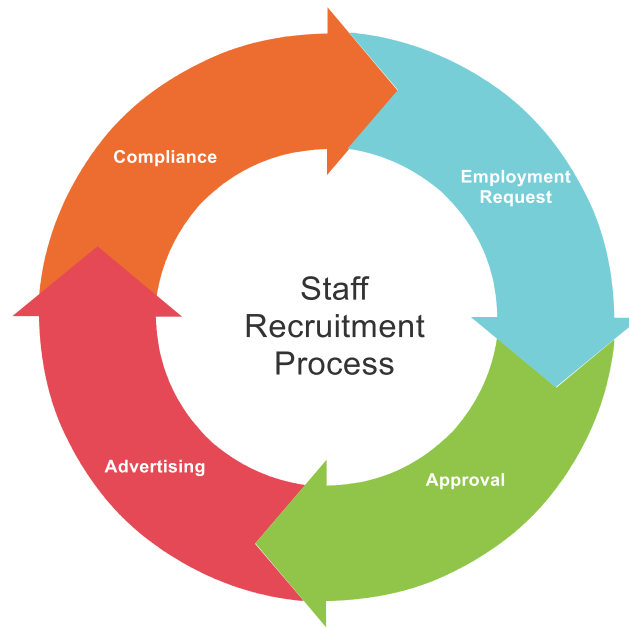


Fig 1.3 Cenit College staff recruitment process

1.8 Selection

The process of selection commences once the deadline for job applications has passed. The line manager together with the Director of Human Resources, Organisational Development and Strategy will review any Curriculum Vitae received for open positions. 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 Human Resources, Organisational Development and Strategy, 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. When shortlisting, it is important not.
 - To make assumptions about overseas qualifications which the team is not familiar with.
 - To make assumptions about being over-qualified.
 - To recommend for interview any applicant who does not meet the essential criteria.
3. The Director of Human Resources, Organisational Development and Strategy will contact all applicants who are on the shortlist.
4. Where no suitable candidate is available from the applications, the position will be re-advertised or another medium of advertisement will be used.
5. A list of candidates to be interviewed is compiled.
6. For those that are not called for interview, the Director of Human Resources, Organisational Development and Strategy will contact the applicants asking if they would like their CV's

retained for future positions. Suitable candidates are also asked if they would like to apply for our tutor panel.

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

1. Prior to the actual interview a short discussion on the proposed candidate will take place. Both interviewees will review the CV and a set of competency-based questions that have been devised against the job description and person specification.
2. The interview is led by the Director of Human Resources, Organisational Development and Strategy with the SME asking specific competency-based questions. Supplementary questions emanating from candidate responses can also be asked.
3. Applicants to a tutor position are requested to facilitate 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 person most suitable at the top of the list.
8. The person at the top of the list is contacted via email offering them employment subject to reference checks.

EMPLOYEE REFERENCE CHECKS

The HR Department are required to conduct a reference/background checks as part of the hiring process. The reference checks should include no less than two (2) references from the candidate's current and/or previous direct supervisors.

References must be checked for the candidate to whom it is intended to make a conditional job offer. This should be done as the last step before the conditional job offer is made, although reference names and contact information can be collected earlier in the hiring process. Candidates should be advised in advance of the reference check. At a candidate's request, the reference check from the candidate's current supervisor can be delayed until after the conditional offer is extended.

References may be obtained over the phone, by letter or via email and should be conducted using the Cenit College **Reference Check Form**.

- 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. All references must be retained and documented in the Hiring Proposal.

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. The job offer will include the following components: Contract of Employment, Role Description, salary, starting date, contract duration (if applicable), employee benefits 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 in writing.
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 not successful 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 server, with paper copies being held by the Director of Human Resources, Organisational Development and Strategy for his/her exclusive access:
 - CV
 - Shortlisting and Interview scoring sheet and notes.
 - Reference Checks
 - Contract of Employment
 - Induction check list

All employee files are held on a secure server which is encrypted, and password protected. Access to the employee files is restricted to the Director of Human Resources, Organisational Development and Strategy only.

6. Prior to the actual 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
7. All staff, regardless of their position, go through the same recruitment and induction processes.

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 Director of Human Resources, Organisational Development and Strategy. 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 committee at least twice per year or more frequently should that be required. The Board of Directors will monitor this policy at least once per year. Mediums to assist this monitoring will include.

- Staff Surveys on the recruitment process
- Exit Interviews-
- Staff Appraisals
- Annual monitoring reports

2 Staff Induction

2.1 Policy Owner

The Policy owner is the Board of Directors. and the persons responsible for delivering the policy are: Academic Committee, Managing Director, Director of Human Resources, Organisational Development and Strategy, Training Manager, QA Manager, HR department and Administration Team.

2.2 Purpose of the Policy

The purpose of this policy is to ensure all new employees are provided with timely and appropriate induction training. 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 to ensure an effective and efficient introduction to the new role and the Cenit College 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.
- Tutors: Blended, Online and Classroom

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

There will be a shared responsibility between individuals and line managers for the training for the induction programme. Staff are expected to be proactive in their own induction and this will form part of their personal and professional development. Staff will be supported in doing this throughout the induction process by their line managers. These roles and responsibilities are outlined in the table below.

Human Resources	Line Managers	New Staff	Quality Assurance
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<p>The responsibilities of human resources are as follows:</p> <ul style="list-style-type: none"> • Design and Delivery of the induction process • Supporting the line managers through the induction process where needed. • Providing consistency across the entire company for the induction process and programme. This will include standard training, documents etc. • Allocation of company specific training to the new staff member i.e. online training or alternative formats. 	<p>The responsibilities of the line managers are as follows:</p> <ul style="list-style-type: none"> • Ensuring the staff receive appropriate induction at all levels: <ul style="list-style-type: none"> ➢ Induction into the department practises 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 • Retaining and maintaining induction records 	<p>The responsibilities of new staff are as follows:</p> <ul style="list-style-type: none"> • 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. • Maintaining their own induction records as part of their own personal and professional development. 	<p>The responsibilities of quality assurance are as follows:</p> <ul style="list-style-type: none"> • Gathering evaluation and feedback • Alignment of the induction process to the staff recruitment process • Provision of guidance and support that represents “good practice”.
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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 in them getting to know the existing staff, familiarity with the policies and procedures and operating practises. 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. Induction is also the first step a new staff member will make in the Cenit College professional development process.

2.6 Induction Process

Cenit College has a well-defined induction process that commences upon the arrival of the new staff member.

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 our administration system, the company system, to which they will have access to.
 - Schedule of induction training arrangements.
 - 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 representative 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 process:
- 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 around the office/building – pointing out the facilities.
 - To show them their desk and how to access company systems, the training programmes they need to complete and any other relevant access items.
 - For new lecturing staff, in-class observation can also be arranged at their request, should they wish to receive feedback and advice. The programme lead will work with the training manager to arrange any supports that they require. This applies to Classroom, Blended and online tutors.
 - 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 recruitment and induction process. The **Staff Recruitment Feedback form and the Staff Induction Feedback 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. **Employee Appraisal forms** need to be completed for this purpose.

2.7 Employee Documentation

The following is a complete list of documentation that is retained on the employee file:

- CV
- Interview scoring sheet and notes.
- Reference Check
- Induction checklist
- Contract of Employment
- Annual appraisals
- Training Record
- Copies of correspondence
- Remote working agreement
- Academic Training Request,
- Disciplinary record
- Grievances and Complaints
- Exit Interview

All records are retained for the duration of the employees’ contract with Cenit College. There is a two-year retention period for past employees.

Cenit College retains the services of third-party companies to:

- (i) Update contract templates, employee handbook and other HR related policies based on changing employment legislation.
- (ii) 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

This policy will be monitored by the Senior Management member for effectiveness through the following mediums.

- Induction feedback forms
- Staff appraisals
- On-going performance review

3 Staff Training and Development

3.1 Purpose

The purpose of this policy is to.

- Provide support to staff, (within financial reasoning) to maintain and develop necessary competencies critical to the efficient and effective implementation of the Cenit College strategic and operational plans.
- 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.

- Board of Directors – set aside budget, annual review.
- Academic Committee: Oversight on the training and development budget review the training and development report annually
- Director of Human Resources, Organisational Development and Strategy – monitor budget, skills audits of staff, approve training requests, review training records, review.
- Line Managers: Maintain training records and send them to the Director of Human Resources, Organisational Development and Strategy for review.
- 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 College's training and development is divided into three phases:

- (i) Identification of training needs
- (ii) Monitoring and tracking of training and development.
- (iii) Management and academic oversights

Identification of Training Needs

1. Training and Development Budget:
 - Cenit College Board of Directors will set aside a budget each year for Staff Training and Development.
 - The Director of Human Resources, Organisational Development and Strategy 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 – which included the Cenit College Induction manual, staff manual, eLearning training courses which includes (but not limited to) Cyber, GDPR, IT) and on the job training. Each divisional manager organises the training for their own new staff.
 - It is the responsibility of the training manager in conjunction with the Director of Human Resources, Organisational Development and Strategy to encourage staff to identify training needs. This is achieved through staff appraisals, supervision, feedback, or training requests.
3. Requests for Training:
 - All requests for external training 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 Director of Human Resources, Organisational Development and Strategy 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
 - A training register will be maintained by the Director of Human Resources, Organisational Development and Strategy.
 - Staff are also expected to keep a record of their own training and certification.
5. Training Review:
 - The Director of Human Resources, Organisational Development and Strategy, in conjunction with the line managers where appropriate, will review staff training and receive feedback. A review will be conducted as part of the annual staff appraisal.
 - Management will conduct at least an annual review of new hire training and all staff development.
 - Staff are required to review their training courses and provide feedback to their line manager on that course.
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 training is on a staff members own time, then attendance is at their discretion.

- Where Cenit College has given financial assistance for training then attendance is mandatory.
 - Cenit College can seek evidence of training as necessary.
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 can be requested through the Study Leave request form.
9. Engagement with communities of practice:
- Community 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 will meet every quarter. 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 Human Resources, organisational development, and Strategy. The mediums used to assist this monitoring will be.

- The training register will be monitored by the Director of Human Resources, Organisational Development and Strategy for engagement in professional development and academic programmes.
- Staff appraisals will be used by the director of human resources, organisational development, and strategy to monitoring the effectiveness of this policy.
- Staff feedback and evaluation will be completed after a training event and will be used by the QA manager to monitor the quality of the training event.
- Staff training requests will be monitored and reviewed by the director of human resources, organisational development and strategy for training demand and need.
- The annual monitoring exercise and periodic review will provide Cenit College with an opportunity to formally review and evaluate professional development and academic training.

Management and Academic Oversight

- The Board of Directors will set a training budget each year. This will be shared with the academic committee.

- The academic committee will determine the appropriateness of this budget and revise if necessary. They will also review reports on training and development compiled by the Director of Human Resources, Organisational Development and Strategy.
- The director of human resources 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.

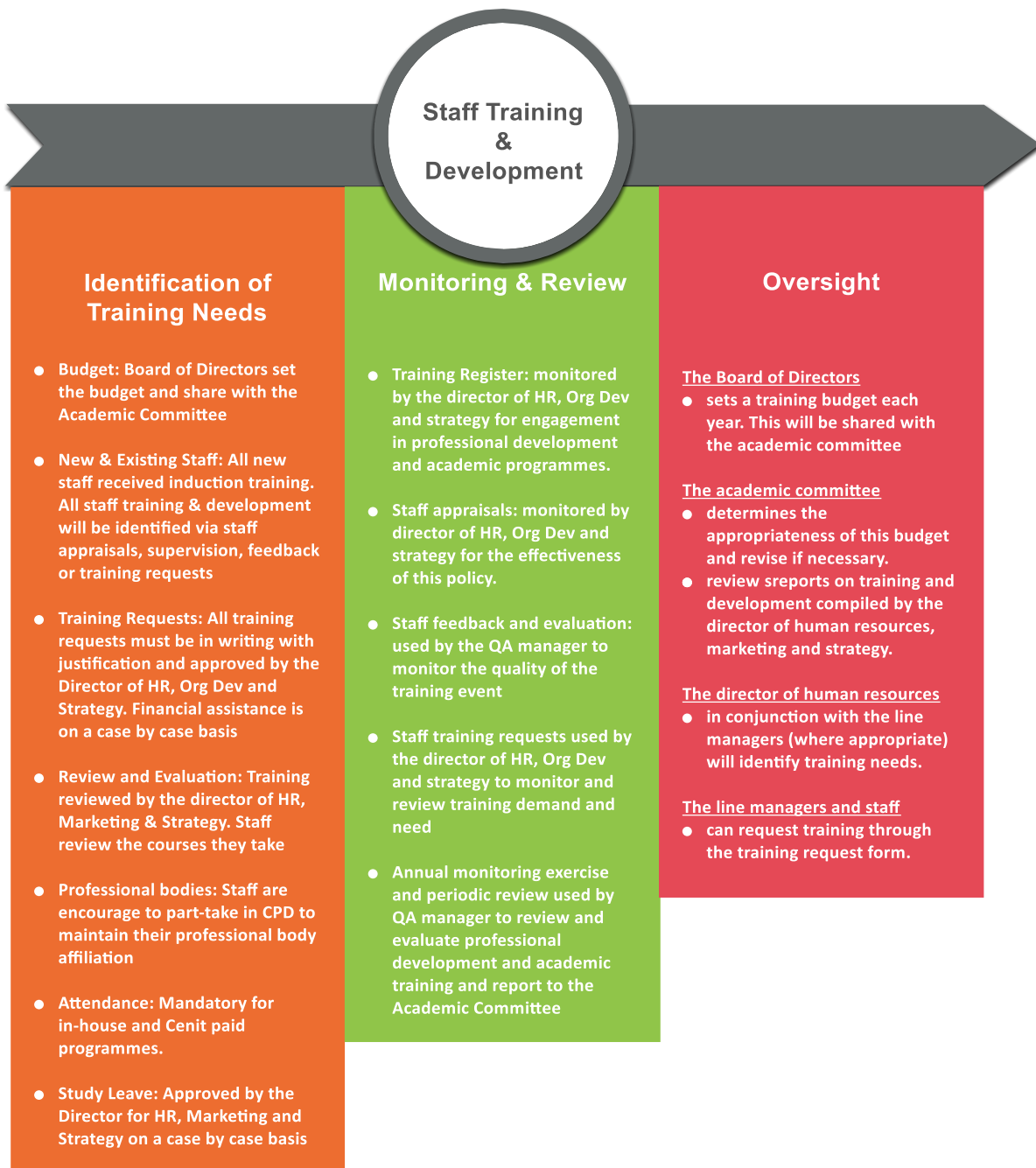


Fig 1.5 Staff Training and Development Process

3.6 Tutor Development Programme

Cenit College has devised a tutor development programme. This programme consists of two parts:

- (i) Standard tutor development (non-domain specific). This contains teaching and learning methodologies, information on writing lesson plans, learning supports, learning styles etc.
- (ii) The Director for HR, Organisational Development and Strategy will work with the tutor to design a development plan that will incorporate both teaching and domain related knowledge that is essential for the development of the tutor. This will be included in the tutor learning and development plan for the year.

All Cenit College tutors must sign up for the tutor development programme.

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 associate 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	<ul style="list-style-type: none">• 2.6 Point 1 – included UDL in the training received on induction.• Identification of Training Needs – Point 9 Community of Engagement	QA	BOD