Staff Recruitment, Induction and CPD Policy

Purpose and Scope

This policy is intended to provide assistance to members of staff involved in the recruitment process within i-to-i. It specifies the procedures through from advertising to offer of employment.

This document is also intended to provide advice on best practice to ensure that the company's recruitment process is consistent and effective.

Responsibility

The overall responsibility for recruitment lies with Delivery Management and relevant department Director. The recruitment of tutors lies directly with the Academic Director. Authority for the implementation of the policy may be delegated to a senior manager.

Recruitment Aims

Through our recruitment procedures we aim to:

- Attract the best candidates with the right skills
- Ensure equal treatment of all applicants
- Identify and appoint the best applicants
- Manage a cost effective and streamlined recruitment process.

Equal Opportunities

All recruitment is covered by i-to-i's Equality & Diversity policy, which must be complied with at every stage of the recruitment process. This means that prospective applicants should not be discriminated against either directly or indirectly on the grounds of age, disability, ethnic origin, gender, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, caste, nationality, religious belief or practice or sexual orientation.

Preparation of job descriptions, person specifications, advertisements, short-listing, interviewing and selection of applicants should reflect a commitment to achieving and maintaining equal opportunities within the workplace.

Interviewers should only ask appropriate job-related questions.

Obtaining Authority to Recruit

Before any post can be advertised, it is necessary to obtain formal authorisation from the relevant Director. Such authorisation shall include the number and description of posts to be advertised and agreement of where the post is to be advertised.

When deciding whether to grant authorisation the Director shall consider the rationale for the vacancy e.g. replacement, restructure or expansion, to ensure that recruitment for the role is justified.

Recruitment Documents

Before a vacancy is advertised the following information should be prepared:

- Up-to-date job description • Person specification
- Draft advertisement.

Job Description

The job description should define the nature of the tasks, duties and responsibilities that the role will require and where the post fits into the organisational structure. The job description should be written in clear and simple language.

Where a job description already exists for the vacancy then it should be reviewed to ensure that it still accurately describes the role and should be updated where necessary.

The salary for the post should be determined, within budget, and included in the job description.

A copy of the job description should be sent out to all persons applying for the role to enable them to prepare adequately for the application process.

Person Specification

The person specification differs from the job description as it provides a summary of the qualifications, skills, experience and knowledge required to undertake the role. Any criteria set should be related to the role and ability required for the role. There should be no unnecessary conditions attached, or the use of words, which would imply unjustifiable bias.

A copy of the person specification should be sent out to all persons applying for the role.

Advertisement

The job advertisement should be prepared by the same author as the job description and person specification to ensure consistency.

The advertisement should be kept short and simple and provide all the relevant information to enable individuals to determine whether they have the relevant skills, experience and qualifications for the role. The advertisement should also specify the closing date for the return of the application form.

Any advertisement should be carefully worded so as to be free of any discriminatory words, phrases or intention. For example, it should avoid giving age limits or age ranges, also avoid the use of words such as, ‘young graduates’, 'mature person’ or ‘selection will be based upon age and experience’. Where possible relevant skills, rather than qualifications should be highlighted.

Vacancies should be advertised externally in targeted publications to cover as wide a range of potential applicants as possible.

Receipt of Application Forms and Shortlisting

All applications received should be reviewed by the senior recruiting manager and be given equal and fair consideration. Any conflict of interest identified at this point should be declared to the lead Director.

Applications should be evaluated against the set criteria contained within the person specification and job description only.

Where feasible, all candidates should be informed of the outcome of their application at this stage in the selection process. Successful applicants at the shortlisting stage will be invited to interview.

Interviews

All candidates who meet the essential criteria for the post (as set out in the person specification) normally will be offered an interview.

Those involved in the recruitment process should consider how best to convey a positive image of the company and role.

The interviewer(s) should take notes recording the salient points of the interview, so that they can refer back to these when assessing candidates against the person specification and making decisions.

In the event that a candidate requests feedback about their performance in the interview, this should be arranged by the interviewer although he or she may delegate it to another member of staff where appropriate.

Unsuccessful interview candidates will receive telephone or written notification of the outcome of the selection process and should be dealt with courteously and sensitively.

References

References will normally be sought from a minimum of two relevant referees. In certain circumstances a school or personal reference is acceptable. Referees should not be contacted without the candidate's consent.

Each referee should be provided with the job description and the information sought structured around the requirements of the job.

The information provided should be treated as confidential by the members of staff collecting the information.

Appointments

i-to-i recognises open contracts as the general form of employment relationship between employers and employees. We will appoint new and existing staff to indefinite contracts unless necessary and objective reasons justify use of a fixed term contract.

Appointments will usually be made at the minimum level of the advertised salary scale unless directly relevant experience would justify additional increments. Advice should be sought from Delivery Management if the intention is to appoint at the maximum of the advertised salary scale. No appointment can be made above the advertised scale.

Once a selection decision has been made the lead Director, or nominated deputy, will produce a written offer of employment. Offers of employment are normally subject to satisfactory references, medical clearance, checks of qualifications and any other checks as appropriate, such as Asylum and Immigration checks, Criminal Records Bureau checks, etc.

In addition, any non-UK national will be subject to additional checks regarding their right to remain and right to work in the UK.

Induction

Induction followed by the employee's probation is the final stage of the recruitment process.

Once the successful candidate has accepted the offer of employment and a start date has been agreed, the Line Manager is responsible for ensuring the induction programme is followed for the new employee. Induction should cover items listed on the ‘Induction Checklist’. Training requirements for new staff may vary from time to time.

During the induction process, the new staff member will have appraisal meetings booked into their diary with their Line Managers. Appraisal for new staff members will occur after 3 months of employment (probationary review) and 6 months of employment. Beyond 6 months of employment the staff member will fall into the Annual Appraisal schedule along with the rest of the workforce.

The induction checklist acts as a process for induction and is categorised into the following sections:

- HR/Personnel
- Policies and Procedures
- Job Role/Company
- IT/Systems
- Training Requirements
- Job Specific Targets.

The induction checklist is intended for use by a new staff member’s Line Manager and the new staff member themselves.

Continuing Professional Development (CPD)

i-to-i recognises the importance of effective learning and development in assisting the organisation to achieve our objective of providing consistently high quality education and training.

Employees and volunteers will have access to opportunities for learning and development to enable them to perform to the best of their ability.

It is the Management Team’s responsibility to:

- Communicate the organisation’s objectives and values
- Work with employees to identify their developmental needs and link these to the organisation’s objectives
- Work with employees to identify training and development solutions to meet their needs
- Encourage employees to undertake and make use of learning and development activities
- Evaluate the impact of learning and development for individuals and the organisation,

Employees have a responsibility to:

- Assist in identifying learning and development needs and opportunities
- Undertake learning and development activities
- Evaluate learning undertaken and its contribution to their personal development and that of the organisation.

Identification of CPD requirements

Employees, together with their Line Manager, will identify learning and development needs at the following points:

- Recruitment / appointment to a new role
- During induction
- Upon changes to an existing role
- Upon internal promotion
- Upon the introduction of new systems / projects or enhancement to current working practices
- In response to user feedback or changes to user requirements
- On an ongoing basis during bi-monthly management meetings
- On an ongoing basis through annual appraisals
- Through ad hoc one-to-one discussions between line manager and employee.

The aim of this needs' identification will be to highlight individual strengths or areas of performance which need development or further training.

Organisation of CPD activities

Employees and volunteers may request specific learning and development at any time, which should be related to their development needs.

Before any paid-for learning activity is undertaken, the activity will be authorised by the relevant Director or Line Manager.

Methods of CPD, training and development activities that can be authorised for employees include:

- External training
- In house training
- Induction training
- On-the-job training
- Work shadowing
- Studying towards vocational or professional qualifications
- Coaching and mentoring
- Attendance at seminars, forums, conferences, workshops
- Personal development (reading, research, shared learning

Mandatory Training Requirements

In some instances, there will be a requirement for mandatory (legally required training) courses. These are the courses that employees must undertake as a requirement of their job, to provide specific qualifications or to meet contractual requirements.

Core developments activities may include:

- Equality, diversity and inclusion training
- Data protection training • Online (cyber) security training
- Health and safety training.

Study for professional qualifications for employees

i-to-i may provide support for employees to study for relevant professional qualifications as we recognise the benefits gained for both the organisation and the individual.

Support may be available to undertake the following qualifications:

- Education and Training (e.g. teacher training) • Quality Assurance (e.g. Verifier qualifications)
- Business and Management qualifications.

In each case, the professional qualification and development activity must directly and significantly relate to the employee or volunteer’s work role.

Support may take the form of:

- Providing a mentor in house
- Study leave
- Financial contribution up to the level of the full cost of the activity.

It is important that managers and employees manage expectations about what i-to-i can do with our resources. Additional support may be available upon request.

In some circumstances, some conditions will apply:

- Professional qualifications for employees will only be considered following successful completion of their probation period
- If an employee leaves the organisation within two years of achieving the qualification then they may be expected to repay all or a pro-rata amount of their course fees. The employee will be expected to sign a form to agree to repay any course fees before starting the course.
- If an employee fails an element of a qualification, the Line Manager will decide whether it is possible to continue providing financial support.

Membership of Professional Bodies

i-to-i will consider requests to fund subscription fees for employees or volunteers required to hold membership of professional organisations to carry out their role or to maintain their professional status.

Relevant professional bodies include:

- Institute for Learning
- ILM.

Evaluation of Development Activities

i-to-i considers it important that the benefits of learning and development activities are evaluated to establish the long and short term impact on the individual and organisation's performance.

Evaluation activities will include:

- Completion of evaluation form
- Follow up discussions during line management meetings
- Discussion during appraisals
- Cascading information through team meetings
- Entry in CPD Log, paying particular attention to the impact on Learners.

The effectiveness of CPD activities will be recorded in the organisational Self-Assessment Report.

Review

This policy and procedure will normally be reviewed on an annual basis. The next review is due in August 2024.