



3. Staff Recruitment, Management & Development

Policy Title**Staff Recruitment, Management & Development**

Date Approved

17/12/2018

Effective From

02/01/2019

Monitor

Dean of Academic Affairs / QA Committee

Summary

This policy provides an overview of the policies directly related to the human resources involved in the management and operation of the College's programmes.

Related Policies

**Revision History &
Commencement Date &
Date of Next Review**

Version 1 – 2019

Commencement Date (Version 1): 02/01/2020

Date of Next Review: Following Independent Assessment from Re-engagement process



Purpose

The purpose of this policy is to provide consistency and transparency in how the College recruits, manages and develops its staff. This policy is holistic in its scope, covering staffing issues from prior to appointment through to development of existing staff. The importance of consistency and transparency is to ensure that no individual is discriminated against and that all potential and current staff are fully aware of what the College expects from them in the areas covered by this policy.

Scope

This policy applies to all staff who are involved in the management, administration and delivery of FET and HET programmes of Dorset College and supports staff members' contract(s) of employment and the Dorset College Employee Handbook.

Policy Statement

Dorset College recognises that its staff are intrinsic to ensuring that it delivers a quality education experience for its learners. This is inclusive of its management and administration staff, as well as its lecturers and tutors. Therefore, these policies for recruiting, managing and developing its staff are integral to ensuring that staff are sufficiently qualified, supported and capable to deliver the quality education that it endeavours to provide for its learners.

3.1

Staff Recruitment

Dorset College recognises both the importance of recruiting individuals with the appropriate level of experience, competency and capability, as well as ensuring that there is transparency in its recruitment process.

During a staff recruitment process, the College will:

 Ensure a rationale is provided if the recruitment is for a new position.

If the new position is an academic appointment, this rationale must be approved by the Dean of Academic Affairs and ensure the College has the financial resources to support the appointment of the new position.

If the new position is a non-academic appointment the Managing Director must approve recruitment for the new position and ensure the College has the financial resources to support the appointment of the new position.

 Devise a job description that will be approved by the Senior Management Group and if the recruitment is intended to fill a vacancy in a current position, the job description will be reviewed to assess if it requires updating.



Staff Recruitment

The job description will include:

- Position title as well as essential skills, qualifications, and experience necessary of someone to be eligible to fill the position.
- Desired skills, qualifications, and experience of someone in the position.
- Key roles and responsibilities of the position.
- A summary of the work activities that the position will be expected to perform.
- The duration and terms of employment of the position.

 Ensure that all applicants are treated fairly and without bias or prejudice during the recruitment process.

 Advertise a position both internally and externally to ensure that the best candidate is chosen for the job.

 Use a national recruitment media, typically a recruitment website, when advertising a position externally. The information provided of the position on these recruitment media must be approved by the member of the College management who approved the rationale for the recruitment.

 Screen all applicants for the position based on the stated essential criteria detailed in the job description. Where the number of applications is large, the applicants will also be screened based on the desired criteria.



Staff Recruitment

After the screening process, shortlist a minimum of two candidates for the advertised position.

Ensure that a member of the Senior Management Group will appoint the interview panel for the position being advertised. This will ordinarily be the same member of the College management who approved the rationale for the recruitment of this position. Any interview panel must contain at least two people, which must include the line manager of the new appointee.

Conduct a second-round interview should the position require it. If a second-round is scheduled, some members of the interview panel from the first round may be included.

Inform the interviewee with sufficient notice if they will be required to do a presentation as part of the interview.

Use a criteria-based rating system to score each interviewee, based on previously agreed criteria. These will be linked to the job description.

Ensure that the interview panel will collectively make a decision about which candidate is most suited to the advertised job. This decision should be unanimous. Where it is not, another round of interview will be required, where the interview panel will be comprised of three people. The selection decision after this round of interviews requires a 2:1 majority in favour of an interviewee.



Staff Recruitment

_Check the references provided of the interviewee, who is being considered for the position. A reference check may be by email or phone.

_Notify the successful candidate that they have been offered a job, subject to verification of references. Upon acceptance, all other interviewees will be notified of the outcome of the interview process.

_Provide the successful candidate with pertinent detail of the role that they will occupy with the College.

Staff Recruitment Procedure

	Procedure Stage	Responsibility	Evidence
1.	<p>Rationale for position (if it is a new position): If a position is new to the College, the proposer of the position must provide a rationale for its need. This rationale will then be reviewed by the member of the Senior Management Group who the position will report to (or a deputy in the event that the proposer is the person the position will report to), and the Managing Director. Such a rationale should link to the College's management, operations and/or administration of its academic provision or commercial activities.</p>	<p>Proposer of the position</p> <p>Member of the Senior Management Group</p> <p>Managing Director</p>	<p>Rationale for new position</p>
2.	<p>Job Description: If the position is new to the College, a job description should be prepared to include detail stated in the staff recruitment policy. If it is an existing position within the College, the existing job description should be reviewed to ensure it is current and relevant.</p>	<p>Proposer of the position</p> <p>Member of the Senior Management Group</p> <p>HR Personnel</p>	<p>Job Description</p>




Staff Recruitment Procedure

	Procedure Stage	Responsibility	Evidence
3.	<p>Advertise position: It should be determined by a member of the Senior Management Group and the Managing Director where and how the position should be advertised. When this is determined, the advertisement should be conducted as per the staff recruitment policy.</p>	<p>Member of the Senior Management Group</p> <p>Managing Director</p>	<p>Job Advertisement</p>
4.	<p>Shortlisting and Interviewing: Applicants are shortlisted based on the stated essential (and possibly the recommended) criteria. Those selected for interview are contacted by a member of the Senior Management Group. Interviews are conducted as per the staff recruitment policy.</p>	<p>Member of the Senior Management Group</p> <p>Interview panel</p>	<p>Notification to candidates shortlisted for interview</p>

Staff Recruitment Procedure

	Procedure Stage	Responsibility	Evidence
5.	<p>Second, and subsequent, round of interviews (if necessary): Candidates are notified of details of second, or subsequent, rounds of interviews, should it be determined by the College as necessary.</p>	<p>Interview panel</p> <p>Member of the Senior Management Group</p>	<p>Notification to candidates of second, or subsequent, round of interviews</p>
6.	<p>Selection of successful candidate: The interview panel will determine the successful candidate, as per the criteria outlined in the staff recruitment policy. References are verified and upon the successful candidate accepting the position, other candidates are notified of the outcome of the interview.</p>	<p>Member of the Senior Management Group</p> <p>Interview panel</p>	<p>Notification of job offer</p>
7.	<p>Details of role: The successful candidate will be provided with pertinent detail of their role and their contract of employment.</p>	<p>Member of the Senior Management Group</p>	<p>Contract of Employment</p>



3.2

Staff Management

Dorset College views the appropriate management of its staff as integral to ensuring that the academic, professional and technical standards of staff, as well as the pedagogical standards of our teaching staff, are maintained and enhanced. This requires the College to regularly review the performance of its staff and to support their development. This ensures that staff are aware of what is expected of them, that the College operates as it is intended, and that staff receive the necessary supports. Every member of staff is provided with a contract of employment and an Employee Handbook on or before the commencement of their employment. (See Appendix)

To ensure that the academic, professional and technical standards of staff are maintained and enhanced, the College will:

Review all job descriptions on an annual basis as part of employee appraisals to ensure their continued relevancy and currency. Such reviews will be particularly cognisant of developments within the area of the job. This review will be conducted by the line manager responsible for the person occupying a role .

Encourage staff to join professional bodies that are related or relevant to their job. The College will also pay any associated membership fee for a professional body, where this is previously agreed and there is a demonstrable benefit to the College's activities. Joining a professional body may be done at the request of the employee or suggested by their line manager. Where it is at the request of an employee, it must be approved by their line manager. The Managing Director must also approve it from a financial perspective.

Encourage staff to attend academic conferences where the topic of the conference is of relevance to their job role. The College will also pay for any cost of attending the conference and any associated travel expenses. These should be agreed prior to registration for the conference.



Staff Management

Attending a conference may be done at the request of the employee or suggested by their line manager. Where it is at the request of an employee, it must be approved by their line manager. The Managing Director must also approve it from a financial perspective.

Hold staff training sessions at least twice per year, but more often if necessary, on a topic identified as benefiting a cross-section of staff. These sessions may be conducted by internal staff members or external personnel, depending on whether the College has the requisite expertise internally to conduct the session. These sessions will be scheduled by a member of the College management.

To ensure the pedagogical standards of teaching staff are maintained and enhanced, the College focuses the staff development of its faculty on the topic of Teaching and Learning. The mechanisms it has to achieve this are outlined in the policy on Staff Development.

Nature of Employment

All new staff hired by the College will serve an initial probationary period of 6 months, at the end of which time the performance of the individual will be reviewed by their line manager. Depending on the performance of the individual during this probationary period, the line manager may:

- Allow the probationary period to end and inform the individual of this. The individual will be informed that they have successfully completed their probationary period. In practice, the individual's role will not change.



Staff Management

Appraisal & Staff Development system

- Extend the period of probation for a further 5 months.

- Due process will be followed if the decision is to terminate the employment of the individual due to roles and responsibilities of the job not been met (other terminable offences are outlined in the Code of Conduct policy). This would be an untypical outcome and would only occur after repeated notifications to the employee that their job performance has not met the expected standard.

The tenure of each staff member is clearly stated on their respective job descriptions and contracts. For management and administration staff, the College ordinarily appoints staff member for full-time or part-time permanent contracts. However, should there be a need, the College may appoint a staff member to a fixed term contract for a defined purpose, such as when an individual joins the College's lecturing faculty for the purpose of teaching a programme or module or administrative support at particular times of the year for example Summer examination period. However, this does not negate the legal employment rights that are afforded to staff on fixed-term contracts, which the College fully abides by.

Dorset College is committed to supporting its staff to fulfil their job responsibilities to the best of their abilities through its Appraisal and Staff development system.

The key elements to this system are:

- _ An annual appraisal of all staff by their line manager.

- _ Review the work performance of the staff member in the previous year and set goals for the staff member for the following year.



Staff Management

— To ensure coherence between staff training and development activities and the strategy of the College.

— To ensure the learner voice is considered through review of the learner feedback of staff.

The College commits to the development of its staff and the importance of the concept of staff development. However, it also acknowledges that the resources that it has to commit to staff development are finite. Therefore, the College must review applications for continuous professional development (CPD) and determine which applications merit commitment of resources. The College makes this decision with regard to the following criteria:

— An application for CPD must be made as part of the annual appraisal. This can be requested from the staff member prior to the appraisal meeting, mutually agreed between the staff member and their line manager during the appraisal meeting, or within 5 working days of the appraisal meeting.

— The College's Senior Management Group will assess all CPD applications, and determine outcomes of all applications, within one month of the date of the final appraisal.

— All CPD applications will be assessed under the following criteria:

— Relevancy to the staff member's job role with the College.

— Relevancy to the College strategy including academic strategy.



Staff Management

- Relevancy to the career progression of the member.
- Cost of the requested CPD activity.

_All of the above criteria should be graded between 1-5 (5 being the most positive score).

_The grading will be done by at least 2 members of the senior management team, who will grade each application independently.

_Where the cost of the requested CPD programmes exceeds the previously agreed CPD budget, only those who have scored highest will be approved for funding.

_Where the cost of the requested CPD programmes does not exceed the previously agreed CPD budget, the College will only fund those programmes that receive an average score of at least 12 out of 20.

Staff Code of Conduct

The Staff Code of Conduct at Dorset College is intended to support high-quality education provision which the College espouses to deliver. Furthermore, it facilitates ethical treatment of staff and a harmonious learning environment for learners in a collaborative and positive atmosphere.

Staff Management

1. Integrity

The central pillars of the Staff Code of Conduct are:

_ Staff should act with honesty and integrity in all aspects of their work.

Staff will respect the privacy of colleagues and stakeholders, unless there is a legal or ethical imperative necessitating disclosure to a relevant person and/or authority.

_ Staff must avoid conflicts of interest that could arise between their role with the College and their private interests. Where there may be such a conflict, it is the staff members responsibility to notify their line manager of this.

_ Staff will not accept gifts from external individuals, stakeholders or learners without the consent of their line manager. All gifts received will be accounted for with College Management. Cash gifts are not acceptable in any circumstances.

2. Values And Relationships

_ Staff will be fair, reasonable and honest in their interactions with peers, learners, management, and stakeholders.

_ Staff will be committed to equality and inclusion and respect the diversity of peers, learners, management, and stakeholders.

Staff Management

3. Conduct

_ Staff will uphold the reputation of the College and not bring its name into disrepute.

_ Staff will act in a manner that helps ensure the health and safety of peers, learners, management, and stakeholders.

_ Staff will not intentionally act or behave in a manner that infringes upon legislation or regulations that govern their job role.

_ Staff will report any incident they witness where the welfare of a peer, learner, management or stakeholder is put at risk.

_ Staff will be professional, courteous and respectful in all communications with peers, learners, management and stakeholders.

_ Staff will not intentionally have in their position material, in any format, that is inappropriate or offensive to others.

_ Staff will not present to work in a manner that impedes their ability to perform their role as expected.



Staff Management

4. Practice

_ Staff will respect the confidentiality of information that they may receive during the course of their duties with the College.

_ Staff are encouraged to be open and transparent in sharing their opinions of the management, operations and governance of the College. Such opinions shall be discussed in a collegial, respectful and professional manner, and can be made by the staff member without fear of reprisal.

_ Staff will fulfil the duties assigned to them to their best of their ability.

_ Staff will communicate to the relevant person in a timely manner if their availability for a scheduled task/duty/event has changed.

_ Staff will work in a collaborative and collegial manner, when required, to effectively meet the goals of the College.

_ Staff will support the College, in as much as is reasonable, in improving and enhancing its education provision.

_ Staff will act in the best interest of the College.



Staff Management

Where an aspect(s) of this Code of Conduct is not fulfilled, the staff member may avail of the grievance procedure or be sanctioned under the College's disciplinary process. The College's grievance and disciplinary process is designed to protect the interests of both the College and its staff, learners, and stakeholders.


 A disciplinary process will ensure that a staff member is treated fairly and without prejudice.

 A staff member has an assumption of innocence until definitively proven otherwise.

 A staff member will be given full opportunity to provide their version of events, with any extenuating circumstances taken into account.

Where misconduct has been identified from a staff member, but is deemed minor, a staff member may be reprimanded, but the nature of this reprimand will be informal and done verbally by their line manager.

Where misconduct has been identified in relation to a staff member, and is deemed to major, a staff member will be reprimanded through the disciplinary process outlined below. Ordinarily, staff will progress through the stages of the disciplinary process in order unless there is justifiable reason to skip a stage(s).



Grievance Procedure (informal)

Informal Grievance

Where an employee believes any part of their Contract of Employment and/or Employee Handbook or the central pillars of The Code of Conduct have been breached in any way they are entitled to avail of the Grievance Procedure. The Grievance Procedure ensures their interests as well as the College's interests and those of the other staff, learners and stakeholders are protected and respected.

The College deploys both an informal and a formal Grievance Procedure to ensure staff can raise a grievance as regards any conduct, decision or action taken by the College or any person thereto to which they believe is unfair or deem to be unfairly applied.

_ Staff are encouraged to approach their line manager in the first instance to arrange a meeting to discuss and attempt to resolve any issues in a timely manner.


_ Should the grievance be with the member of staff's line manager they are entitled to make an informal complaint to any member of the Senior Management Group in an attempt to resolve any issues in a timely manner.

_ Should a member of staff be dissatisfied with the process or outcome of the informal grievance procedure they may proceed to the formal grievance procedure.

_ Should a member of staff not wish to avail of the grievance procedure they can proceed straight to the formal grievance procedure.


Grievance Procedure (formal)

	Procedure Stage	Responsibility	Evidence
1.	<p>Formal Notification : At the first stage of this process a member of staff will be required to set their formal complaint out in writing to their line manager unless their grievance is with their line manager whereupon they are entitled to make a formal grievance to any member of the Senior Management Group.</p>	Line Manager/Senior Manager	Record of Written Grievance on file
2.	<p>Meeting: The member of staff will be invited to a meeting where the issue will be discussed and a reasonable timeframe set out for resolution. The staff member is entitled to be accompanied by a colleague at this meeting. This meeting shall be minuted.</p>	Line Manager/Senior Manager	Record of Meeting and Outcomes



Grievance Procedure (formal)

	Procedure Stage	Responsibility	Evidence
3.	<p>Investigation: The staff member's line manager or Senior Management Group member (as appropriate) will investigate the grievance as appropriate; for example calling a meeting with any other relevant party (to which they are entitled to have a colleague accompany them and this meeting shall also be minuted) and will gather any relevant information and/or documentation.</p>	Line Manager/Senior Management Group member	Record of Investigation
4.	<p>Outcome: The member of staff will be invited to a meeting where they will be issued with an outcome. The staff member is entitled to be accompanied by a colleague at this meeting. This meeting shall be minuted. The member of staff is entitled to appeal this outcome to the Managing Director and should they be dissatisfied with this decision the member of staff may then choose to seek recourse through external bodies.</p>	Line Manager/Senior Management Group member	Record of Meeting and Outcomes



Disciplinary Process

	Procedure Stage	Responsibility	Evidence
1.	<p>Verbal Warning: At the first stage of this process a verbal warning will be issued. A record of this verbal warning will be kept on the employee's personnel file for a twelve-month period and will be disregarded after this period, if no further stages of the disciplinary process have been issued against the staff member.</p>	Senior Manager	Record of Verbal Warning on staff file
2.	<p>First Written Warning: Failure to improve on the previously issued verbal warning within the agreed period outlined at the verbal warning stage, or an additional failure of a staff member to fulfil their duties as set out in their job description, or a staff member found in breach of the stated staff code of conduct, will result in a first written warning being issued.</p>	Senior Manager	Record of First Written Warning on staff file

Disciplinary Process

Procedure Stage	Responsibility	Evidence
<p>A record of this written warning will be kept on the employee's personnel file for a twelve-month period and will be disregarded after this period, if no further stages of the disciplinary process have been issued against the staff member.</p> <p>Additionally, the issuing of a first written warning will also result in the record of the verbal warning being retained for the duration of the note of the first written warning being retained on the employee's personnel file.</p>		
<p>3. Final Written Warning: If the staff member fails to rectify the issues that lead to either the verbal warning or first written warning, or if there is an additional failure to fulfil their duties as set out in their job description, or the staff member found in breach of the stated staff code of conduct, will result in a final written warning being issued.</p>	<p>Senior Manager</p>	<p>First Written Warning</p>

Disciplinary Process

	Procedure Stage	Responsibility	Evidence
	<p>A record of this written warning will be kept on the employee's personnel file for a twelve-month period and will be disregarded after this period, if no further stages of the disciplinary process have been issued against the staff member.</p> <p>Additionally, the issuing of a final written warning will also result in the record of the verbal warning and first written warning being retained for the duration of the note of the final written warning being retained on the employee's file.</p>		
4.	<p>Suspension: If a staff member fails to improve on any of the previous warnings or if an additional failure to fulfil their duties as set out in their job description, or the staff member found in breach of the stated staff code of conduct, the staff member will be suspended. It is at the discretion of the College whether this suspension is with or without pay. The duration of the suspension will normally be for a period of 1-2 weeks.</p>	Senior Manager	Notification of Suspension

Disciplinary Process

Procedure Stage	Responsibility	Evidence
<p>A record of the suspension will be kept on the employee's personnel file for a twelve-month period and will be disregarded after this period, if no further stages of the disciplinary process have been issued against the staff member.</p> <p>Additionally, the issuing of a suspension will also result in the record of the verbal warning, first written warning and final written warning being retained for the duration of the note of the suspension on the employee's personnel file.</p>		
<p>5. Dismissal: Failure to improve on any of the previous warnings or suspension, or a further failure to fulfil their duties as set out in their job description, or the staff member found in breach of the stated staff code of conduct, the staff member will be dismissed by the College.</p>	<p>Managing Director</p>	<p>Notification of Dismissal</p>


Disciplinary Process

	Procedure Stage	Responsibility	Evidence
	<p>If a decision is taken to dismiss, the staff member will be provided with written notification as to the reason of the dismissal. This letter will include details of the staff members right to appeal the dismissal.</p>		
6.	<p>Appeal (if applicable): Should a staff member feel that they have been unfairly disciplined by the College, they have the right to appeal the discipline decision that they are not in agreement with.</p> <p>Any appeal should ordinarily be made to the staff member's line manager, or alternatively to another member of the College's Senior Management Group should the original decision-maker be their line manager, within 5 working days of the issuance of the disciplinary action.</p> <p>Any appeal should state the grounds on which the appeal is being made and exclude all previously involved decision makers.</p>	<p>Staff Member</p> <p>Senior Manager</p>	<p>Appeal application with supporting reasons</p>



Disciplinary Process

Procedure Stage	Responsibility	Evidence
<p>Should there be grounds for an appeal, the College will arrange for an appeal hearing to be facilitated. This hearing will be attended by two members of the College's Senior Management Group, the appellant and a person invited at the discretion of the appellant. The hearing will note the argument by the appellant and will consider the documented reasons for the disciplinary action.</p> <p>The notes for the hearing will then be considered by a meeting of the College's senior management, which must consist of at least 3 members. They will determine a decision that must be agreed by at least a 2:1 ratio. The possible outcomes that they can determine are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Uphold the original disciplinary decision. <input type="checkbox"/> Overturn the original disciplinary decision. <input type="checkbox"/> Amend the original disciplinary decision. 		



Disciplinary Process

Procedure Stage	Responsibility	Evidence
<p>If the decision taken is to uphold the original decision, the appellant will be notified of this in writing and informed of the reasons for upholding the decision.</p>		
<p>If the decision is to overturn the original decision, the appellant will be notified of this in writing and informed as to the reasons for this decision. Any note of the disciplinary action will also be removed from the staff member's file. Should the overturned disciplinary decision have been the dismissal, the staff member will be offered their original job back. Should they decline this, the staff member and the College will agree a compensatory outcome.</p>		
<p>If the decision is to amend the original disciplinary decision, the appellant will be notified of this in writing and informed of the reasons for this decision.</p>		



Disciplinary Process

Procedure Stage

Responsibility

Evidence

The options for amendment available to the College are:

 a different disciplinary action at a higher or lower stage of the disciplinary procedure.

 an informal rather than formal disciplinary action taken.

As stated, ordinarily a staff member will move sequentially through the disciplinary process outlined above. However, there may be instances that warrant a stage(s) to be skipped. This will typically be in the event of the staff member committing an act that could be defined as gross misconduct. Gross misconduct is anything that:

 can be defined as a serious dereliction of duty.

 causes intentional harm to someone else.

 intentionally brings the College's name and/or reputation into disrepute.

 causes intentional damage to the College's facilities.

 deliberately misrepresents the reality of the College's operations.

3.3

Staff Development

The College offers opportunities for staff development primarily through its Appraisal and Staff Development system outlined in the Staff Management policy. This policy also outlines the process and criteria that staff members should follow when they wish to avail of the College's assistance in their Staff Development. The College is committed to the goals established by the National Forum for the Enhancement of Teaching and Learning and the National Professional Development Framework and is currently undertaking staff surveys around formal, non-formal and informal professional development opportunities to further enhance professional development in Dorset College.

To complement its Appraisal and Staff Development system, the College also has its own goals for its staff development initiatives. These are:

- _to improve the learner experience.
- _to support the pedagogical approaches used by its teaching faculty.
- _to support the use of new technology in its teaching and learning methodology.
- _to support innovation in teaching methods.
- _to improve the efficiency of its management and administration functions.
- _to support research activity that contributes to the teaching and learning activities in the College.

For new members of staff the college commits to:

- _assigning that staff member with a mentor to assist them.
- _review their performance within 1 month of the staff member commencing work with the College to provide feedback to the staff member on their performance to date.
- _expediate and prioritise CPD funding and training for such staff members. Such applications will be considered outside the structure outlined in the Appraisal and Staff Development system.



3.4

Review of Staff Recruitment, Management & Development Policies and Procedures

The College will review these Staff Recruitment, Management & Development policies and procedures on an annual basis. The following individual(s) will be involved in this review:

[Director of Sales & Marketing](#)

[Managing Director](#)

[Dean of Academic Affairs](#)

[HR Personnel](#)

[1 Lecturer](#)

[1 Learner](#)