

	New Links Training Solutions	Policy Document
	<b>Section 4A- Staff Recruitment &amp; Development</b>	<b>Version 2 – January 2019</b>

### **Policy statement**

in compliance with the Qualifications and Quality Assurance (Education and Training) Act 2012 the following policy document outlines our approach to staff recruitment and development. We aim to recruit and select our staff and subcontractors that we need to achieve our strategic goals and who also demonstrate the skills and attributes that are consistent with our philosophy and culture. Recruitment and selection of staff and subcontractors will comply with all legal requirements, and with relevant equal opportunity legislation, affirmative action and human resource management principles, policies and guidelines adopted by New Links Training solutions. This policy applies to all continuing and fixed term - full and part-time appointments and subcontracting trainers.

### **Key Principles**

The following key principles inform our decision making in relation to recruitment and selection of staff at New links Training Solutions.

- Recruitment and selection will be guided by requirements of relevant legislation and our equality and diversity policy.
- All appointments will be made on the basis of the careful and consistent application of the principle of merit and adherence to our stated guidelines.
- Appointments will be made in open competition from the widest field of applicants both by internal and external advertising.
- Recruitment and selection processes will be conducted on the basis of fair and equitable treatment of all applicants.
- Accountability will be achieved by recruitment and selection processes and associated documentation being open and subject to appropriate scrutiny and review, having regard to the confidentiality of the applicants.
- All processes will be conducted so as to guard the confidentiality of applicants and preserve the integrity of the process.
- Recruitment and selection processes will be consistent, transparent, professional and timely.
- We aim to have continuous improvement in recruitment and selection policy and procedures.
- Decision-making will be the responsibility of the Manager.

### **Selecting on Merit**

- The appointment must be based on merit assessed in relation to the selection criteria and position description. Applicants must meet all essential criteria in the position description to be eligible for appointment.
- Where equal merit occurs between an external and internal applicant, preference will be given to the internal applicant.

### **Ensuring fairness and accountability**

- Selection and recruitment policy, guidelines and associated documentation will be available to all employees and applicants.
- Accountability for selection and recruitment sits with the Chair of the selection panel.

**The following procedural templates may be used as required during the recruitment process:**

\*NLTS P006 – Conducting interviews (and associated process)

\*NLTS P007 – Tutor Qualifications verification  
NLTS 008 – Confirmation of Employment  
Competency-based interview instructions candidates  
\*NLTS 0051 – Reference Request form  
\*Tutor declaration (documentation)  
NLTS 059 – Telephone screening (pre-interview)  
NLTS 0073 – Recruitment planning template  
NLTS 0075 – recruitment checklist  
\*4B,4C,4D Interview templates (3)  
\*NLTS JD002 - Job descriptions  
\*NLTS 0082 – compliance letter new tutors  
NLTS 0063 Competency Interview Tutor  
\*Tutor contract  
Staff Appraisal Form  
\*NLTS P009 – Tutor/staff induction  
\*NLTS PPT – Staff Induction  
NLTS P010 – Continual Development of staff  
\*GDPR Guidelines for Tutors

\*Indicates a mandatory form/procedure

### **Staff development**

This policy statement relates to the training and development of all staff employed by New Links Training Solutions.

New Links Training Solutions is committed to the development of each individual's potential and career in terms of knowledge, skills, personal abilities, competencies and understanding to support our strategic mission and priorities. This embraces a wide range of learning experiences, both in the workplace and outside. We believe that this should be a continuing process which can help individuals to:

- Extend their range of performance
- Identify and develop their potential
- Respond positively to change, uncertainty and conflict
- Increase their job satisfaction
- Improve their self-confidence, motivation, and initiative.

Staff development may take place on-job or off-job. On-job development includes learning through the experience of doing the job; reflecting on that experience; discussing it with a manager, mentor, coach, colleagues; receiving feedback on performance; reviewing and evaluating performance. Off-job development can include participation in courses or conferences, briefings, undertaking a qualification or shadowing. Ongoing continuous staff (professional) development thus helps us to create high-performing, skilled and effective staff.

Each staff member has a responsibility to keep themselves informed about developments in their own field or area of work. They should give thought to their own training and development needs and career aspirations and be prepared to devote time and energy to meet those needs. New Links Training Solutions have a responsibility to ensure that mechanisms are in place to facilitate the continuing professional development of all staff.