PCI College
Established 1991

Staff Recruitment, Management & Development Procedure

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1. REVISION HISTORY AND APPROVAL

Revision	Nature of change	Approval	Date
1.0	First Issue	JL	27/07/21
1.1	QQI Review: Section 7 added	AC	30/6/2025

2. INTRODUCTION

2.1. There are clear and transparent recruitment procedures in place across all categories of employment within PCI College.

2.2. The Contracts and Venues Manager manages the recruitment process from application to contract stages.

3. RECRUITMENT PROCEDURE

3.1. Heads of Department are responsible for ensuring staff roles and responsibilities are developed in line with industry standards, educational standards, professional body standards and meet the needs of the College and that these are stated clearly within recruitment advertisements.

3.2. Advertisements for new staff and Associate Lecturers are placed through the Marketing Department.

3.3. Heads of Department annually review the criteria for required advertised roles to ensure that the above mentioned standards are up to date and applicable. These are provided to the Venue and Contracts Manager.

3.4. Criteria for lecturer recruitment is guided by the relevant accrediting and validating bodies requirements and will include:

3.4.1. Relevant academic qualification
3.4.2. Relevant professional membership
3.4.3. Relevant teaching qualification
3.4.4. Required teaching experience
3.4.5. Required professional experience
3.4.6. Core staff criteria

3.5. Lecturing staff profiles are benchmarked against other providers through the application of the accrediting body minimium standards for core staff and lecturer recruitment.

3.6. Heads of Department annually review staff and Associate Lecturer contracts to ensure they are fair, transparent, up to date and in line with all above mentioned standards. Updates are communicated to the Venue and Contracts Manager and approved by the College Director.

3.7. Following a recruitment advertisement, CVs are received through a dedicated recruitment email address and are evaluated by the Venue and Contracts Manager against the criteria provided by the Head of Department.

3.8. Suitable candidates are added to an interview schedule.

3.9. The Venue and Contracts Manager liaises with the Head of Department, or their delegates to arrange the interview panel and schedule interview dates.

3.10. Candidates are invited to interview as per the schedule.

3.11. Lecturing recruitment requires a presentation during interview.

3.12. Applicants are assessed against the specificed role criteria and their presentation. In some cases, applicants may be requested to attend a second interview including the Head of Counselling and Psychotherapy or the College Director.

3.13. The Venue and Contracts Manager informs applicants of recruitment outcomes.

3.14. Successful candidates will be provided with a contract, role description and start date by the Venue and Contracts Manager. The contract provided will clearly outline the duties involved in the role, code of conduct, salary/rate of pay, the contract type and duration.

3.15. Unsuccessful candidates will receive feedback as to why they were not successful and may receive feedback on their performance at all stages of the recruitment process.

3.16. The relevant Head of Department will take responsibility for inducting the new team member.

4. STAFF MANAGEMENT

4.1. Heads of department inducts all new team members to the college
4.2. Head of Department oversee training and probation periods for all new staff and Associate Lecturers.
4.3. New team members receive live training and have access to written policies and procedures, shadowing opportuities, and department specific handbooks, for example Lecturer's Handbook.
4.4. All College departments contribute to the induction process.
4.5. An appraisal process is applicable to all staff which facilitates a two way review, facilitating feedback and review from the staff member and their manager. This is initated 6 months into the new position and occurs bi-annually thereafter.
4.6. Requests for support, further training and general feedback is actioned by the staff member's manager following the appraisal process.
4.7. The college operates an open door policy encouraging all staff members to come forward with feedback/requests at any stage during their employment.
4.8. Regular All Lecturer Meetings, programme reviews and support procedures provide opportunities for Associate Lecturers to provide feedback to the College and receive updates in relation to their programme.
4.9. Associate Lecturers and lecturing staff are appraised on an ongoing basis via feedback from learners, through the peer observation process and through regular engagement with their lecturing team (Student Development and Progression Officers, Academic Team Leaders, Year Heads, Programme Leaders, Clinical Managers).
4.10. Annually, the Venue and Contracts Manager requests updates from the Lecturing Team in relation to their professional accreditation status and external training/qualifications to ensure that professional and pedegogical standards are maintained and that teaching offers are matched appropriately.
4.11. Formal credentials of all staff and contractors will be collated and maintained by the Contracts and Venues Manager.
4.12. Performance related issues are addressed by the relevant Head of Department/Line Manager.

5. STAFF DEVELOPMENT

5.1. A budget for staff development is allocated by the College Director at the beginning of each fiscal year and approved by the Board of Directors. This is informed by communication from manager's regarding training needs in each department.
5.2. The staff development plan is reviewed and updated annually by the Academic Directors and the College Director.
5.3. Where gaps in training/education are observed, PCI College will support all staff to upskill in their area of speciality/need within the budgetry parameters.
5.4. Training needs related to academic development is collated by the Head of Counselling and Psychotherapy through:
  5.4.1. The Appraisal Process
  5.4.2. All Lecturer's Meetings
  5.4.3. Faculty Meetings
  5.4.4. Counselling and Psychotherapy Meetings
  5.4.5. Individual Requests
  5.4.6. Reviewing professional and accrediting body standards and requirements
  5.4.7. Reviewing the employment sector in conjunction with Marketing and the recruitment process

5.5. Training needs related to the administrative department is collated by the College Director through:
- 5.5.1. The Appraisal Process
- 5.5.2. Annual Staff Meeting
- 5.5.3. Heads of Department Meetings
- 5.5.4. Individual Requests
- 5.5.5. Reviewing the employment sector in conjunction with Marketing and the recruitment process

5.6. Staff availing of training outside of the staff development plan that is relevant to their role may request support from the College by submitting a request to the College Director. Further information on this is available within Section 1 of the Staff Handbook.

6. STANDARD STAFF TRAINING

6.1. New staff are provided with a copy of the staff handbook as well as an online training session on a number of internal and external policies and procedures they are required to review and state the understand before taking up employment with PCI College.

6.2. See below documents staff are required to have reviewed in advance of taking on a role in PCI College:
- 6.2.1. Staff Handbook
- 6.2.2. Full suite of PCI College Cyber security policies
- 6.2.3. PCI College Policy and Procedure on Data Collection, Information & Management
- 6.2.4. Artificial Intelligence (AI) Use for Staff and Lecturers Guidelines
- 6.2.5. Support for Learners Policy and Procedure
- 6.2.6. Ethical Guidelines for Assessors Policy and Procedure

6.3. The location of each of the above documents as well as how to access them will be outlined in an online PowerPoint induction training presentation each new staff member will be required to review within their first week with PCI College

7. ONLINE DELIVERY STAFF DEVELOPMENT

7.1. Once the decision has been made to develop a fully online course the Senior Academic team are tasked with making a determination on the resources available within the team to design and develop such a programme of study.
- 7.1.1. Where a staff member is identified who is viewed as having sufficient expertise to design and develop such a programme they will work take a place on the Steering Committee allocated the task of driving the development of such a programme.
- 7.1.2. If no staff member is identified an External Expert will be recruited who has experience in the design of such programmes.
  - 7.1.2.1. This role may be publicly advertised or PCI College may seek to engage consultant with experience in the design or courses with online delivery components.
- 7.1.3. Once the staff member or External Expert has been recruited, the Steering Committee will attend to the procedures outlined in the Development of Blended and Online Programmes to address programme requirements and essential components that must be taken into consideration at the course design and development phase. These requirements will be considered and incorporated into the development of the new course of study.

7.2. Once any course has been developed within a blended or fully online delivery method, a staff training plan is developed by the Programme Leader to ensure each of the lecturers who will be required to deliver these modules is properly trained in how to facilitate modules using this delivery method.

7.3. An existing staff member who has significant experience in the delivery of online teaching or an external expert will be identified by the Academic department to facilitate this training.

7.4. Dates for the training will be set by the Associate Academic Director and communicated to all stakeholders, attendance will be mandatory for all those who wish to teach these modules on the new course of delivery to ensure they are properly equipped to deliver these modules to the required standard.

7.5. The Head of Operations will work with the faculty team to understand the specifics of the online module and the likely issues it may create for learners.

7.5.1. Training will be organised for all administrative staff to ensure they can assist learners who may have experience issues while completing their learning.

7.5.2. These training sessions will be recorded and act as a resource that administrative staff can refer back to if they are unsure of how to resolve a learners issue.

8. LECTURER SUPPORT AND DEVELOPMENT

8.1. Each lecturer is supported in their initial orientation to ensure they have a clear understanding and expectation of the individual assessments, lesson plan and quality assurance methods used by the college to assure the learner has a positive experience on their course of study.

8.1.1. All newly recruited lecturers and those completing a module they have not taught before are provided with a training session from the module leader or programme leader in the assessments used for the module and how they link in with the modules overall lesson plan.

8.1.2. New lecturers are also provided with an overview of the quality assurance methods the College implements to ensure that learners have a consistent level of experience on their programme of study.

8.1.2.1. The Moderation process as outlined in the (Assessment of learners' procedure section 10) is explained to all new lecturers as a way for PCI College to ensure learners work meets the expected standard.

8.1.2.2. Similarly, the Administrative Quality Assurance Procedure is presented to new lecturers, so they are aware of the mechanisms used to review learner feedback to assure its quality see section 3 and to alert to programme leader to unusual grading trends section 4.

8.2. PCI College facilitates two online Continuous professional development sessions each academic year that all college lecturers are invited to attend.

8.2.1. These sessions are held online using MS Teams to allow as many staff as possible to attend regardless of geographic location.

8.2.2. The senior academic team identify the topics for these sessions based on emergent areas of best practice, analysis of learner feedback or where upskilling and development within a particular area has been listed as a strategic goal.

8.3. Peer support groups are also facilitated for each module and within lecturing teams on smaller programmes of study to allow the sharing of best teaching practices among the lecturing team.

8.3.1. The module leader or relevant programme leader will set up an MS Team and add in all relevant lecturers to allow for a space to discuss their experience in delivering specific modules.

8.3.2. These peer support teams promote collaboration and help new lecturers gain confidence and lecturing skills through sharing insights from those who have previously taught the module.

8.4. PCI College accrediting body for the BSc Programme of study the Irish Association of Counsellors and Psychotherapists of which most lecturers are acting members also offers professional development training.
8.5. The colleges validating bodies Middlesex University and QQI also offer training opportunities through virtual and in person training events. These training events are invaluable in providing the chance to gain insight into common topical areas within higher education such as addressing issues of academic misconduct to improving curriculum development to be more inclusive.

9. STAFF COMMUNICATION

9.1. The primary mode of communication within PCI College is via the PCI College designated email address.
9.2. The meeting structures outlined within the Governance documents illustrate the communication processes within PCI College, including the purpose/terms of reference for each meeting and how they are managed. These include:
9.2.1. CCS Training Board Meetings
9.2.2. PCI College Board Meetings
9.2.3. Finance Meetings
9.2.4. Senior Management Meetings
9.2.5. Heads of Department Meetings
9.2.6. Academic Council Meetings
9.2.7. Research and Ethics Committee Meetings
9.2.8. Programme and Module Review Meetings
9.2.9. All Lecturer's Meetings
9.2.10. Staff/Learner Meetings
9.2.11. Operational Departmental Meetings
9.2.12. Staff Meetings
9.2.13. Training Events
9.3. Informal communication within PCI College is accessed via Teams Chat and via the College's open door policy.
9.4. External communication with validating and accrediting bodies is managed by the Institutional Link Tutor.

10. LINKED POLICIES AND PROCEDURES

Institutional Governance and Board of Directors Overview
Institutional Link Tutor Specification
Staff Recruitment, Management and Development Policy
Teaching and Learning Strategy