



Quality Assurance System

PL07 - Policy on Staffing

Rev 1.0

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	1.0	New Document

Staffing

1.1 Policy

All full-time staff working with LASNTG are employees of the host Local Authority and are recruited and managed in line with the policies of that Local Authority who also provide staff with opportunities for professional development.

1.2 Induction

1.2.1 Staff

All staff are inducted into their role in line with the nationally agreed policies of the Local Government Management Agency (LGMA) with each Local Authority having a documented staff induction process. If a person transfers from one department to another within a Local Authority, the person transferring is treated like a new start. If a member of Local Authority staff takes up a role in the LASNTG Office or the RTCs they are inducted into their new role by their line manager. This induction includes a briefing on their role in implementing the QAS and may include training in implementation if required.

All Trainers are inducted by the RTC Manager. Induction for Trainers addresses requirements in relation to the LASNTG QA System, paperwork, health & safety, structure, standard operating procedures and training policy

1.3 Staff Development

Each Local Authority is required to develop its staff, and skills and professional development is driven by local needs and staff are encouraged to participate in skills training and development. Staff training needs are identified, and staff skills development training is arranged by the RTC Manager for their staff and by the Secretary for LASNTG Office staff. The Secretary retains records of staff participation in training in relation to LASNTG specific needs. All staff development activities are evaluated and recorded by the RTC Manager in the case of RTC staff and by the Secretary in the case of the LASNTG Office staff. The LASNTG QAS is included in the Team Development Plan as part of the PMDS process. Staff PDP's are linked to the Team Development Plan. The RTC Manager and Secretary discuss each individual staff members PDP on a one-to-one basis in accordance with its host authority's policies and procedures e.g. the start of the year, mid-year review and at year end

Staff development activities include:

- Membership of relevant professional bodies
- Formal and informal meetings to discuss personal development plans and feedback on completed training and development events.
- Organisation of internal training events e.g. Internal Verification workshop
- Staff attending external development training, conferences, workshops and seminars etc.
- Attendance at awarding/regulatory body consultations/briefings

1.4 Recruitment of Contracted Trainers

Trainers are contracted through a formal tendering process undertaken every three years.

1.5 LASNTG Tender Process

Tipperary County Council, acting on behalf of the host Local Authorities, nominates LASNTG to invite tenders from qualified Training Providers for the provision of bespoke training Programmes. This process is implemented by the issuing of an invitation to Tender for Participation in a Framework for Trainers for a 3-year period on the eTenders website (www.etenders.gov.ie). The purpose of the tender is to establish a framework of qualified Trainers from which the RTCs can draw to deliver Programmes as needed. The specification for each Programme is included in the RFT. The contracted Trainer must provide the consumable materials as set out in the Programme specification and may be required to provide some or all the equipment for certain Programmes. Detailed requirements, format of response and evaluation criteria are set out in detail in the RFT. Training Providers appointed to the framework provide the training under the supervision of the RTC Managers.

1.5.1 Tender Evaluation Process

Tender submissions are evaluated in a confidential, fair and equitable process by the relevant Training Group Technical Sub-Committee and based on the procedures set out in the tender document.

Three-phase tender evaluation process:

1. The first phase determines whether the tenderer meets the preliminary eligibility criteria. Only tenders meeting these criteria go forward to the second phase of the evaluation.
2. The second phase involves an assessment of the nominated Training Providers, including Trainers, to meet LASNTG requirements
3. The third phase is the formation of approved panel of Training Providers and Trainers for each specific Programme

During the evaluation, the Technical Sub-Committee may seek clarifications in writing from tenderers. This may include testimonials in support of particular aspects of a tender. Deadlines are imposed for the receipt of such clarifications and failure to meet these deadlines may result in the disqualification of the tenderer or loss of marks. Responses to requests for clarification shall not materially change any of the elements of the proposals submitted. The Technical Sub-Committee may, at its discretion, request meetings with individual tenderers as part of the evaluation for the purposes of clarifying any aspect of the tenderer's proposal. The Technical Sub-Committee reserves the right to make any enquiries it deems necessary to corroborate any claims made in the tender submission. Trainers must be approved for the delivery of specific Programmes prior to delivering those Programmes. All stages are carried out in accordance with the host Local Authority's, and national, policies and procedures.

1.5.2 Approval of Additional Trainers Supplementary Process

Training Providers approved through the tender framework may propose additional Trainers through the following process;

- The Training Provider gives the RTC Manager a minimum of ten working days' notice in writing of their intention to add a Trainer

- The Training Provider submits evidence of all relevant qualifications, skills and experience of the proposed Trainer relevant to the Programme, as detailed in the Programme specification
- After consultation with the Programme Coordinator, the RTC Manager notifies the Training Provider of his/her decision in writing regarding the proposed additional/replacement Trainer within ten working days of receiving the relevant information, including any clarifications of details provided during the process. A Trainer cannot be proposed in response to a mini competition until they have been accepted via this process. If a Training Provider uses an unapproved Trainer, the RTC Manager may, on the advice of the Programme Coordinator, fully or partially suspend that Training Provider until such time as they satisfy the Programme Coordinator, they will desist from using unapproved Trainers

1.6 Quality Assuring Trainer Performance

The Programme Coordinator, in consultation with the RTC managers, monitors the quality of Trainer performance on an ongoing basis using data from the following sources;

- Reports from RTC Managers
- Trainer monitoring reports
- Complaints/appeals from Learners
- Feedback from Trainers themselves
- Feedback from employers
- Learner feedback – formal and informal, completed questionnaires and anecdotal
- External Authentication and Interval Verification Reports
- Assessment results data

Where issues arise that are seen as adversely affecting, or potentially adversely affecting, the quality of Programmes, the RTC Manager, having consulted with the Programme Coordinator, notifies the Training Provider of the issues immediately. Such notification may, where the Programme Coordinator deems the severity of the issue warrants it, include an immediate full or partial suspension of the Training Provider from the framework by LASNTG.

1.7 Quality of Training Delivery

Where a Training Provider performance is unsatisfactory, the following remedies will apply:

- The Training Provider refunds an amount commensurate to the degree of underperformance as determined by the Centre Manager but in any case, not to exceed 100% of the Programme charges or
- The Training Provider reimburses all costs associated with acquiring the required training from an alternative service provider or
- The Training Provider provides the required training at no charge if the RTC Manager is satisfied that the Provider can now provide the required training to a satisfactory level of quality

1.8 Trainer Monitoring Process

The performance of Trainers is monitored at least once over 3 years as part of the evaluation processes. Following unannounced monitoring visits undertaken by Training Monitor, who is a subject matter expert and is qualified for the role, the Training Monitor completes a Trainer Monitoring Report which is made available to the RTC Manager and is reviewed by the Programme Coordinator, who reports on the monitoring to the MEC on a quarterly basis.

The purpose of the monitoring is to: -

- Assess if Trainers are performing to the required standard
- Check the suitability of the training venues
- Check that Trainers are delivering training according to the Programme Specification
- Note examples of good/best practice
- Get feedback from Trainers
- Provide formative feedback to Trainers on their performance

Process

- A panel of Trainer Monitors, who are subject matter experts, are appointed by LASNTG, on the recommendation of the Secretary
- The Monitors are trained and briefed by the Programme Coordinator
- Monitoring visits are assigned by the Programme Coordinator
- The Monitor undertakes the monitoring visit having agreed a suitable date and duration for the monitoring visit with the RTC Manager
- At the end of the visit, the Monitor and Trainer discuss the provisional outcomes and the Trainer/s gives feedback to the Monitor and vice versa.
- The Monitor completes the Trainer Monitoring Report within a week and submits it by email to the RTC Manager
- The RTC Manager reviews the Trainer Monitoring Report and forwards a copy to the Training Provider
- If issues of concern have arisen these are highlighted on the Trainer Monitoring Report by the RTC Manager for the attention of the Training Provider and the Training Provider is asked to complete and submit a Corrective Action Plan to address the concerns.
- The RTC Manager monitors the implementation of the corrective action plan
- The Secretary presents an analysis of Trainer Monitoring Reports and Corrective Action Plans to the MEC at their quarterly meetings.

1.9 Dealing with Issues of Poor Performance

A non-conformance occurs when standards of training and/or Trainer performance fail to meet LASNTG quality standards and an issue occurs which needs to be addressed and resolved. Non-conformances are identified through Learner or client feedback or complaints, staff observation, internal monitoring, external quality audits, external authentication, or any other monitoring activities. Non-conformances are addressed with corrective actions. The RTC Manager records details of incident on a Non-Conformance Report (NCR) and issues the NCR to the Training Provider.

Examples of issues which may trigger the issue of an NCR are; poor Trainer attendance/timekeeping, Trainer rapport with Learners, Trainer communications with LASNTG, use of a Trainer not approved by LASNTG, quality of learning materials, failure to fully induct Learners.

1.10 What a Trainer must do when they receive an NCR

- Contact the RTC Manager, who issued the NCR, immediately to discuss the issue.
- Investigate the incident – how did it happen, why did it happen, could it happen again?
- Respond using the LASNTG Corrective Action Plan Template setting out a detailed corrective action plan outlining details of the issue which triggered the NCR, documenting the action to be taken to resolve the issue and the steps taken to prevent the issue from recurring.
- Implement the plan
- Monitor the implementation of the plan to ensure that the issue has been satisfactorily resolved.
- After an appropriate period of time, assess whether the actions taken were successful in preventing recurrence.
- Document the evidence to support the actions.
- If satisfied the issue is not recurring close the issue.

1.10.1 On Receipt of the Corrective Action Plan;

The RTC Manager reviews the Corrective Action Plan and countersigns it if they are satisfied that the issue has been/is being resolved and monitors the implementation of corrective action

1.11 Supports for Trainers

- Each Trainer is supplied with a Trainer Handbook which is designed, in consultation with Trainers, as a reference guide. The Handbook is compiled with reference to the LASNTG QAS and is updated annually by the Programme Coordinator.
- Administrative support is provided to the Trainers through email and phone for the duration of the Programmes. Online systems for file and information sharing with Trainers is in place which ensures easy and ongoing access to Programme information and all the required documentation. This is managed by the RTC Manager.
- Comfortable and safe spaces for Programme delivery and appropriate and up-to-date equipment and resources that meet the Programme needs, and the needs the Trainers and Learners, are in place
- LASNTG provide formative feedback to Trainers on their performance through the training monitoring process.
- LASNTG organises updates to, and briefings with, Trainers if new requirements arise during the contract period.