

# **RECRUITMENT, TRAINING & DEVELOPMENT OF COMMUNITY TRAINING CENTRE PERSONNEL**

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## 4. RECRUITMENT, TRAINING & DEVELOPMENT OF COMMUNITY TRAINING CENTRE PERSONNEL

The Board of Directors are responsible for recruitment of all staff, inclusive of checking all references, Garda clearance and mandatory medical certification of potential staff prior to commencement of employment. As a general principle the staffing structures for Community Training Centres will be made up as follows:

### **1 General Manager**

#### **Instructors (depending on learner numbers)**

#### **1 Clerical**

Operational ratios have been agreed for all Community Training Centres as 12:1 on average and across the centre rather than on a class size basis. This means a better output for both learners and commitment of resources, and will be obtained by each Community Training Centre by applying the same staff, plant and equipment over a greater number of learners in a flexible manner that is calculated to best meet the needs of the learners. The application of staff time must take account of the contact time involved in dealing with clients across Initial Needs Assessment / Gateway, Classroom, Workshop, Key Worker, Linked Work Experience and Tracking.

They should be viewed and considered in relation to meeting the:

- Optimum Operational Ratios for each category of learner participating in the Centre.
- Average Operational Ratio of 12:1 for the Centre as a whole.
- Workload of each staff member.
- Maximum utilisation of capacity of Centre.

The principles to be observed include:

- Learner needs will always remain as the key principle determinant of staff hours.
- Staff ratios are interlinked with the allocation of staff hours across the caseload of the Centre in line with the Key Performance Indicators of the Productivity Agreement.
- While learner numbers indicate the ratios, which should be in operation, the ratio demands provide challenges to the Centre in determining the best use of staff hours and the allocation of those hours accordingly.
- There are options in terms of the allocation of individual staff hours thus providing flexibility in the delivery of services within a Centre.
- A Centre should both attain the desired ratios as set out in the Productivity Agreement and fully utilise the capacity of the Centre.
- How hours are allocated will determine whether a project can increase the efficiency of a Centre, thereby maximising capacity and utilisation.
- The allocation of staff hours and resources should provide for block intake, (other than to the Gateway element which should be organised in such a manner as to be both pro-active and re-active).

*FÁS will agree with each Centre Board of Directors the number of staff required for the safe and efficient operation of the centre.*

## Recruitment Of Managers, Instructors And Clerical Staff To Community Training Centres And Application Of Community Training Centre Scales

### 1. Recruitment of Managers, Instructors and Clerical Staff

The Board of Directors is responsible for recruitment and employment of Community Training Centre staff. FÁS provides grants to Boards in respect of staff pay in accordance with the following criteria.

All permanent appointments (whether full or part time) must be publicly advertised in local/national newspapers.

Centre management is responsible for ensuring that the recruitment process reflects good employment practice and meets legislative requirements, including record keeping and freedom of information requirements.

The salary scales, minimum qualifications and experience have been agreed for the General Manager, Instructor and Clerical grades in Community Training Centres and must be applied in all future recruitment for these posts. Minimum Qualifications and Experience are as follows:

- 1.4.1 **General Manager:** Recognised degree level or equivalent and significant management experience
- 1.4.2 **Instructors:** Diploma/Trade qualifications.
- 1.4.3 **Clerical:** Computer Proficient.
- 1.4.4 **Higher Clerical:** Computer Proficient serving a 40 learner Community Training Centre

Grant levels for any other FÁS funded positions, e.g. temporary or casual, will be agreed in writing with FÁS prior to advertisement.

### 2. Application of Community Training Centre Scales

Assimilation of existing Community Training Centre staff should be strictly in accordance with the method and conditions set out in the Appendix of the Community Training Centre Productivity Agreement 2003.

Recruitment at Point 1 of the relevant scale will be the norm in Community Training Centres.

Given the small numbers employed in each Centre and the need for a multi skilled staff, it is accepted that in a limited number of cases, a candidate's qualifications and experience may be such as to warrant consideration of some additional incremental credit on appointment.

In such circumstances, the Board of Directors should submit their case in writing to the FÁS Community Services Manager for consideration by the Regional Director. In each case the Board must ensure that:

- 2.4.1 Recruitment above point 1 is considered **only** where necessary to attract the candidate to the post.
- 2.4.2 Management should be satisfied as to the veracity of salary quoted.
- 2.4.3 No other suitable candidates are available.
- 2.4.4 No other suitable candidate will accept the post at a lower incremental point.
- 2.4.5 Existing salary must be taken into account in determining the level of incremental credit.
- 2.4.6 It is expected that the nearest point above the existing salary will be the appropriate point, subject to a **maximum entry level of Point 4** of the appropriate scale.
- 2.4.7 Candidates applying for a comparable post (General Manager, Instructor, Clerical or Higher Clerical) with another Community Training Centre will retain their current salary levels and progress in the normal manner thereafter.
- 2.4.8 Candidates applying for a promotional post (General Manager, Instructor or Higher Clerical) from the same or another Community Training Centre will transfer to the nearest point above the existing salary and advance one increment on the appropriate scale, subject to a **maximum entry level of Point 7** and progress in the normal manner thereafter.

In all cases where derogation from Point 1 is sought, the Board must seek prior written approval from FÁS before an offer is made. FÁS will communicate its decision in writing.

- 2.5.1 Each case will be determined on its merits based on the information available. Each case must be fully documented, setting out a full description of all applicants for the post, why the individual was selected and what special circumstances warranted the selection against other candidates who would have taken the job at a lower point in the scale

In each case where derogation is sought, the Community Training Centre must inform IACTO.

The policy re Staff Recruitment and Development, Community Services Quality Assurance Framework document, should be followed. The Community Training Centre must also comply with the Awards Council requirement in relation to staff induction.

## Objective 16

*Each Community Training Centre will, depending on the needs and potential of the learner: offer a range of training modules, augmented by new ones where required; options on class size; options on class contact hours per week; options on full-time and part-time training; options on morning, afternoon and evening training.*

### Key Performance Indicators

- 16.1 *Training Modules and procedures for updating and developing new ones in place*
- 16.2 *Arrangements in place for the flexible delivery of training including class size, options on class contact hours, full-time training, morning, afternoon or evening training.*
- 16.3 *Rostering procedures to deliver a holistic service.*
- 16.4 *Training will be delivered as per agreed modes of learning.*
- 16.5 *Training Programmes put in place that provide appropriate recognised certification in order to improve and maintain employability and active citizenship.*

### 4.1 Operational Ratios – Class Size

The training needs of the target group will be the determining factor for class size. In preparing annual Business Plans the Community Training Centre will show how an operational ratio of 12:1 on average across the centre is achieved. The norms are as follows in terms of class sizes:

Other (by Arrangement with FÁS locally)

Training Programme	Tutor Learner Ratio	Programme Hours
Induction/Targeted Input	5:1	15-20
Choices	8:1	10-15
Foundation/Progression	10:1	25
Bridging/Pre-Apprenticeship	12/15:1	32.5
Other (by Arrangement with FÁS locally)		

The maximum to apply in each case.

## 4.2 Selection of New Staff

The aim is to minimise the risk of recruiting people who are unsuitable to work with young people and other vulnerable clients and to encourage good selection and recruitment practice to ensure that the most suitable candidates are selected.

- All Vacancies should be publicly and openly advertised.
- All records created in the process of recruitment are subject to the Freedom of Information Act.
- A Job Description should be available for each vacancy.
- A Person Specification should be available for each vacancy.
- Recruitment and selection procedures should reflect a policy of Equal Opportunities.
- An Equal Opportunity Statement should be included on every recruitment advertisement.

Each Community Training Centre Board is responsible for drafting, issuing, and implementing its own Human Resources Policies and Procedures in line with best practice, current legislation and IACTO Standards.

Useful guidance is available in the IACTO Employee Handbook, and the IBEC Manual.

## 4.3 Directors and Staff Training & Development

As Boards of Directors are part-time and voluntary, it is appropriate to plan for the provision of training.

It is recognised by all parties that training for Boards, General Managers, instructors and clerical staff is needed covering a wide range of subjects to maintain all Community Training Centres at an efficient and professional operating standard. It is also recognised that certain training for Boards and staff may need to be run on an annual basis to facilitate the updating of skills and the induction of new Board members, General Managers and staff. There are also necessary operational and legislative issues, which can be addressed on a national basis. IACTO will provide information and support.

This input should have the following objectives:

- To develop Boards, General Managers and staff to a high level of competence and implement a plan designed to ensure the successful operation of the Community Training Centre;
- To install and maintain an adequate system of operational practice, regulatory compliance, accounting and record keeping;
- Community Training Centres will prepare and implement a staff training and development policy;
- FÁS may provide funding in association with IACTO for appropriate training for Boards of Directors.

### Statutory obligations

It is a condition of the contract between the Board and FÁS that Board members should be fully informed of their obligations as employers (Reference IACTO Board Manual). Responding to this need can form part of an agreed development plan for the Community Training Centre.

#### **4.4 General Managers Training & Development**

An annual training and development programme for the General Manager that includes provisions for in-service/ additional skills training will be designed, costed, and form part of annual budget submissions.

#### **4.5 Instructor Development**

An annual training and development programme for the Instructors that includes provisions for in-service/ additional skills training will be designed, fully costed, and form part of annual budget submissions.

#### **4.6 Clerical Staff Development**

An annual training and development programme for the Clerical Staff that includes provisions for in-service/ additional skills training will be designed, fully costed, and form part of annual budget submissions.

#### **4.7 Staff Development**

All staff will be encouraged to develop themselves through engaging in training that will enhance their skills and expertise in the delivery of programmes to the client group. The National University of Ireland Galway Education and Training Diploma and the FÁS Excellence Through People award are two examples that could be pursued.

#### **4.8 Representative Organisations**

It is acknowledged that IACTO, NACTM, NACTS may play a role in the professional development of their members.