

**PROCEDURES FOR THE SELECTION, APPOINTMENT, APPRAISAL AND  
DEVELOPMENT OF STAFF**

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## **1. INTRODUCTION**

Developing and implementing quality learning and teaching practice is a central feature of NCGE's Quality Assurance Procedures. NCGE employs staff who are experts in their field on a consultancy basis to develop and deliver its programmes (as NCGE is not a full time provider of programmes the core staff employed by NCGE are not learning and teaching staff). Selecting, appointing and developing staff (on a consultancy basis) to deliver quality learning and teaching programmes are central to ensuring that all programmes are learner centred and focused and are delivered to the best ability of staff. Staff development is regarded as a crucial component of programme development and implementation. Principal staff involved in delivering NCGE programmes should include a coordinator and a tutor/lecturer and in some cases a mentor (who is all employed on a consultancy basis). Appendix XV outlines the roles of each of the principal staff members.

## **2. ROLE OF THE PROGRAMME COMMITTEE AND PROGRAMME BOARD**

### **a) Programme Committee**

The Programme Committee in consultation with the NCGE Management Committee will determine the learning and teaching model to be employed on a programme. This process should include the staff which will have a key role in implementing a programme. The Programme Committee will decide on the qualifications and experience that staff require to effectively deliver a programme and the additional training that may be required. The appropriate Coordinator of the Programme should be responsible for the selection process and the appointment of staff required to deliver a programme. The Director will be kept advised throughout the process. In general the following guidelines should be adhered to.

- A job description outlining required qualifications and experience should be circulated to the appropriate community (this will depend on the speciality required of the staff member(s) to deliver a programme and may include for instance the guidance community) to ensure that the Centre receives the maximum number of applications possible for the position.

- The Programme Committee/Board will be responsible for the short listing of applicants.
- Short listed applicants will be invited to meet members of the Programme Committee/Board to discuss their experience and to be advised of the terms and conditions of the contract.
- Applicants will be notified of the decision at the earliest opportunity.
- The successful applicant will receive a letter of appointment (please refer to Appendix XVI).

Minutes are recorded at all meetings.

### **b) Programme Board**

The Programme Board meets to plan and review the implementation of a programme. Staff selection, appointment, appraisal and development form an integral part of the discussion and are informed through learner and staff feedback. NCGE believes that the continuing professional development (CPD) of staff is vital to ensuring the continued relevance and quality of learning and teaching. The following are guidelines which should be implemented in respect of the CPD of staff (as appropriate):

- Staff should be consulted on a regular basis concerning their training and professional development needs.
- The Coordinator responsible for managing a programme should advise the Programme Board of staff development and training needs.
- Feedback from learners regarding a programme should be used to inform staff development and training needs especially in the case where it is recommended that significant changes are made to the delivery of a programme.
- If a mentor is employed (as in the case of the *Whole School Guidance Planning Programme*) his/her feedback and observations regarding staff development and training needs should be considered.

Recommendations concerning staff development should be implemented by the appropriate Coordinator. Minutes are recorded at all meetings of the Programme Board.

**APPENDIX XV: JOB DESCRIPTIONS OF MODULE/COURSE  
COORDINATOR, TUTOR/LECTURER AND MENTOR**

**POSITION:           Module/Course Coordinator**

**AGENCY:            The National Centre for Guidance in Education (NCGE)**

**PROGRAMME:**

**Purpose:**

The role of the Module/Course Coordinator is to coordinate the delivery of the programme and to ensure that it is delivered to a high quality standard.

**Key Responsibilities:**

The Module/Course Coordinator is responsible for managing and organising the delivery of a programme in consultation with the NCGE and tutors/lecturers.

**Key Activities:**

The Module/Course Coordinator is responsible for:

- Liaising with other staff in the planning and delivery of content at workshops and via the VLE (if appropriate). This includes the preparation of workshop programmes.
- Managing the enrolment process including the short listing of applications, enrolment of learners to a programme and provision of information to learners.
- Coordinating the updating of the learner handbook and core materials as appropriate.
- Coordinating relevant units of the programme as appropriate including induction to the VLE (if appropriate), programme overview and requirements, assessment and appeals procedures, support structure.
- Organising the evaluation process.
- Coordinating and participating in the learner assessment process (including the marking assignments) in consultation with tutors and the NCGE.

- Coordinating the external examiner visit.
- Coordinating appeals procedures.
- Advising learners of the outcome of assignments.
- Keeping records concerning the assessment process as appropriate.
- Issuing certificates.
- Being available to learners as appropriate to discuss general progress.
- Participating in NCGE module review procedures, exam board and committee meetings.

**POSITION:** Tutor/Lecturer

**AGENCY:** The National Centre for Guidance in Education (NCGE)

**PROGRAMME:**

**Purpose:**

The tutor is responsible for the delivery of the programme content and for advising and supporting learners for the duration of the programme in consultation with the Module/Course Coordinator.

**Key Responsibilities:**

The Tutor is responsible for delivering the content of the programme using the agreed methodology.

**Key Activities:**

The Tutor is responsible for:

- Facilitating learners at workshops through group work, presentations and discussion of progress to date in cooperation with other staff. Meeting learners as negotiated to discuss progress.
- Liaising with other staff in the planning and delivery of programme content at workshops and via the VLE (if appropriate). This includes the preparation of workshop programmes.
- Supporting learners through the VLE (if appropriate) and at workshops as appropriate.
- Advising the Module/Course Coordinator of the progress of learners throughout the programme.

- Liaising with the Module/Course Coordinator in respect of reviewing learner participation on the programme including attendance at workshops and use of the VLE.
- Providing learners with feedback regarding performance and participation on the programme.
- Managing the assessment process (including the marking of assignments) in association with the Module/Course Coordinator.
- Keeping records as appropriate.
- Structuring module content, activities and materials as appropriate.
- Participating in NCGE review procedures, exam board and committee meetings.
- Undertaking a portfolio of self-learning and training as appropriate.

**POSITION:** Mentor

**AGENCY:** The National Centre for Guidance in Education (NCGE)

**PROGRAMME:**

**Purpose:**

The Mentor is responsible for supporting staff in delivering a quality programme.

**Key Responsibilities:**

The Mentor is responsible for assisting and supporting staff to prepare for workshops and to facilitate learners at workshops. Support will be provided prior to each workshop (at least two weeks in advance of each workshop where possible) at pre workshop planning meetings organised by the Module/Course Coordinator and during the workshop itself.

This support will include:

- Fostering a team approach amongst staff.
- Providing guidance concerning the preparation of workshop programmes, roles and responsibilities.
- Providing guidance concerning group facilitation, including managing challenging behaviour.
- Supporting staff in evaluating their own practice as they carry out their roles and responsibilities in the delivery of the Programme and their own self-evaluation.
- Other preparation as required.
- In addition a Mentor should liaise and collaborate with other Mentors to ensure that the delivery of a programme is consistent across Centres (if there is more than one Centre).

**Key Activities:**

- Preparing staff for each workshop in advance of the workshop. This will include supporting staff in developing the necessary knowledge, skills and competences to structure and deliver content at workshops and via the VLE (if appropriate), and to facilitate workshops. This preparation should occur at least two weeks prior to each workshop as far as possible, but no later than one week prior to a workshop.
- De-briefing staff after each workshop. This will include reviewing the workshop with staff and consulting learners' evaluations of the workshop. Staff should be able to identify what they did well at the workshop, where they need to improve and the support they require in order to facilitate subsequent workshops. Key learning(s) should be identified as part of this process.
- Liaising with the staff team (Module/Course Coordinator, Tutor, guest speaker) as required for the purpose of ensuring the delivery of a quality programme through the VLE (if appropriate), email or telephone within the hours available.
- Exploring assessment guidelines with staff to ensure that the assessment process works as well as possible. Supporting staff in the provision of feedback to learners regarding learners' performance and participation on the programme as required.
- Participating in NCGE review procedures and committees.

**APPENDIX XVI: LETTER OF APPOINTMENT**

“Name”  
“Address 1”  
“Address 2”  
“Address 3”

“Date”

**Re: “Programme Title”**

Dear “Name”

Thank you for agreeing to act as “Tutor / Lecturer / Module/Course Coordinator” for the above programme. I enclose a document outlining the roles and responsibilities of the “Tutor / Lecturer /Module/Course Coordinator” as discussed.

The position runs from “date” to the “date” and involves “x” full days of work. A full day consists of seven hours of work and does not include travelling to a meeting/venue. The total payment that the NCGE will make in respect of the position is “€xxx”. In addition, in terms of the assessment process a rate of “€” will apply for the marking of all assignments. NCGE will cover any travel expenses you may incur in getting to each of the workshops if they are located outside of the county in which you reside. The rates for travel are enclosed and correspond to Department of Education and Science rates for in-service provision. Receipts for accommodation and subsistence should be kept and submitted when making expense claims. Please find enclosed an expenses claim form.

To assist NCGE in the prompt payment of your fee and expenses the Centre requires an invoice from you detailing the work undertaken in respect of the module. The invoice should include your PPS number. You will be required to manage your own tax as tax will not be deducted by the NCGE. Invoices detailing work undertaken in respect of the CPD Programme should be sent to NCGE.

Please confirm as soon as possible your acceptance of the above in writing.

Sincerely  
Eileen Fitzpatrick  
Director