

## Rehab Group *Employee Learning and Development Policy*

**Applies Jurisdiction:**  All

**Division:**  All

**Reference Number:** HRM-REL-007

**Version Number:** v2

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**Date:** January 2019

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**Date:** March 2019  
**Signature:** 

**Effective From:** May 2019  
**Review Date:** May 2021

# Rehab Group – Employee Learning & Development

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# Rehab Group – Employee Learning & Development

## 1.0 POLICY STATEMENT

Rehab Group is committed to employee learning and development activities as part of its policy of fostering a supportive and effective environment in which all staff are encouraged to develop their skills and knowledge. This is in the interest of ensuring that employees at all levels within the Organisation are given every assistance to maximise their performance in pursuit of Organisational / Individual goals and objectives.

Rehab Group will ensure that all learning and development activities are developed, managed and delivered with due regard to fairness and equity.

## 2.0 PURPOSE

This Policy sets out the measures that Rehab Group has in place to support its objectives in relation to employee learning and development.

## 3.0 SCOPE

The Policy will cover all roles.

## 4.0 GLOSSARY OF TERMS/ DEFINITIONS

<b>Term</b>	<b>Definition</b>
Employee Learning & Development	Includes all activities which aim to assist employees to maintain, update and enhance their knowledge, skills and capabilities. This includes formal, informal and on-the-job training, as well as a range of other learning and development activities including: electronic learning; self-managed learning; and coaching.
Induction training	Statutory or mandatory training that must be completed by all employees; and specific training for particular groups of employees.

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Essential training	Other training required for an individual in order to meet the requirements of their role and the Rehab Group to achieve strategic objectives.
Continuous Professional Development	The development of competence throughout a professional career in accordance with the regulatory requirements of relevant professional bodies and in order to achieve agreed business objectives. It includes the systematic maintenance, improvement and broadening of relevant knowledge and skills which is likely to benefit the Rehab Group in terms of succession planning.
Study Leave	A period of time agreed with the employee's line manager when the employee would have paid leave to undertake agreed education, training and development activities.
Sponsorship	The authorisation of financial assistance for continuing professional development / education courses subject to the conditions of this policy.
Coaching	Coaching is both a performance and learning mechanism that involves guiding individuals in identifying their own solutions to work-related challenges and goals.
Training Needs Analysis	Methodical approach to analyse and identify individual's learning and development needs

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## 5.0 PROCEDURE

The key parts of the procedure are:

1. Training Needs
2. Sponsorship and Study Leave
3. Training and Development Records and Recording

### 5.1 Training Needs

The identification of learning and development needs will be based on the systematic gathering of data about employees' capabilities and organisational demands for skills, alongside an analysis of the implications of new and changed roles for changes in capability.

The process will flow from business strategy, with the aim of producing a training plan for the organisation to make sure there is sufficient capability to sustain current and future business performance. The process will also consider statutory requirements, for example specified levels of health and safety expertise.

Analysis of learning and development needs will be done at a number of levels:

- For the organisation as a whole - to understand the amount and types of learning needed to ensure that all employees have the right capabilities to deliver the organisation's strategy.
- For a specific region or department, project or area of work if new projects and opportunities require new ways of working or reorganisation.
- For individuals - linking their own personal learning and development needs to those of the business, often carried out as part of performance review and Personal Development Plan (PDP) (see Appendix 1). The performance and development process and probationary reviews are key tools that will define objectives and formulate next steps regarding training requirements on an individual basis. Training as identified will be carried out by the in-house trainers or Subject Matter Experts, and from time to time, external consultants may be contracted to conduct training.

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Approval for non-accredited staff development may be agreed through local arrangements once documented on the individual's PDP.

Approval for Professional Qualifications requires completion of a PD1 form (see paragraph 5.2 and Appendix 2).

## 5.2 Sponsorship and Study Leave

Many Learning and Development needs can be met during the course of routine business and through the 'Personal Development Plan process. Some needs, however, may require a commitment of time away from the workplace, applications for study leave, and/or requests for sponsorship to complete a professional qualification.

### Eligibility

All applications under this policy shall be considered by the Organisational Development Manager and the relevant SLT member (or designate) and therefore may only be approved after taking into consideration the business staffing requirements and budgetary commitments.

When considering sponsorship and applications for leave (paid or otherwise) and/or the possibility of reimbursement of expenses, each case will be reviewed individually on its own merits. In particular, the Organisational Development Manager and relevant SLT member (or designate) will:

- Determine the relevance of the study to the performance of the employee's current and prospective duties;
- Determine the opportunities for the employee for further development and training;
- Consider the requirements of the business;
- Be consistent in their approach to approving sponsorship and leave and apply the criteria fairly and equitably to all employees.

The overall cost and duration of the course may have a bearing on the amount of 'sponsorship' which will be determined on a case by case basis. The organisation will sponsor relevant courses up to a 'capped rate' as outlined in Appendix 3.

All permanent employees with 12 months service and have completed all compulsory training required may be eligible to receive professional qualification sponsorship.

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## Documentation

All applications must be made in writing using the relevant form (PD1) (Appendix 2) available from HR / Intranet.

Applicants must attach the course descriptor including the aims and objectives of the learning.

All relevant documentation must be attached including costs and leave required.

This approval is required in advance of the commencement of the studies.

## Financial assistance and sponsorship agreement

If the employee secures approval, the Organisation can make provision to provide the employee with financial assistance on commencement of the course.

An employee may be requested to refund all or part of the cost should the employment be ended within 2 years of the training having been completed. This formulates a 'sponsorship agreement' which is agreed and signed off by both the employee and the Organisation as recognition of the necessity to ensure the finite resources of the Rehab Group support organisational learning and development to the fullest extent possible. The terms of the agreement, as a pre-estimate of loss, are as follows:

- End of employment within 6 months of the course having been completed = 100% of cost will be reimbursed to the Organisation;
- End of employment later than 6 months but with 12 months of the course having been completed = 75% of cost will be reimbursed to the Organisation;
- End of employment later than 12 months but within 18 months of the course having been completed = 50% of cost will be reimbursed to the Organisation;
- End of employment later than 18 months but within 24 months of the course having been completed = 25% of cost will be reimbursed to the Organisation.

Any reimbursement payable by the employee will be due on the end date of employment.

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However, in agreeing to sponsor a course during one budget year, the Organisation is not automatically committed to sponsoring subsequent years of the same programme.

### Study Leave

The organisation must have approved the course the employee is studying, for the employee to have access to study leave. However, in exceptional circumstances the Organisational Development Manager and relevant SLT member (or designate) may consider requests for exam/study leave where the organisation is not the sponsor of the education.

A tiered entitlement to study leave applies depending on the nature and level of the qualification being studied for. The following arrangements are recommended for Study / Exam Leave:

- Certificates (or NFQ6 equivalent) - up to 2 days Study Leave plus day of exam(s) per academic year
- Diplomas (or NFQ 7 equivalent) - up to 3 days Study Leave plus day of exam(s) per academic year;
- Degrees / Masters (or NFQ 8/9 equivalent) - up to 5 days Study Leave plus day of exam(s) per academic year.

Where courses are undertaken on a modular basis, as opposed to on an academic year basis, these entitlements may be adjusted to reflect the longer duration of the course.

### **5.3 Training and Development Records and Reporting**

On completion of any learning and development event arranged locally, the trainer / subject matter expert will submit the record to the Learning & Development team in order that the record may be captured within the HR-CORE Learning Management system.

The Learning & Development team will provide employee and team training records/reports both systematically and on request.

Line managers are responsible for maintaining the training records of non-contracted employees working within local services; and checking the content and currency of induction training.

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## 6.0 QUALITY ASSURANCE STANDARDS

There is a system in place to oversee the formal training and development of Rehab Group employees and the activities of course providers to ensure its quality. This governance structure enforces separation of responsibilities between those who produce/develop material and those who approve it. Included in the governance structure are established groups which make decisions and approve them.

The main areas to be addressed are as follows:

- 1) Training course development and approval
- 2) Employee admission, progression and recognition
- 3) Course monitoring and review
- 4) Staff Trainer / SME Support and Development / External Providers
- 5) Assessment of employees

### 6.1 Training Course Development and Approval

A systematic approach to developing new (and amending existing) employee training courses includes sufficient time for the necessary internal and external consultations with stakeholders. Course design and approval practices ensures that courses:

- Are designed with overall course objectives and strategies aligned with Rehab Group strategic objectives and have clear learning outcomes;
- QQI accredited courses are developed in line with the requirements of the National Framework of Qualifications and associated policies and procedures.

### 6.2 Employee admission, progression and recognition

All employee training courses have pre-defined and published criteria, which are consistently applied, covering all areas related to employee admission, progression, recognition and certification of awards.

### 6.3 Course monitoring and review

Training Course delivery is monitored in a way which allows for the identification of needs and modification and adjustment to training

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course design and delivery as appropriate. Revised course/programme specifications are published in the 'Course Prospectus'.

### 6.4 Staff Trainer / SME Support and Development / External Providers

Rehab Group takes responsibility for the quality of its Trainers / Subject Matter Experts (SMEs) and for providing them with a supportive environment that allows them to carry out their work effectively. Course 'Programme Specification' documentation details procedures addressing:

- Roles, responsibilities and code of conduct
- Academic/technical standards for trainers/SMEs delivering the course/programme and how these are maintained and enhanced;
- Pedagogical standards for trainers/SMEs delivering the course/programme and how these are maintained and enhanced.
- External training provision quality assurance guidelines.

### 6.5 Assessment of Employees

Course 'Programme Specification' documentation details the assessment framework for each course/programme incorporating procedures and systems for the security and integrity of the assessment process.

## 7 .0 ROLES & RESPONSIBILITIES

### Senior Leadership Team (SLT)

- To consider and determine, with the Organisational Development Manager, all sponsorship and study leave applications under this policy.

### Head of Learning & Organisational Development

- Has overall responsibility on behalf of the Director of People and Culture and the wider SLT for the implementation of this policy. To advise the Board and the SLT regarding strategic learning and development requirements and priorities and associated implications e.g. compliance or other risks.

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- To produce a training plan for the organisation to make sure there is sufficient capability to sustain current and future business performance.
- To provide leadership in the area of employee training and development, working closely with relevant working groups and key personnel to ensure the organisation has appropriate training and development programmes for employees at all levels.

### **Organisational Development Manager**

- To consider and determine, with the relevant SLT member (or designate), all sponsorship and study leave applications under this policy.

### **Learning & Organisational Development team**

- To manage the training needs analysis (TNA) process and to lead on the planning, development, monitoring and evaluation of employee training and development activities in conjunction with key internal 'Subject Matter Experts' and senior managers.
- To produce the annual training prospectus to reflect training needs analysis.
- To monitor and report attendances and employee compliance regarding mandatory training events, issuing sanctions for non-attendance where necessary.
- Assess all professional development applications in conjunction with senior managers.

### **Line Managers**

- To assess, identify and agree individual learning and development needs based on the outcomes of individual performance reviews.
- To complete a local TNA on an annual basis and return to the Learning and Development Manager.
- Enabling staff to attend necessary mandatory and essential training; and meeting the other learning and development needs agreed in their Personal Development Plan (PDP).
- Monitoring the completion of mandatory and essential training of their employees, following up individuals who do not complete this training and, when necessary, taking disciplinary action to ensure the training is completed.

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- Authorisation and management of any employee overnight accommodation, if required.
- To notify the Learning and Organisational Development team, in advance, if employees cannot attend booked training or the rationale for non-attendance.
- To inform employees of the success or otherwise of their application for sponsorship for professional qualifications and/or study leave / travel and subsistence.

### All Employees

- To complete agreed mandatory and the relevant essential training within the specified time period.
- To agree with their line manager during the Performance Management review meeting, what mandatory and essential training is required and make arrangements to ensure attendance.

All mandatory training must be completed prior to making an application for financial or other support for a professional qualification. Failure to complete mandatory training and relevant essential training will disadvantage individuals in relation to access to developmental learning and may lead to disciplinary action.

### 8.0 Evaluation and Audit

Rehab Group will monitor compliance with this policy and procedures by maintaining a training database to record both mandatory and non-mandatory training.

Evaluation of all actual training will be on the day and where required additional 3 monthly follow up will take place.

Rehab Group has a number of Employee Training & Development KPIs which will be monitored and reported on.

This policy will be reviewed every 3 years and in conjunction with legislation amendments, Rehab Group guidelines and organisational requirements.

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## 9.0 REFERENCES

- General Data Protection Regulation (2018)
- Safety, Health and Welfare Act, Ireland (2005)
- Health & Safety at Work Act, UK (1974)
- HSE European Working Time Directive Implementation (Guidance on Progressing EWTD Compliance) (Section 7 & 8) (2014)
- QQI Core Statutory Quality Assurance (QA) Guidelines (2016)
- Expenses Policy (Travel & Sub) (ref 5.0 part 3)
- Disciplinary Policy (ref 7.0)

## 10.0 APPENDICES

Appendix 1 – Example of Performance Review / Personal Development Plan documentation

Appendix 2 – Supporting Professional Qualifications / CPD Application Form

Appendix 3 - Guidance on the Level of Sponsorship to Support Completion of a Professional Qualification

Appendix 4 – List of Authors

Appendix 5 – Read & Understood

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## Appendix 1: Example of Performance Review / Personal Development Plan documentation

<b>Name:</b>		<b>Date of review</b>	
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	<b>Objectives (January – Dec 2019)</b>	<b>Success measures</b>	<b>Timeframe</b>
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

<b>Personal Development Plan ... subject to budget</b>			
<b>Learning Identified</b>	<b>Why is this required?</b>	<b>How will it be achieved?</b>	<b>Timeframe</b>

<b>Individual's signature</b>	<b>Date</b>
<b>Manager's signature</b>	<b>Date</b>

## Appendix 2: 'Supporting Professional Qualifications/CPD' Application Form

Application for sponsorship (Professional Qualification/CPD) FORM PD 1				
TO BE COMPLETED BY THE EMPLOYEE				
Centre/Department Name:		Centre /Business/Department Code:		
Centre/Department Address:				
Employee Name:			Req. / Ref No. (If applicable):	
Job Title:				
Name of Qualification/Course: (Qualification/Course brochure and details required)				
Name of Third Level College or Educational Setting:				
NFQ Level (or equivalent):		No of ECTs attached:		
Delivery method:				
Start Date of Qualification/Course:		Finish Date of Qualification/Course:		
Outline reasons for this application:				
Overall Cost of Qualification/Course for current academic year, including exam fees and registration:			Please provide a breakdown of course fees/registration fees/exam fee (if applicable):	
Does this course run for more than 1 academic year?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	If 'Yes', provide detail of overall programme cost:	
Study Leave Requested in this academic year?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	If 'Yes', State number of Days Requested:	
Exam Leave Requested in this academic year?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	If 'Yes', State number of Days Requested, attach exam timetable:	
If 'Supporting Professional Qualification' sponsorship is granted I agree to abide by the conditions set out below: <ol style="list-style-type: none"> <li>If I do not complete the Qualification/Course successfully the money already paid will be deducted from my salary;</li> <li>If I leave the Organisation within 6 months of the course having been completed, I will reimburse 100% of cost to the Organisation;</li> <li>If I leave the Organisation later than 6 months but with 12 months of the course having been completed, I will reimburse 75% of cost to the Organisation;</li> <li>If I leave the Organisation later than 12 months but within 18 months of the course having been completed, I will reimburse 50% of cost to the Organisation;</li> <li>If I leave the Organisation later than 18 months but within 24 months of the course having been completed, I will reimburse 25% of cost to the Organisation.</li> </ol>				

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Signed (employee):		Date:	
<b>TO BE COMPLETED BY THE LINE MANAGER</b>			
<p><b>Line Manager authorisation:</b></p> <p>Detail how the above Qualification/Course will help the employee in their current/future role – if not directly related to their current/future role please describe how it will benefit the business (continue on a separate sheet if necessary).</p>			
Will this fee be paid in advance by the staff member?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	(if no, please complete payment method below)
<b>Payment Method (tick one)</b>	Cheque <input type="checkbox"/> Bank Transfer <input type="checkbox"/>	<b>Cheque payable to:</b> <b>or</b> <b>Insert any relevant bank details e.g. BIC, IBAN here:</b>	
This form should now be passed to the <b>Organisational Development Manager</b> for SLT member consideration			
<b>SLT member CONSIDERATION and APPROVAL:</b>			
Financial Support Granted:	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
Amount Awarded in this application:			
Approved by (Director):	(Director's Signature)	Date:	

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## Appendix 3: GUIDANCE ON THE LEVEL OF SPONSORSHIP TO SUPPORT COMPLETION OF A PROFESSIONAL QUALIFICATION

The organisation will provide support to employees to undertake professional qualifications and support internal succession planning, i.e. external study at an accredited local college, institution or university if it leads to a formal qualification such as a Certificate, Diploma, Degree etc. The course under consideration for sponsorship **must relate directly to your role** within the organisation either currently or in the future. The organisation will sponsor qualifications up to a 'capped rate' (Table 1).

**Table 1**

Sponsorship to complete a role-related Professional Qualification*						
Qualification/ Course (Major Award)*	Certificate	Certificate / Diploma	Diploma / Ordinary Degree	Honours Degree / Higher Diploma	Masters Degree / Post Graduate Diploma	Doctoral Degree/ Higher Doctorate
	Level 5	Level 6	Level 7	Level 8	Level 9	Level 10
Level 1: SLT	n/a	n/a	€2,000	€2,000	€2,500	n/a
Level 2: ROO / Head of Dept. / ISM	n/a	€2,000	€2,000	€2,000	€2,500	n/a
Level 3: Local Managers / Other Managers	n/a	€2,000	€2,000	€2,000	€2,500	n/a
Level 4: Supervisors / Team Leaders / Instructors	Full cost	€2,000	€2,000	€2,000	n/a	n/a
Level 5: All other Staff	Full cost	€2,000	€2,000	€2,000	n/a	n/a

\* Rates of sponsorship are per annum unless otherwise stated and represent maximum sponsorship rates.

\*\* Rates of sponsorship will be adapted for UK exchange rates

\*\*\*This table refers to sponsorship for professional qualifications which are Major Awards. Minor, Supplemental or Special Purpose awards will be considered for sponsorship at a reduced level appropriate to the credit value attached to the award.

### Eligibility:

All permanent employees with 12 months service and have completed all compulsory training required may be eligible to receive professional qualification sponsorship.

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## Appendix 4 – List of Authors

### Authors List for New/ Reviewed Policy Area

The following names individual authors/ reviewers to this policy area.

<b>Division/Other</b>	<b>Name(s)</b>
People & Culture	Shaun Durkin
People & Culture	Diane Jackson
People & Culture	Georgina Smyth
People & Culture	P&C Leadership Team
Operations	Grainne Fogarty

\*Note that it is not obligatory for each division to be involved in a new policy/ review if the policy is not relevant; this should be decided by each division on a case-by-case basis.

## Appendix 5 – Read & Understood

I have read, understood and agree to adhere to the attached Employee Learning & Development Policy:

<b>Print Name</b>	<b>Signature</b>	<b>Date</b>