

# Quality Manual

Version 1.1 – July 2020



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# Introduction & Context

## Purpose of this Quality Manual

The purpose of this Quality Manual is to set out in a systematic way the Rehab Group's quality assurance and continuous improvement systems for Learning & Employability Training and Education programmes. The aim of the manual is to support staff to strive for excellence in all aspects of their work.

Commitment to excellence is a fundamental aspect of our business. Our quality systems seek to embed a culture of quality at all levels and within all units of the organisation. Our aim is to constantly learn and improve how we provide services that foster and enhance social and economic independence.

Our quality assurance systems within Learning & Employability aim to support staff members to proactively work towards achieving a culture of excellence across each of the Rehab Group training units as well as seeking feedback from Students, Staff and Stakeholders on their experiences with Rehab Group.

Management with direct responsibility for service provision ensure staff members proactively work towards a culture of excellence. Equally all staff members involved in the provision of training and education programmes take responsibility to ensure quality is at the forefront of everything they do.

## Please Note:



Throughout this quality manual you will see this image

Please click on the link beside the image to go to the relevant document/section on SharePoint or the Rehab Website

# 1. Governance

## 1.1. Introduction


The Rehab Group is a charity that provides services for over 20,000 adults and children, and champions the value of diversity and inclusion for people with disabilities or disadvantage in their communities throughout Ireland.



Our mission is to help change the lives of the people we serve by helping them to become more independent and more included in their communities by empowering them with the skills and confidence to be active in the workforce, and supporting them to be in charge of their health and wellness. Over 20,000 people adults and children use Rehab's services every year. People with disabilities, people on the autism spectrum, people with mental health difficulties, people who need respite, people who are disadvantaged in some way in the labour market and people who want a fresh start.

The organisation is guided by Rehab's Senior Leadership Team (SLT).

- **Chief Executive:** Barry McGinn
- **Interim Director of Learning:** Lucianne Bird
- **Interim Director of Care:** Grainne Fogarty
- **Interim Director of Quality and Governance:** Linda Coone
- **Director of Corporate Affairs:** Finbarr Murray
- **Director of Finance and Group Support:** Connie Kelleher
- **Director of People, Culture & Development:** Martina Talbot
- **Director of PMO & IT:** Gerry Philpott
- **Interim Director of Business Development & Planning:** Keith Nolan

For further information on our departments please  [click here](#)

The Rehab Group Board is the governing body of the organisation and has overall legal responsibility for its activities. It is comprised of 14 non-executive (unpaid) directors.

## 1.2. Rehab Group Mission, Vision & Values



### Mission

Helping the people we serve to be more independent; helping them to contribute to and be more included in their communities; empowering them with the skills and confidence to be active in the workforce; and supporting them to be in charge of their health and wellness.

### Vision

We are a charity that champions the value of diversity and inclusion for people with a disability or disadvantage, in their communities. Together, we will constantly learn and seek to provide excellent services to foster and enhance social and economic independence.

### Values

Our values underpin all we do, shape who we are and how we work with one another, in our organisation and in the community:

**Advocacy:** Challenge exclusion and promote inclusion

**Quality:** Strive for excellence in all aspects of our work

**Dignity:** Respect the unique worth of every person (that includes people who access our services, families, employees and volunteers)

**Justice:** Act with integrity, honesty, commitment and accountability in everything we do to ensure equity, fairness and transparency

**Team Work:** Foster an environment that encourages change, growth, trust in our organisation and in partnership with others, working together as one Rehab team

### 1.3. Rehab's 5 Year Strategic Goals

The Rehab Group strategic plan sets out our mission, vision and values. These underpin the entire plan and are the core focus of everything that we hope to achieve. One of the strongest messages we want to send to the people who rely on us is that 'we will be with you on your journey'. Different people need different types of support at different stages in their lives. In this plan, we commit to listening, to understanding, to advocating and to doing our utmost to provide the type of service that best suits an individual at their life stage. We want to support people to achieve what they want. Our vision is big, and we want the dreams and hopes of the people we support, and their families, to be the drivers of what we do.

#### Corporate Excellence

Rehab will build a sustainable model of services by maximising value, efficiency, transparency and governance across the Group

#### Integration

Rehab will use all of its capabilities to provide a personalised pathway to independence for the people who use our services

#### Voice

Rehab will champion the rights, needs and the voice of the people we support by promoting inclusion and challenging exclusion

#### Innovation

Rehab will foster innovation, be at the forefront of evidence-based practice and will enable our people to be leaders in their fields

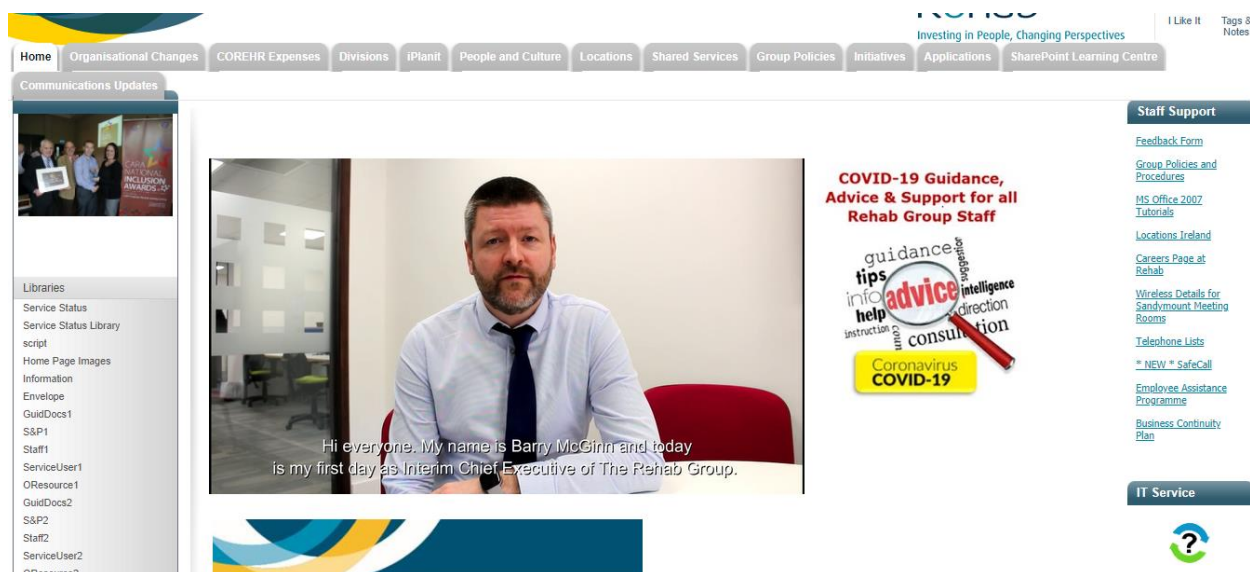
#### People Transformation

Rehab will work together as one team building a strong unified culture, investing in the development of our employees and building a flexible skillset to deliver our services



## 1.4. Organisation Charts

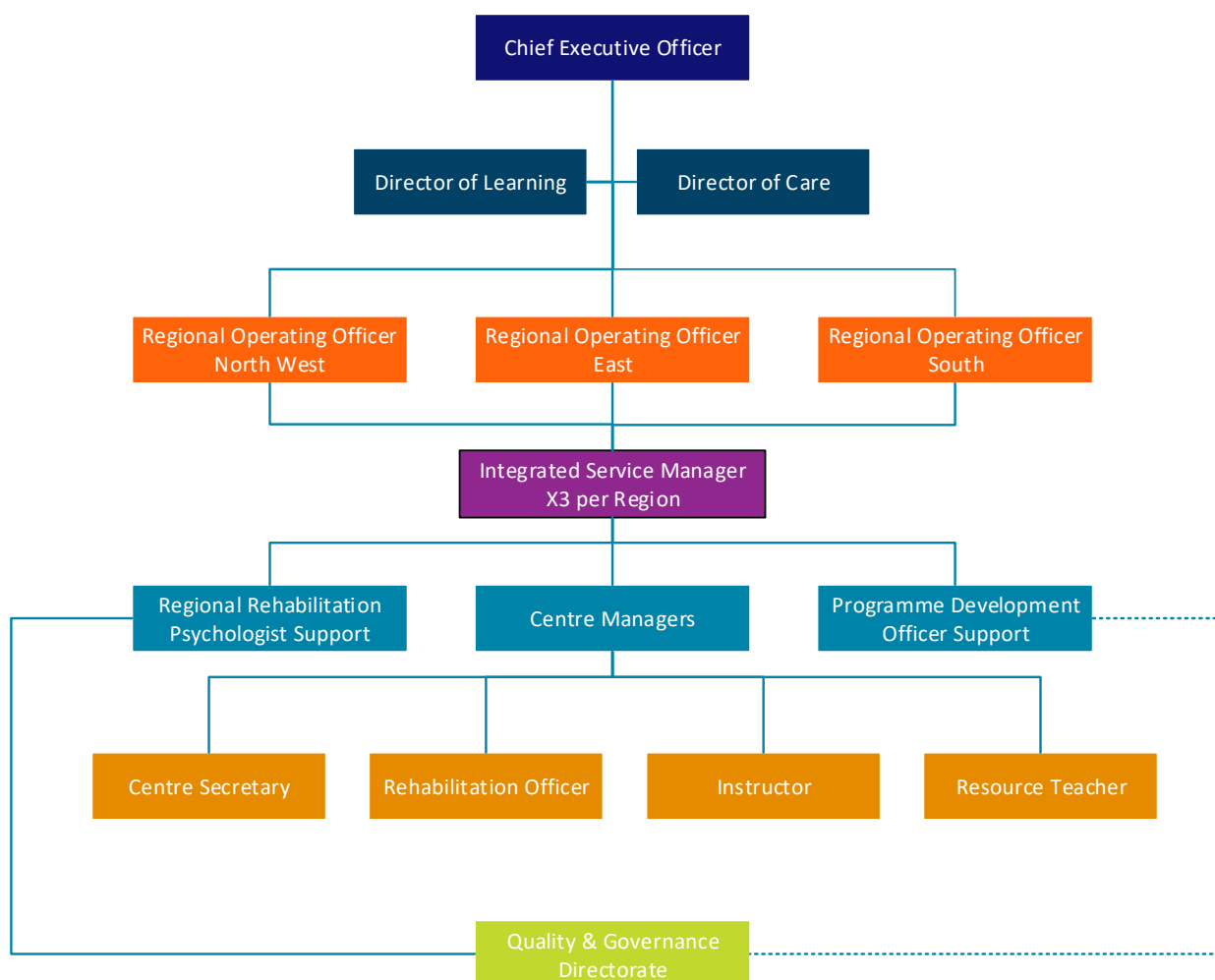
 [\(Available on SharePoint under organisational changes\)](#)



The following organisational charts are available on SharePoint: [Quality & Governance Directorate](#)

- Business Development & Planning
- Board of Directors/CEO Direct Reports
- People & Culture
- Operations/Direct Reports
- Finance & Corporate Support
- Operations East Region
- Operations Northwest Region
- Operations South Region

## 1.5. Organisation Chart – National Breakdown



Regional teams in each of our three regions include the Integrated Service Manager (ISM), Programme Development Officers (PDOs) and Regional Psychologists (RPs) who support and monitor programme delivery in each training location to ensure consistency of practice and compliance with standards and policy. The Rehab Groups Quality & Governance Team works with the regional teams to provide information, training and advice to training staff on certification and quality issues. This team also reviews and approves each new and revised Local Training Specification (LTS).

## 1.6. Organisation Roles

### 1.6.1. Quality Roles

#### 1.6.1.1. Quality Improvement Officer

Manage the implementation of Quality Assurance Systems to:

- Ensure compliance with funding and awarding body requirements.
- Evaluate the achievement of certification and outcomes.
- Provide QA training.
- Manage internal authentication and audit function.
- Report on quality compliance/non-compliance.

- Promote a culture of continuous improvement.

#### **1.6.1.2. Senior Development Officer**

- Manage the design and development of programmes of education and training.
- lead on syllabus design and programme development.
- set standards for the consistent delivery and assessment of all training and education programmes in line with awarding and funding body requirements.
- provide advice, support and guidance to staff members in all matters relating to the design and development of programmes of education and training.

#### **1.6.1.3. Regional Psychological Services**

The Group employs psychologists in its three geographical regions to provide support to its students and staff members. The psychologists are part of their regional teams and report to their Integrated Service Managers on day-to day operations.

- Support and monitor programme delivery in each training location to ensure consistency of practice and compliance with standards and policy.
- Engage with students in the early stages of training to establish their individual needs and to evaluate risk. They support students who experience crisis and refer students to external counselling supports where appropriate.
- Provide ongoing support and training to instructors in areas such as managing behaviours that challenge, suicide prevention and relationships & sexuality.
- Act as Designated Officers and Designated Liaison Persons to comply with Child Protection and Adult Safeguarding requirements.
- Work closely with Rehabilitation Officers (ROs), who support students and staff members with ongoing issues that could impact on the student's ability to participate successfully on their training programme.
- The psychologists are part of their regional teams and report to the Integrated Service Managers on day-to day operations.
- A Principal Psychologist provides supervision and support to the psychologists on clinical issues in accordance with Psychological Society of Ireland (PSI) requirements and ensures that the psychologists have access to continuous professional development activities annually. A lead psychologist is located in each region.

#### **1.6.1.4. Quality and Governance Senior Social Worker Lead**

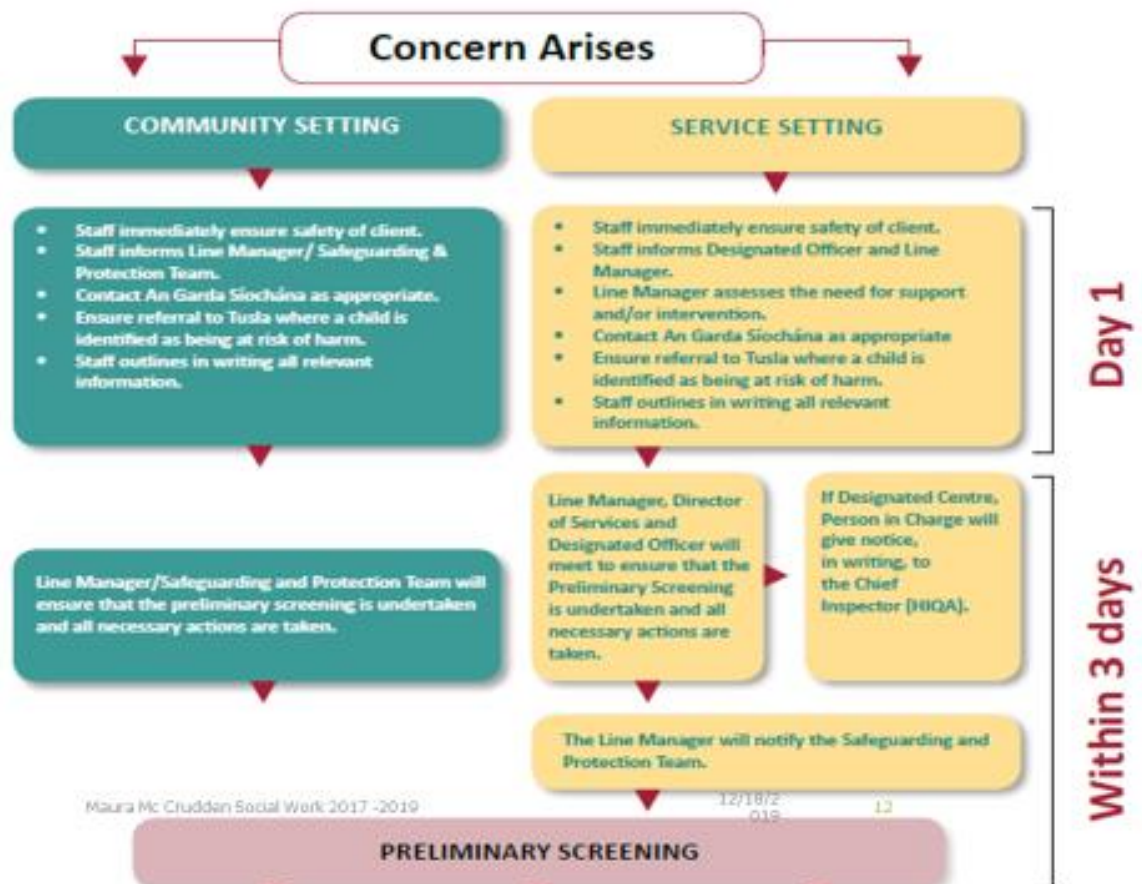
- Quality Governance Directorate provides a framework for organisations to, monitor and improve standards of service delivery
- Senior social worker Lead oversees the quality and governance of the adult safeguarding and child protection policy across the rehab group nationally in Ireland UK and Scotland.
- Enhance and Develop the person centred model of care using social work values, within Quality and Governance framework.
- Develop service capacity and capability to implement policy and procedure in response to Safeguarding Vulnerable Persons at risk of abuse and Child Protection. In accordance with Regulators, funders and service agreements.
- Senior social work lead provides advice to designated officer, and across the group.
- Collate safeguarding data, identify and implement strategies for improvement and national training.
- Provide a Social Work analysis and approach to development of Quality and Governance frameworks.
- Develop local governance in relation to Safeguarding and other identified areas in, accordance with regulators, funders and service agreements.

**All staff must attend mandatory training and all staff must ensure that they are clear about the safeguarding procedure and reporting structure.**

Link to Tusla Child Protection Agency: <https://www.tusla.ie/services/child-protection-welfare/>

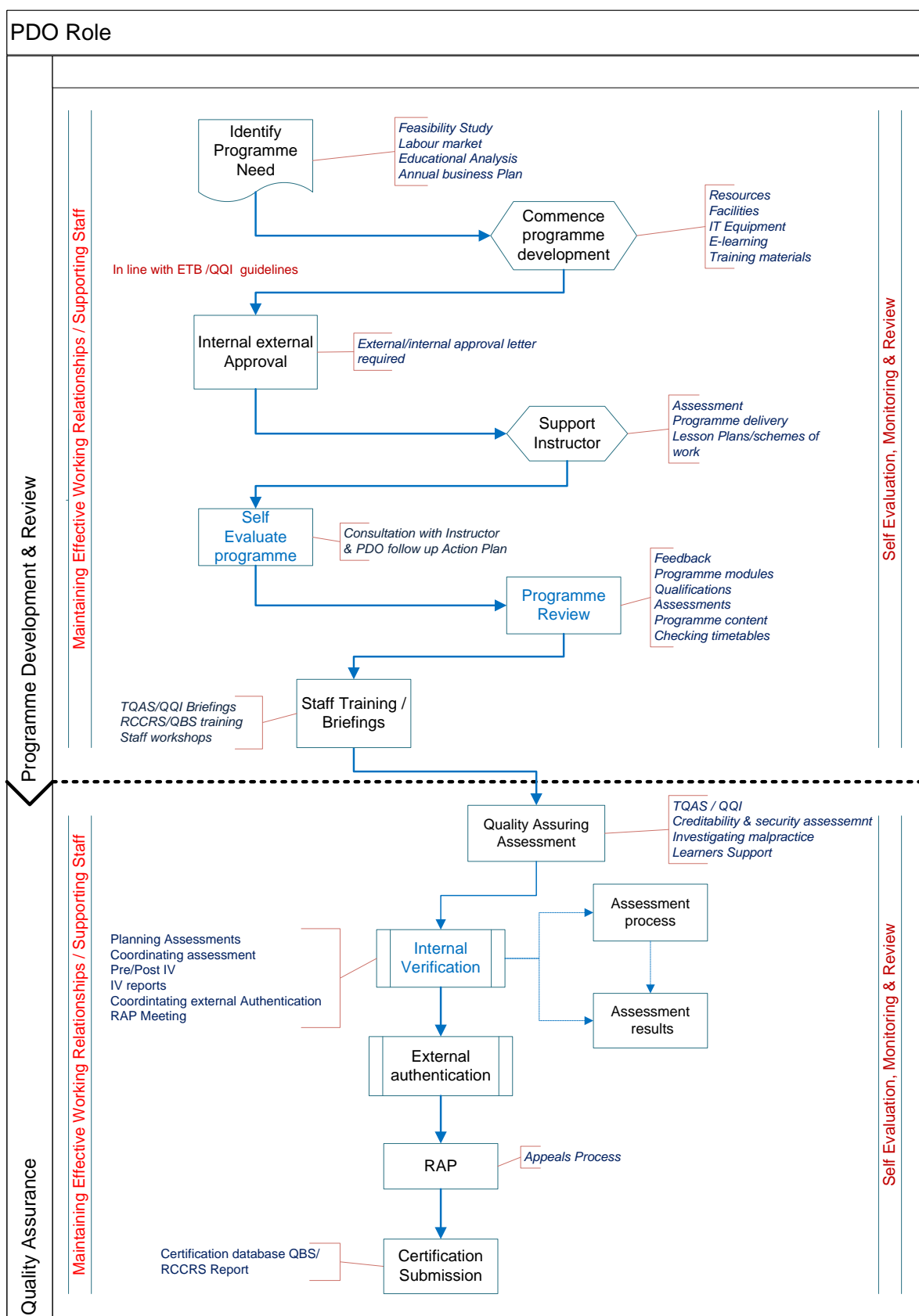
Link to HSE Adult Safeguarding:

<https://www.hse.ie/eng/about/who/socialcare/safeguardingvulnerableadults/>



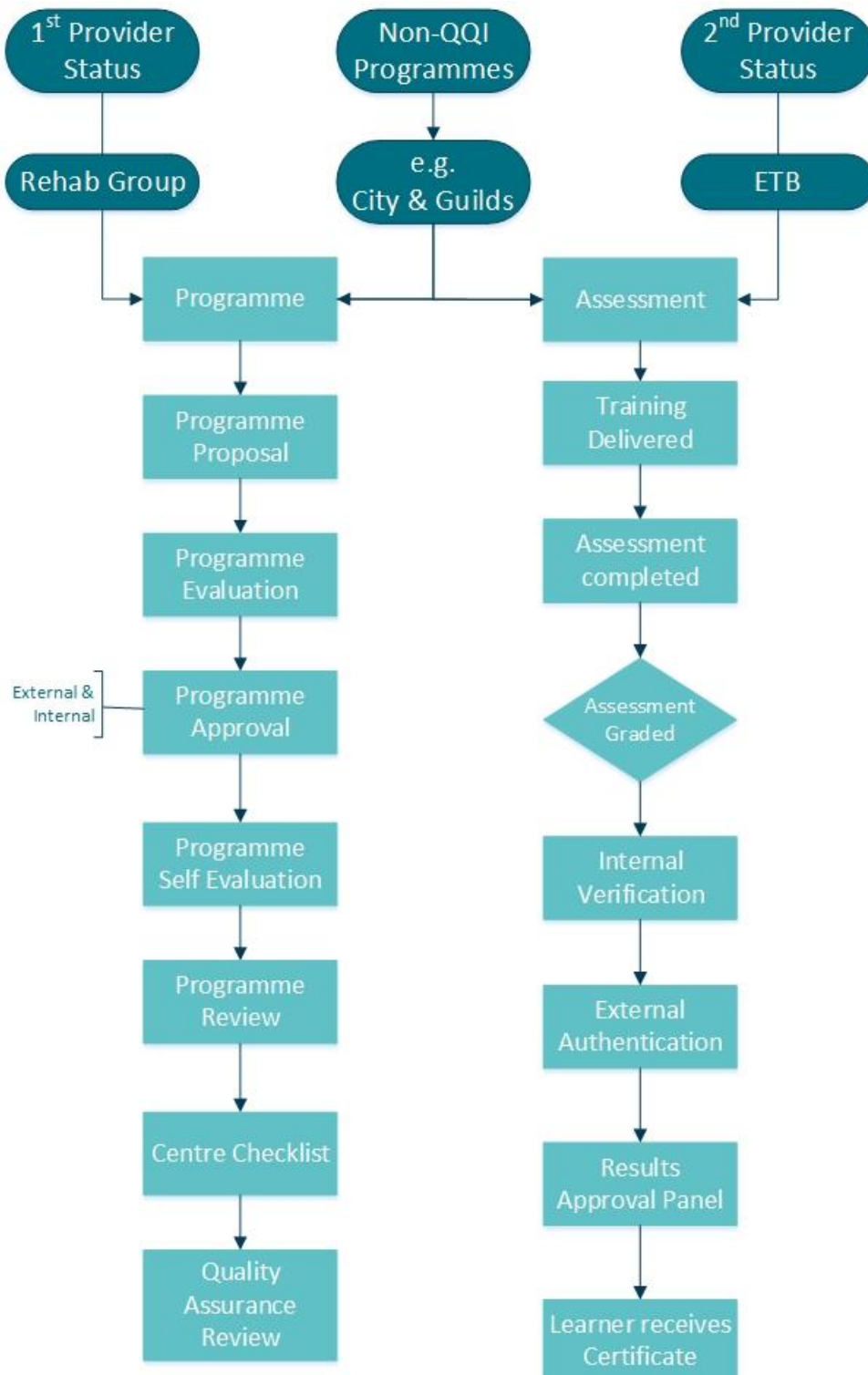
### 1.6.1.5. Programme Development Officer (PDO)

Ensure programmes remain relevant to students and labour market needs through development of new programmes and regular review of existing programmes. Work closely with managers, instructors and students to ensure that programmes are delivered in accordance with national and organisational standards.



## 1.7. Integrated Approach to QA

Regardless of which award is offered on a programme our approach to quality assurance remains the same. Please see diagram below



## 1.8. Scope of QA Provision

In Ireland, Rehab Group services are provided through three strands of the organisation Learning & Employability, Community Care, and Enterprise.

1. Learning and Employability provides high-quality training, education and employment placement services which successfully support over 90% of our 5,000 students in progressing to further education or employment every year. Programmes are delivered in 50 locations around Ireland and include a variety of Major Awards ranging from Level 1 to 6 on the national framework of qualifications. We offer awards in
  - Catering, Tourism, Hospitalities and Leisure
  - Business Studies and Admin
  - Computer and IT
  - Career Exploration and Employment Skills
  - Personal and Social Development
  - Horticulture and Environment
  - Career Development
  - Education Health & Welfare
2. Community Support delivers health and social care services which reach into communities the length and breadth of Ireland. Every year, more than 3,000 people of all ages and from all walks of life avail of our resource centres, residential and respite care, supported accommodation, outreach and home-based services.
3. Enterprise is Ireland's largest single non-government employer of people with disabilities, operating a unique integrated employment policy. Over 400 people are employed by Rehab Enterprises, more than half of whom are people with disabilities, in businesses ranging from recycling to retail services.

## 1.9. Corporate Governance

The Rehab Group is a registered charity. The Group Company Secretary is responsible for corporate governance compliance.

A Group internal audit function ensures compliance with legal financial requirements and with Group policies and procedures relating to finance. An Audit Committee oversees an annual work plan relating to financial practice.

## 1.10. Clinical Governance






The Quality & Governance function within Rehab Group is responsible for developing and monitoring service compliance and clinical governance structures across the Group. A Principal Psychologist provides supervision and support to the psychologists on clinical issues in accordance with PSI requirements and ensures that the psychologists have access to continuous professional development activities annually. A lead Psychologist is located in each region.

The Rehab Group has developed policies and procedures in relation to Child and Adult Protection. The Senior Psychologist is the designated liaison officer under the policies and the Regional Psychologists are the designated liaison persons. All managers and staff members have received training in child and adult protection.

## 1.11. Risk Management

In line with good governance practices the CEO has delegated leadership for the Risk agenda to the Quality & Governance Directorate. The Quality & Governance Directorate oversees the provision of education and training to ensure quality. The governance structure allows for the separation of programme development and programme approval.

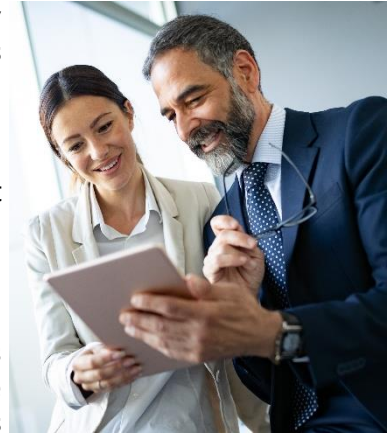
### Related Documents

-  [Diversity Policy](#)
-  [Strategic Plan](#)
-  [Policy on Child Protection](#)
-  [Policy on Safeguarding Vulnerable Persons at risk of abuse](#)
-  [Risk Management Policy COR-OPS-01](#)



## 2. Documented Approach to Quality Assurance

The Rehab Group's quality assurance system is fully documented. The Rehab Group has robust, documented policies and procedures in place to provide assurance of the quality and standards of provision of programmes of education and training. All Rehab Group policies are available on SharePoint and MetaCompliance platform and an index of policies is available at each training centre.



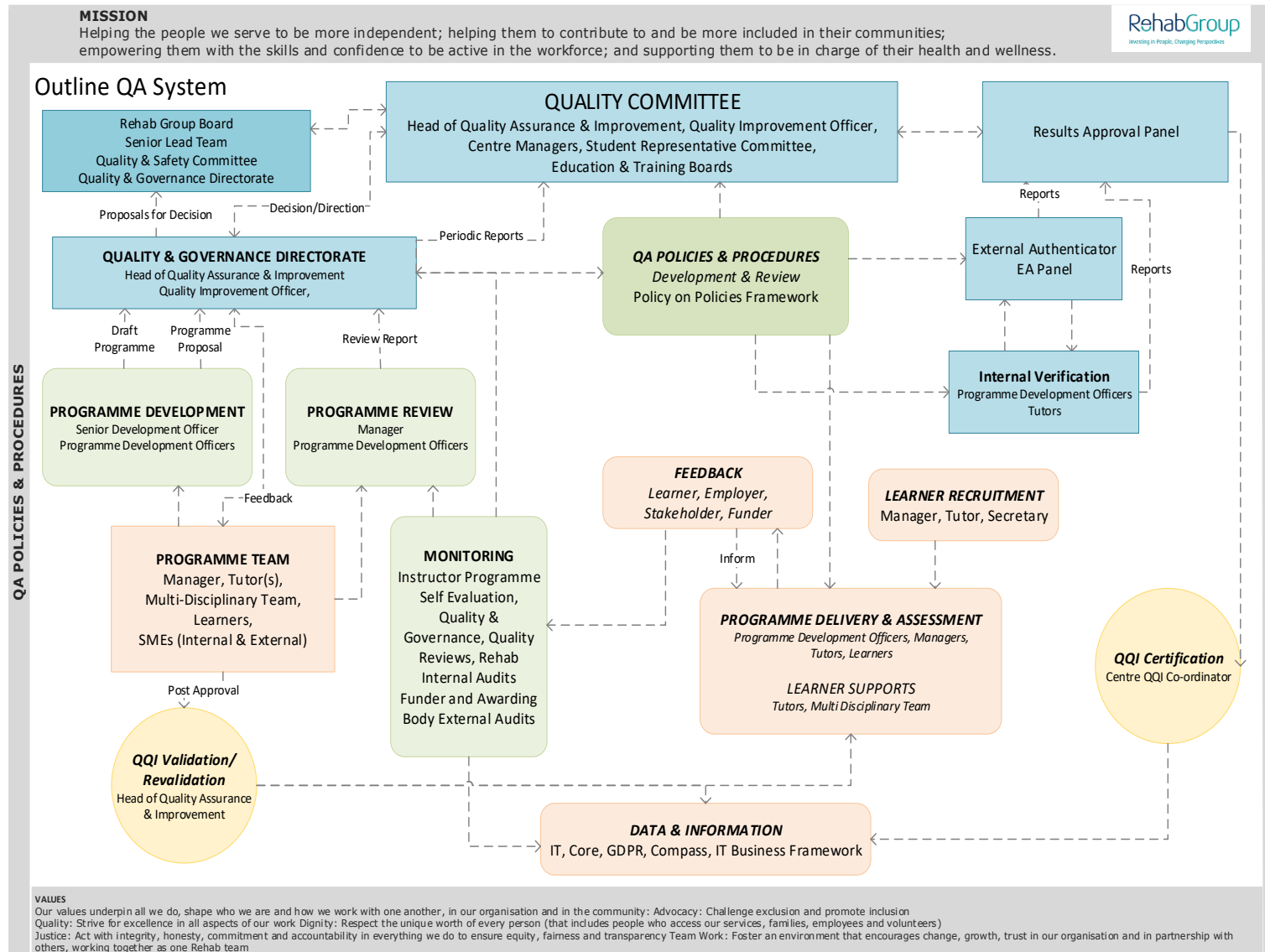
The Rehab Group Policy on Policies Framework is designed to direct Management in writing and developing policies. Our aim is to ensure that policies directing and describing the practices and behaviours for which Management are accountable are developed and distributed appropriately. The purpose of this framework is to direct all staff in the processes required to develop, register, distribute and document control policies, procedures and guidelines in order to ensure that only current, accurate and comprehensive documents are available to guide staff, volunteers, service users and members of the public.

The Rehab Groups policy on policies is reviewed every three years, an annual audit of engagement with policies is carried out by the Quality & Governance Directorate and all policies must be reviewed at least every three years or in line with current legislation and regulation.

All Rehab Group quality assurance policies are informed by awarding and funding body requirements. Rehab Group policies are also available on the Rehab Group website. Student, Staff and Stakeholder feedback is utilised to inform policy review and the development of new policies.

The purpose of our policies and procedures is to promote best practice, standardise practices, ensure we meet legislative and regulatory requirements and ensure employees and line managers are clear of their roles and responsibilities.

## 2.1. QA Process Approach




## 2.2. Policy for Quality Assurance

It is the policy of the Rehab Group and its subsidiaries to promote, achieve and maintain Excellence in Quality in the management and the provision of all services and products.

The Rehab Group's commitment to excellence and continuous improvement is a fundamental aspect of the business including:

- The provision of services and products
- Business management
- Compliance with national/international quality standards
- Compliance with quality requirements in tenders/service contracts.

A copy of our  [Quality Policy](#) is available on SharePoint or on our website.

## 2.3. Quality Statement

All centres must display a copy of Rehab Group's Quality Statement. The Rehab Group strives for excellence in provision of services and places a strong emphasis on continuous improvement.

A copy of our  [Quality Statement](#) is available on SharePoint.

The Rehab Group offers a wide range of awards at levels 1 to 6 on the National Qualifications Framework (NQF). We comply with a number of external quality standards including:

- Quality & Qualifications Ireland (QQI)
- City & Guilds
- ECDL
- Microsoft Office Specialist
- Education and Training Boards (ETBs) Training Standard System (TSS)
- New Directions Interim standards set by the HSE

Under the Rehab Groups Internal Quality Improvement Programme, each programme is subject to:

- An annual self-evaluation
- An annual programme review
- Student, Staff and Stakeholder feedback
- Student, Staff and Employer Surveys
- An annual quality assurance review
- Desktop monitoring
- Student Involvement

The Rehab Group's approach to programme delivery is highly individualised. Individuals who access our programmes participate in a range of assessment activities at the beginning of training and an Individual Action Plan is agreed to build on strengths and address the needs identified. Actions and results are recorded and analysed to ensure that individual needs are being met. Individual Action Plans are captured through Compass or iplanit.

## 2.4. Rehab Group Funding & Awarding Bodies



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive



**etbi**  
Education and Training  
Boards Ireland  
*Boird Oideachais agus  
Oiliúna Éireann*



AN ROINN DLÍ AGUS CIRT AGUS COMHIONANNAIS  
DEPARTMENT OF JUSTICE AND EQUALITY



QQI AWARD



NEW DIRECTIONS

**ETB TSS**

(Training Standards System)

*Refer to local ETB*



**Assurance**  
in Social Services  
EQASS



**City &  
Guilds**



**Authorized  
Partner Program**



## 2.5. Rehab Group Mandatory Quality Assurance Systems

Mandatory Quality Assurance Systems		
	QA System	Legislation/Regulation
Vocational Training Contracted Training	 	Education and Training Act 2012  Education and Training (Amendment) Bill 2018
Rehabilitative Training	 	Education and Training Act 2012  Education and Training (Amendment) Bill 2018

### 2.5.1. QQI Core QA Guidelines

The following information will outline the Core Statutory Quality Assurance (QA) requirements of QQI. The Rehab Group is a provider of Further Education and Training offering QQI Awards and must conform to QQI's Core Statutory Quality Assurance (QA) Guidelines published under the Qualifications and Quality Assurance (Education and Training) Act 2012 amended

All providers offering programmes leading to QQI awards must comply with these QA guidelines.

The following QA areas underpin the Rehab Groups quality assurance system:

1. Governance and Management of Quality
2. Documented Approach to Quality Assurance
3. Programmes of Education and Training
4. Staff Recruitment, Management and Development
5. Teaching and Learning
6. Assessment of Students
7. Supports for Students
8. Information and Data Management
9. Public Information and Communication
10. Other Parties involved in Education and Training
11. Self-evaluation, Monitoring and Review

## 2.5.2. ETB Training System Standard

The Rehab Group is a second provider to the 16 Education and Training Boards. The ETB owns the validated programmes with ultimate responsibility for quality assurance.

For further information regarding your local ETBs quality assurance system or major awards offered please contact your PDO.

## 2.5.3. New Directions

'New Directions', the Review of HSE Day Services and Implementation Plan, published in 2012 proposes an approach to the provision of these services which is based on the principles of person-centredness, community inclusion, active citizenship and high quality service provision.

**Theme 1:** Individualised Services and Supports

**Theme 2:** Effective Services and Supports

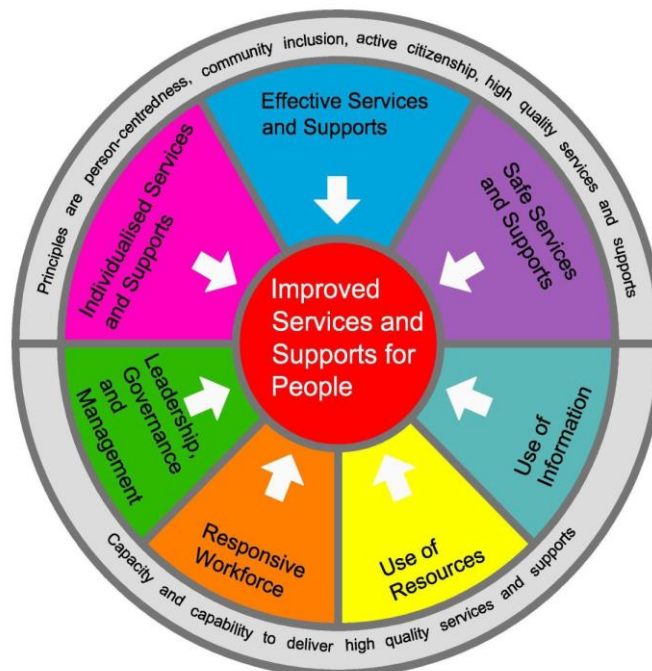
**Theme 3:** Safe Services and Supports

**Theme 4:** Leadership, Governance and Management

**Theme 5:** Responsive Workforce

**Theme 6:** Use of Resources

**Theme 7:** Use of Information







## 2.6. C&G QA Requirements

For a full list of C&G requirements please refer to the City & Guilds website. This will allow you to view all requirements. A handbook is also available for each award which states what modules are required to attain a major award. Visit [www.cityandguilds.com](http://www.cityandguilds.com)

## 2.7. QQI Registered Centres

All National Learning Network centres are registered as a QQI centre. Please ask your manager for details pertaining to your centre.

### Related Documents

-  [Policy on Policies](#)
-  [Quality Policy V3 COR-OPS-003](#)
-  [Quality Statement](#)
-  [QQI Core Guidelines](#)

ETB Standard Operating Guidelines (available at local level)

-  [New Directions Interim Standards](#)



## 3. Programmes of Education & Training

### 3.1. Programme Development and Approval

It is the policy of the Rehab Group to ensure that all training programmes are developed and approved in line with funding and awarding body requirements and the Rehab Group's Mission, Vision and Values.

The development and approval of programmes includes:

- A Feasibility Study
- Programme Proposal
- Development of National Training Specification
- Programme Evaluation Process
- Internal Approval Process
- External Validation Process
- Local Training Specification

The development and approval of training programmes must be conducted in a systematic way allowing sufficient time for internal and external consultation with stakeholders including time for programme evaluation by the appropriate personnel.

The Senior Development Officer (SDO) quality assures all programmes prior to approval.

Programme Development Officers (PDO) in each region support the development and delivery of programmes.

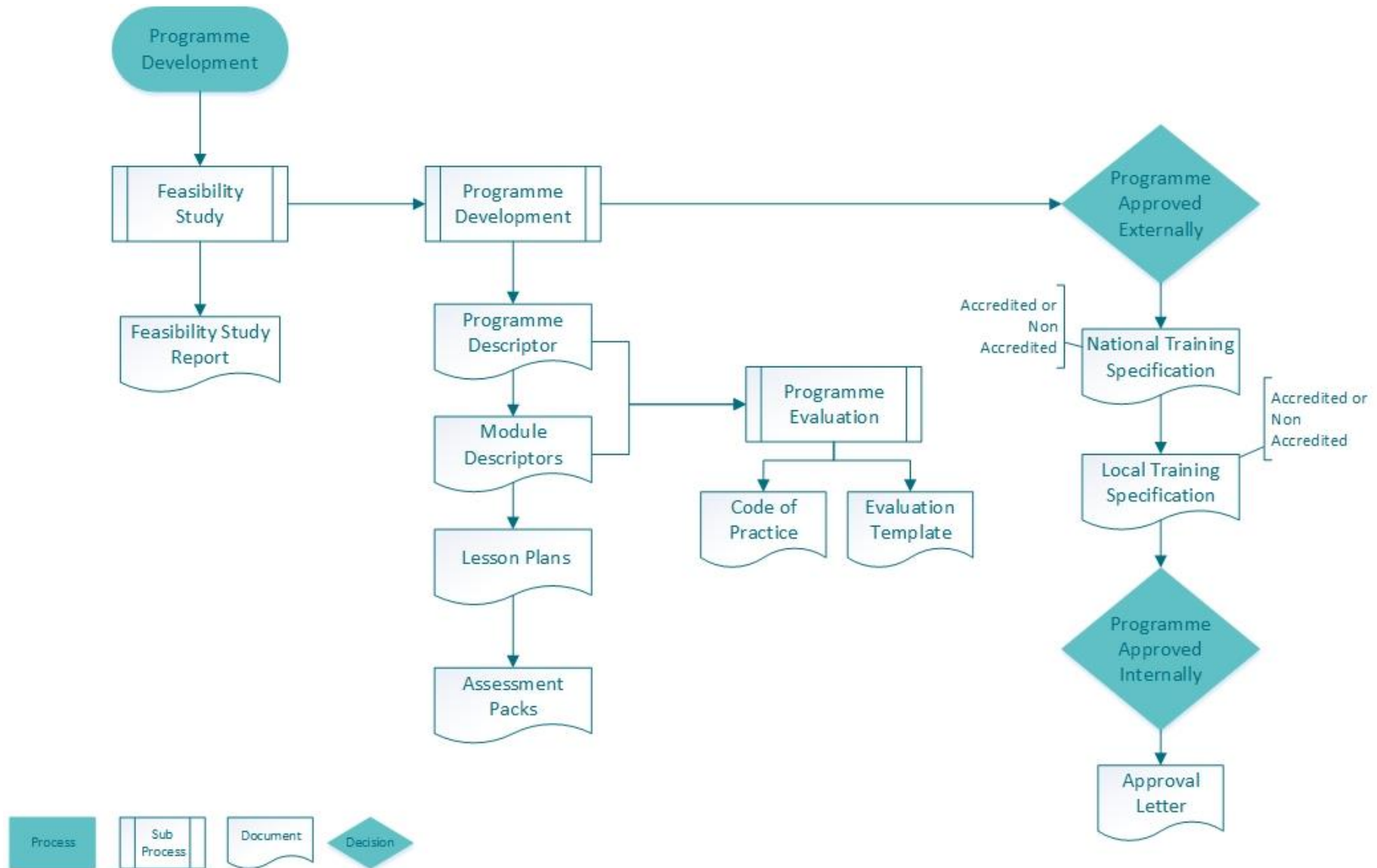
The Quality Improvement Officer (QIO) presents programmes to the Quality & Governance Approval Committee for internal approval and where appropriate presents to the awarding body for external validation.

The Quality Improvement Officer notifies all involved in the development and evaluation process that the programme is approved and available on the Training Programme Specification (TPS) database on SharePoint.


The Programme Development Officer supports the design of the Local Training Specification (LTS), submits the LTS for approval and carries out a review of the programme at least once a year.



### 3.1.1. Programme Development & Approval Process



## 3.2. Programmes

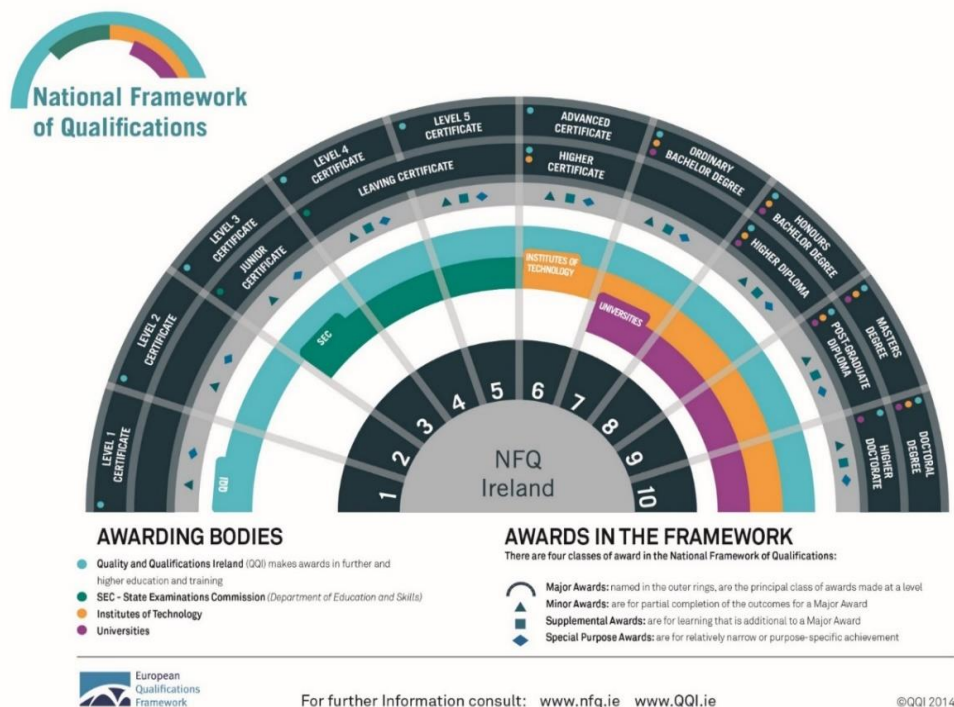
All Rehab Group programmes must be designed in line with the Rehab Groups Mission, Vision and Values and the Rehab Groups  [5 year strategic plan](#).

All programmes must be developed in line with the stated learning outcomes for each programme as set out in award specifications.

It is the policy of the Rehab Group to ensure all programmes are developed in line with our Programme Development Policy, the National Framework of Qualifications. All programmes include information about Access, Transfer and Progression and specific outcomes.


All programmes **must** have an up to date Local Training Specification prior to commencing training.

### 3.2.1. National Framework of Qualifications



All programmes include a well-structured work placement to provide students with an opportunity to take part in work experience and gain employment opportunities. (See Work/Community Placement Policy). All employers must complete a work experience agreement prior to a student commencing the work placement.

### Related Documents

 [NLN Approved National Training Specifications](#)  
Conformance to LTS Policy (Draft)

 [Programme Development and Approval \(Accredited and Non-Accredited Programmes\)](#)

 [EBT Policy](#)

 [5 year strategic plan](#)

### 3.3. Student Admissions, Progression and Recognition

#### 3.3.1. Information for Students

It is the policy of the Rehab Group to ensure students are provided with clear and accurate information about the awards they wish to achieve.

Under the terms of the 2012 Education and Training Act all students will be provided with information on:

- Awards
- Access, Transfer & Progression Options
- Protection for Students should a programme cease

For further information, please refer to the  [Information for Students Policy](#) on SharePoint or on our website.

#### 3.3.2. Admissions Including Transfers



Rehab Group is committed to the provision of high quality services, working with individuals who are referred to our services.

Assessment for admission to all our services includes consultation with potential students, family members, advocates and where appropriate professionals involved with the student.

The criteria underpinning admissions includes equality, a person centred approach and eligibility as specified in service agreements/contracts.

The admissions process takes into account the following:

- Referral is appropriate to the individual and the capability and capacity of the centre
- The individual can be supported to reach their goals
- Identification of Risk
- Continuous consideration of changing needs of the individual and capacity to meet the need
- Central to admission and assessment is the recognition of confidentiality and data protection.
- Following on from the assessment process three possible outcomes can result:
  - .-. Accepted
  - .-. Accepted on a trial or sample basis
  - .-. Admission Declined

The Rehab Group appeals admissions and transfers policy sets out the appeals process for a student who is declined a place on a Rehab Group programme.

When a student commences a programme the following information must be provided:

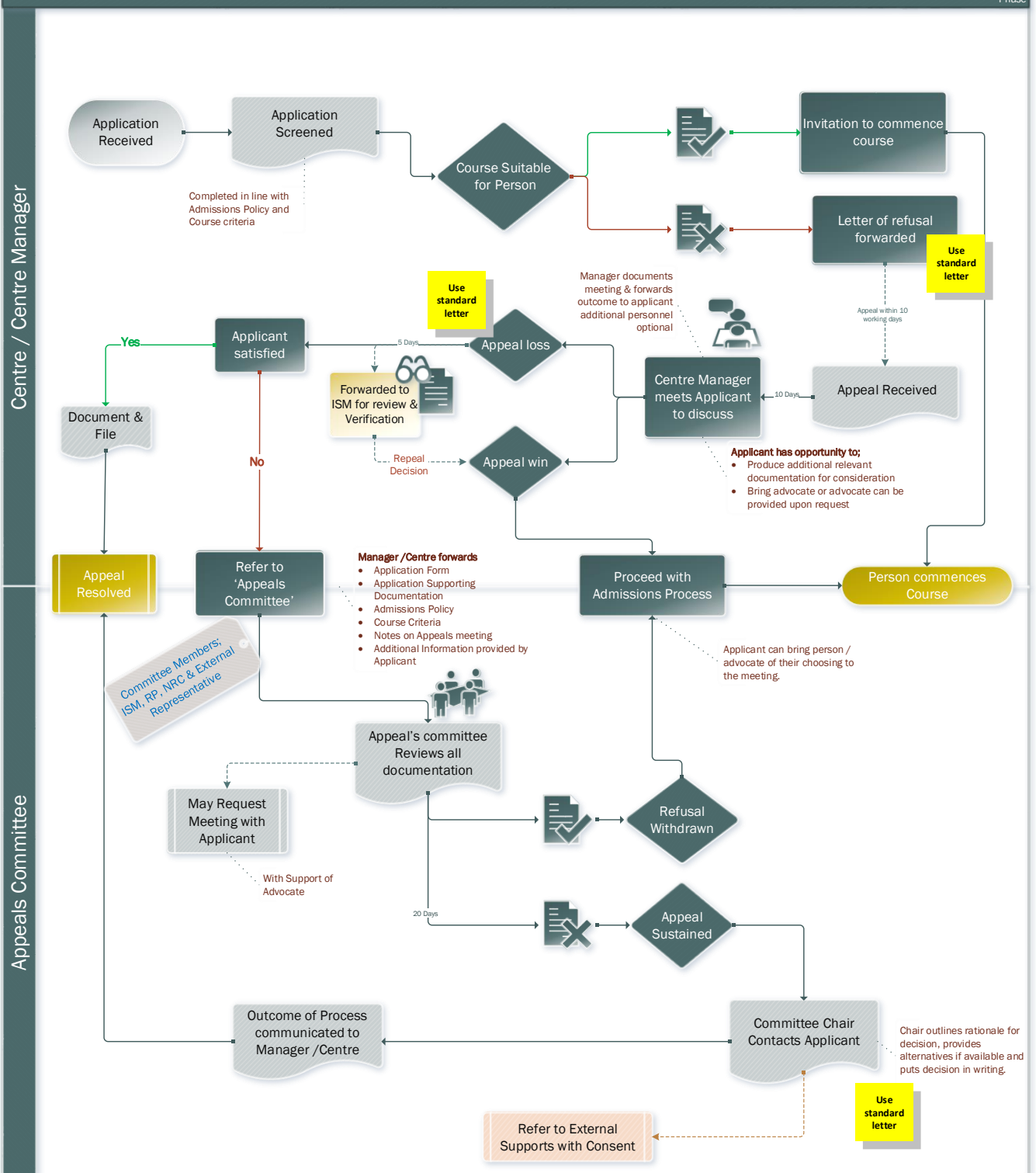
- Programme Details
- Award Details
- Recognition of Prior Certified Learning
- Student Induction Pack
- Access, Transfer & Progression Options
- National Framework of Qualifications (NFQ)
- Awarding Body and Funding Body Information

If unsure of any of the above please contact your PDO or centre manager for details.

### 3.3.2.1. Student Appeals Process – Admissions

#### Learner Appeals Process – Admissions, Transfer Policy

Phase



### 3.3.3. Protection for Enrolled Students

It is the Rehab Groups policy to have arrangements in place to ensure that if a programme of education and training ceases prematurely, students will be able to complete a similar programme with another provider, or have their money refunded where fees apply.

### 3.3.4. Access, Transfer & Progression

It is the policy of the Rehab Group to ensure that all individuals are able to enter and successfully participate on a programme or series of programmes leading to an award, or series of awards, in pursuit of their learning objectives.

It is our policy to ensure:

- Information on access, transfer and progression is provided to all individuals and fully explained in an appropriate manner
- Arrangements for entering a programme is clear
- Applicants are treated in a fair and consistent manner and in accordance with relevant equality legislation
- Decisions made on the allocation of places on programmes are transparent
- A copy of the local training specification is provided to all individuals outlining the programme content, structure, duration and including transfer and progression options
- The award offered on the programme is clearly explained to the individual and a statement of knowledge, skill and competence is provided as a basis for successful participation
- Any risk to the health and safety of individuals with regards to access, transfer and progression is identified and addressed
- Where access is denied information is provided to the individual on the appeals process
- The transfer and progression procedures are explained to individuals as part of the intake process

### 3.3.5. Access Transfer & Progression Statement

The Access Transfer & Progression Statement for each programme should be clearly visible in all centres

# Rehab






Investing in People, Changing Perspectives

## Access, Transfer & Progression Statement

It is the policy of the Rehab Group to provide Learner's with information about Access, Transfer and Progression as follows:

<b>Access</b> – the arrangements in place for a Learner to enter onto a programme or transfer, progress to another programme	E.g. aged 16 years or over, , application form, interview
<b>Statement of Knowledge, Skills and Competence</b> required to succeed on the programme	Education Level, QQI Level or alternative experience
<b>Allocation</b> of places, how Learners are selected	Please describe how places are allocated e.g. waiting list, funding, first come first served
<b>Transfer</b> options available	Options available within the Centre and external to the Centre
<b>Progression</b> options available	State the progression options available to the Learner e.g. employment, further or higher education
<b>Appeals</b> process	What is the process in place if a Learner is refused a place and wishes to appeal (currently being developed)

### Related Documents

-  [Information for students TAE-ICA-001](#)
-  [Admissions including Transfers Policy](#)
-  [Protection for enrolled students Policy TAE-ICS-001](#)
-  [Access Transfer & Progression Policy TAE-VOT-003](#)
-  [Access Transfer & Progression Statement](#)



### 3.3.6. Charter of Rights

The Charter of Rights, provided to students in all locations sets out details of student rights and responsibilities including those relating to communication and advocacy. A copy of the Charter of Rights is available to print in Rehab's Record System Guidelines on SharePoint.



#### **CHARTER OF RIGHTS AND RESPONSIBILITIES FOR NATIONAL LEARNING NETWORK SERVICE USERS**

**National Learning Network provides high quality flexible and responsive training, education and employment programmes leading to recognised qualifications and job opportunities**

**This Charter was developed in partnership with service users, staff, managers and key stakeholders who have been consulted about the content of the Charter and about setting service standards**

**Copies of this Charter are available in  
| Braille | Large Print | Computer Disk**

**National Learning Network  
10D Beckett Way, Parkwest, Dublin 12, D12 C9YE  
T +353 1 2057200 F +353 12057211  
W [www.nln.ie](http://www.nln.ie)**

## RIGHTS

**As a service user of the National Learning Network you have the right to**

- ☐ clear and accurate information about services and facilities
- ☐ individualised assessments, induction and reviews
- ☐ individualised action plans
- ☐ be involved in decision making about your future
- ☐ make informed choices
- ☐ help, support, advice, representation and advocacy
- ☐ communicate, express opinions, be consulted and listened to
- ☐ dignity, confidentiality, respect and privacy
- ☐ access a set of fair and efficient complaints procedures in your centre
- ☐ efficient and effective management of your services
- ☐ a guarantee that these rights will be upheld and reviewed annually

## RESPONSIBILITIES

**In return National Learning Network expects you to**

- ☐ do your best to complete all required tasks to a satisfactory standard
- ☐ attend regularly and punctually and account for all absences
- ☐ provide relevant information about yourself
- ☐ show respect for other service users, staff, resources and facilities
- ☐ comply with rules and regulations
- ☐ adhere to healthy, safe working practices at all times
- ☐ help others in the spirit of team work

**Our performance against our standards**

**We will monitor and evaluate our services against the standards we have set in this Charter on an Annual basis**

Your statutory rights remain unaffected. National Learning Network is committed to adhering to existing and future legislative practice. A copy of our complaints procedure is available in your induction pack and in every training centre. For further information you may also contact a member of staff or your NRC Representative.

**SIGNED**



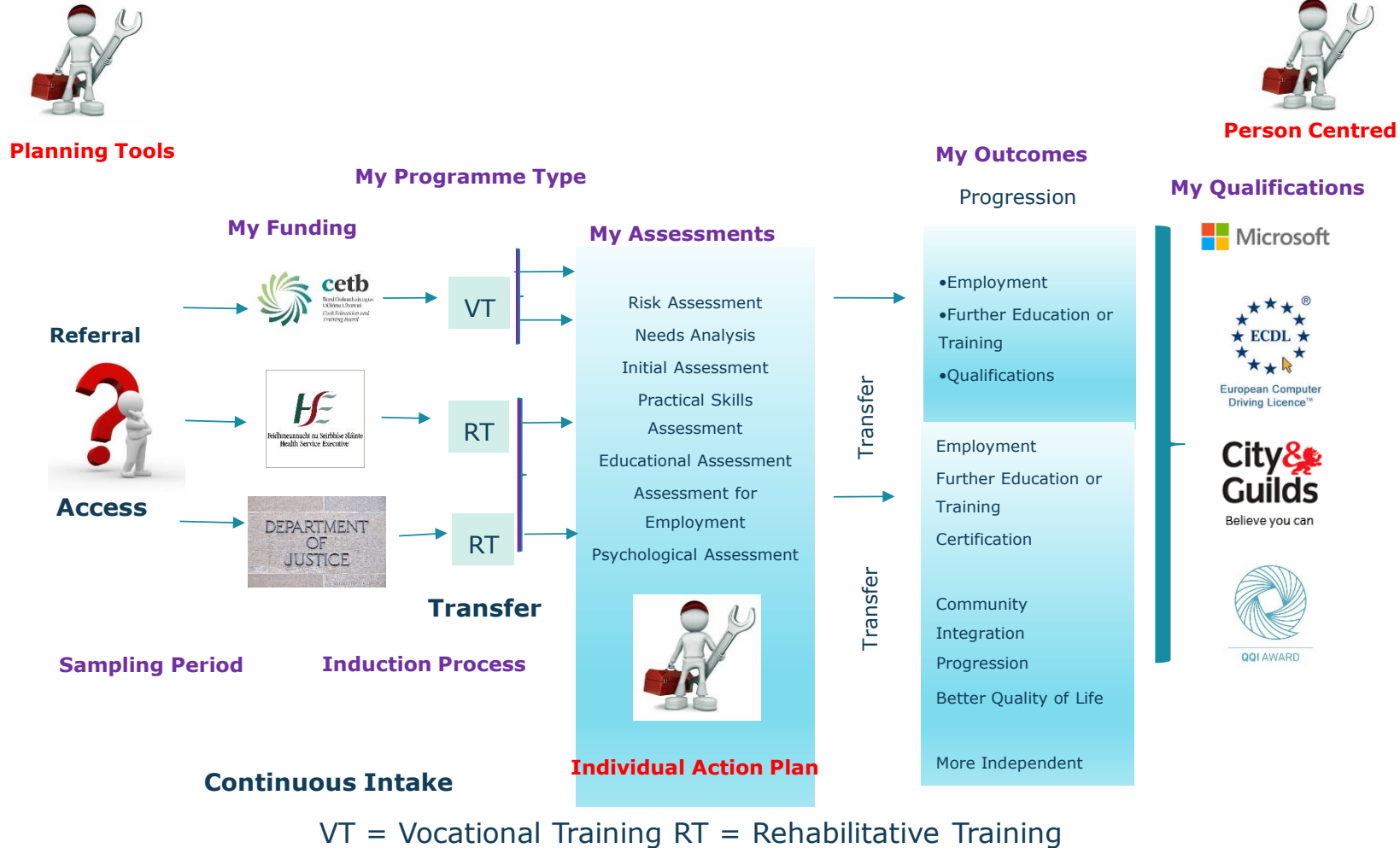
**SIGNED**

.....  
Service User

**Date:**



### 3.3.7. Student Journey



## 4. Staff & Human Resources

### 4.1. HR Connection



HRC offers you a centralised HR Support Service. They provide you with information and guidance in all elements of the employee lifecycle.

The aim of HRConnection is to develop a strong employee focus within HR to respond in a consistent and efficient manner to the needs of employees.

For further information, please refer to  [HRC Section](#) on SharePoint or on our website.

### 4.2. Staff Recruitment



The Rehab Group operates a clear and transparent recruitment process. We strive to ensure that each candidate seeking employment is treated equally. Appointments are processed in line with equality legislation and good recruitment practices. We are committed to ensuring there is no discrimination at any stage of the process. The Rehab Group recognises the benefits of a diverse workforce and represents all sections of society. It is our policy to hold a one stage interview process for all front line staff and a two stage interview for all management and senior posts.

The following are the core elements of the Rehab Group's recruitment and selection process:

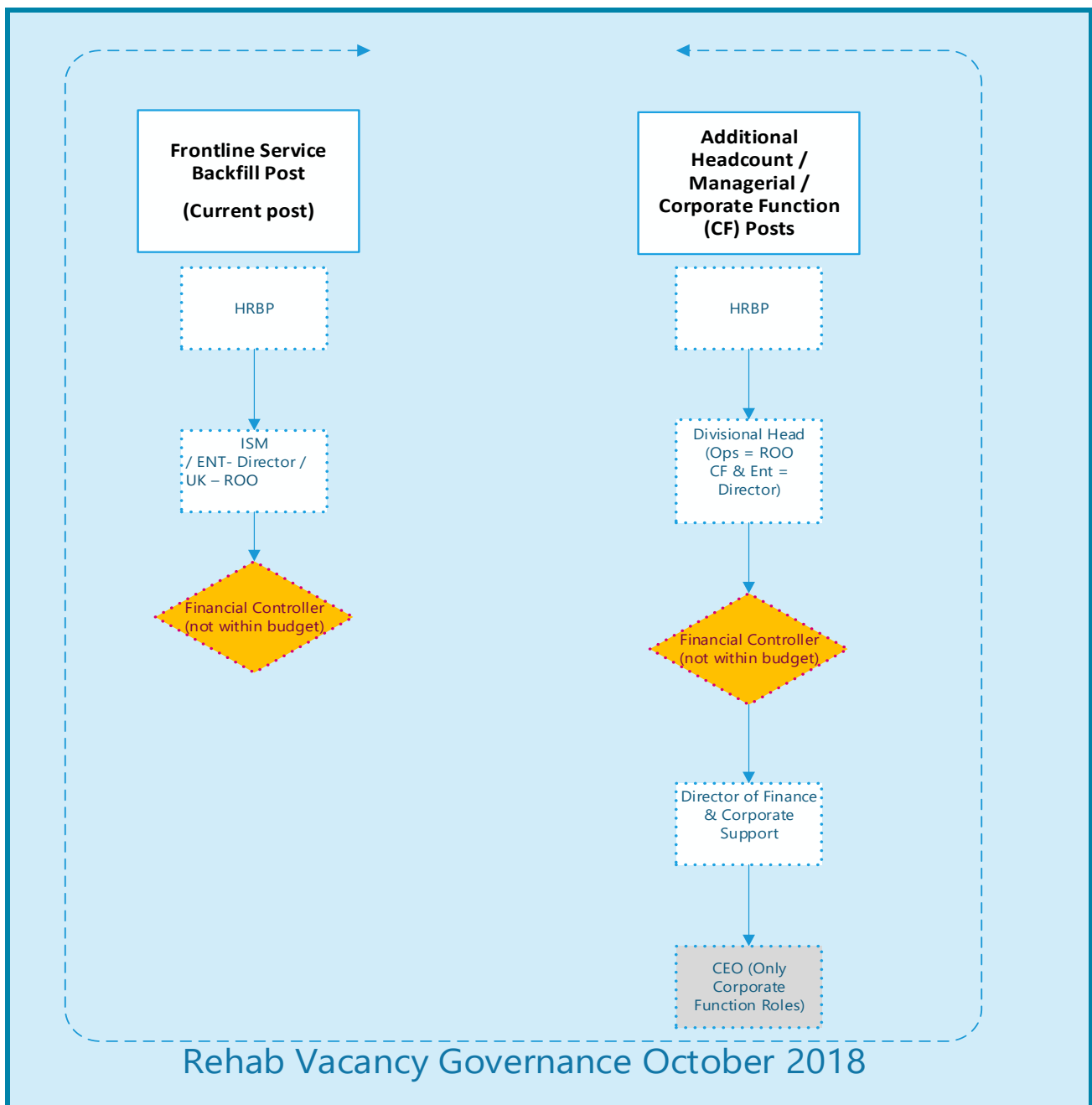
- Manpower Planning
- Recruitment and Selection
- Contract Management and Pre-employment
- On-boarding, Induction and Probation

All staff members involved in the delivery and assessment of Students must meet Pedagogical, Academic, Professional and Technical standards set by the Rehab Group and the Education and Training Boards. Where standards are not met and relevant experience is met staff members can participate in the Level 7 Train the Trainer provided in partnership with Maynooth University. Staff profiles are benchmarked with the Education and Training Board.

Feedback on teaching staff is collected through programme reviews, quality reviews, student feedback surveys and student forums.

Clear Job Descriptions are provided outlining qualifications and experience necessary for the role. All new staff receive induction training, a staff handbook and a calendar of training events.

### 4.2.1. Rehab Group Recruitment & Selection Process



For further information, please refer to our [Recruitment & Selection Policy](#).

### 4.3. Garda Vetting


All employees and engaged persons, both potential and current, will be requested to complete a Garda Vetting application form prior to commencement with Rehab Group Services in line with the National Vetting Bureau (Children and Vulnerable Persons) Act 2012-2016.

For further information, please refer to our [Garda Vetting Policy](#).

## 4.4. ETB Trainer Criteria

For further information on ETB Trainer Criteria please refer to local ETB Standard Operating Guidelines (Section 3.14).

## 4.5. Rehab Group Trainer Criteria

For further information on Trainer Criteria, please refer to  [Rehab Group Trainer Criteria](#) documentation on SharePoint or on our website.

## 4.6. Code of Conduct


Rehab Group values its reputation for professional and ethical behaviour and is committed to ensuring its adherence to professional and ethical standards and accountability in every jurisdiction the organisation operates within. Rehab Group recognises that to achieve this goal, employees must be accountable and honest and are obliged to act in the best interest of the organisation and the parties concerned. This obligation requires that all employees, volunteers, executive directors, board directors (including all co-opted board member(s) and/or co-opted committee member(s) of the organisation) and suppliers of services (employees/engaged persons) to Rehab Group in the performance of organisational duties, seeks only the furtherance of the organisation's mission, vision and values and that all professional and non-professional performance standards dictate the level of quality of care and that probity is high and must be maintained. These values must be the basis for the official actions of all employees/engaged persons.

For further information, please refer to our  [Code of Conduct Policy](#). Or  [NLN Code of Practice](#)

## 4.7. Staff Development

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. For further information, please refer to Learning & Development Policy.

For all other queries relating to Human Resources please check out the  [range of HR policies](#) on SharePoint.

### Related Documents

 [Code of Conduct Policy](#)

 [Recruitment & Selection Policy HRM-RES-001](#)

 [Garda Vetting Policy](#)

 [Trainer Criteria](#)

 [Code of Practice](#)

 [Learning & Development Policy HRM-REL-007](#)

## 5. Teaching & Learning

It is the policy of the Rehab Group to ensure that all teaching and learning in the organisation is in line with our Mission, Vision and Values as well as the requirements of funders and awarding bodies.

We are committed to creating a learning environment that will enhance the skills, knowledge, learning abilities and enthusiasm of individuals so that they can participate fully in the workplace and the community.

### 5.1. e-Learning

The e-learning team produce e-Learning courses for blended learning and teacher-led education. These courses contain content-rich videos, handouts, lesson PowerPoints, interactive e-lessons, educational games, e-quizzes and student discussion forums. NLN's courses are explicitly aligned to QQI component specification requirements and quality assured by our internal Quality and Governance Department. Programme Hubs contain all relevant subjects on a course in the one place giving the benefits of simplified access for students and staff, easier navigation and sharing of materials between staff. The Student Support Hub area contains short bitesized courses on a range of areas including Study Skills, Life Skills, and Health and Wellness. All centres have access to subjects on a variety of topics such as Managing Money, Nutrition, Job Seeking, and Office Practice. These subjects are extremely popular on both our VT and RT courses.

For further information, please log onto  [www.enln.ie](http://www.enln.ie).

#### Related Documents

 [Teaching & Learning Policy](#)

 [E Learning Catalogue](#)


### 5.2. Induction

It is the policy of Rehab Group that all students commencing a training programme will complete an induction process and receive an Induction booklet.

The Induction checklist is completed and signed by student and instructor when induction has been completed.

For further information, please refer to the  [Induction Policy](#) on our website and SharePoint.

As part of Induction all students receive an induction pack. This pack is available in hard copy and E-Learning.

For further information, and to ensure that you are using the most up to date version, please refer to the  [Induction Pack](#) on SharePoint.

## 5.3. Student Feedback

Feedback is a fundamental element of continuous improvement and quality assurance.

Feedback is collected and analysed through:

- Programme Self Evaluation
- Programme Review
- Annual Student Satisfaction Survey

To establish the exact needs and expectations of our students/stakeholders, an annual student/stakeholder survey is completed by students, who have completed a minimum of 3 months on a programme, to tell us how we are doing and what we can improve.

The survey is an opportunity for students/instructors/stakeholders to voice their opinions and views as well as raise any concerns they may have with the service we provide

The results of the surveys are confidential and will be returned to the Centre Manager in order to highlight areas of good practice and areas for improvement within the centre.

The survey is available in hard copy or through a link on our e-Learning site

### Related Documents

Student Satisfaction Survey

## 5.4. Communication with Students

It is the policy of the Rehab Group to establish and maintain effective two-way communication with students.

Students should be encouraged to communicate and provide feedback on their individual and collective experiences.

Students should be consulted when designing and developing programmes, assessments and services.

### Related Documents



[Communication with students Policy](#)

## 5.5. Student Information

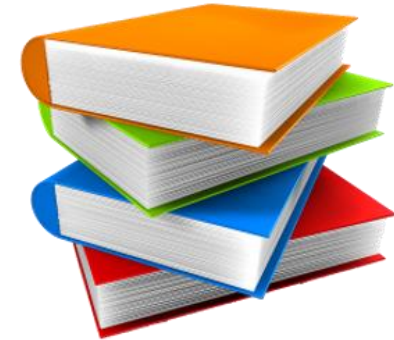
The following is a list of methods students can receive information relating to any relevant area of a programme



**Brochures**



**Induction**



**Handouts**



**Committee Meetings**

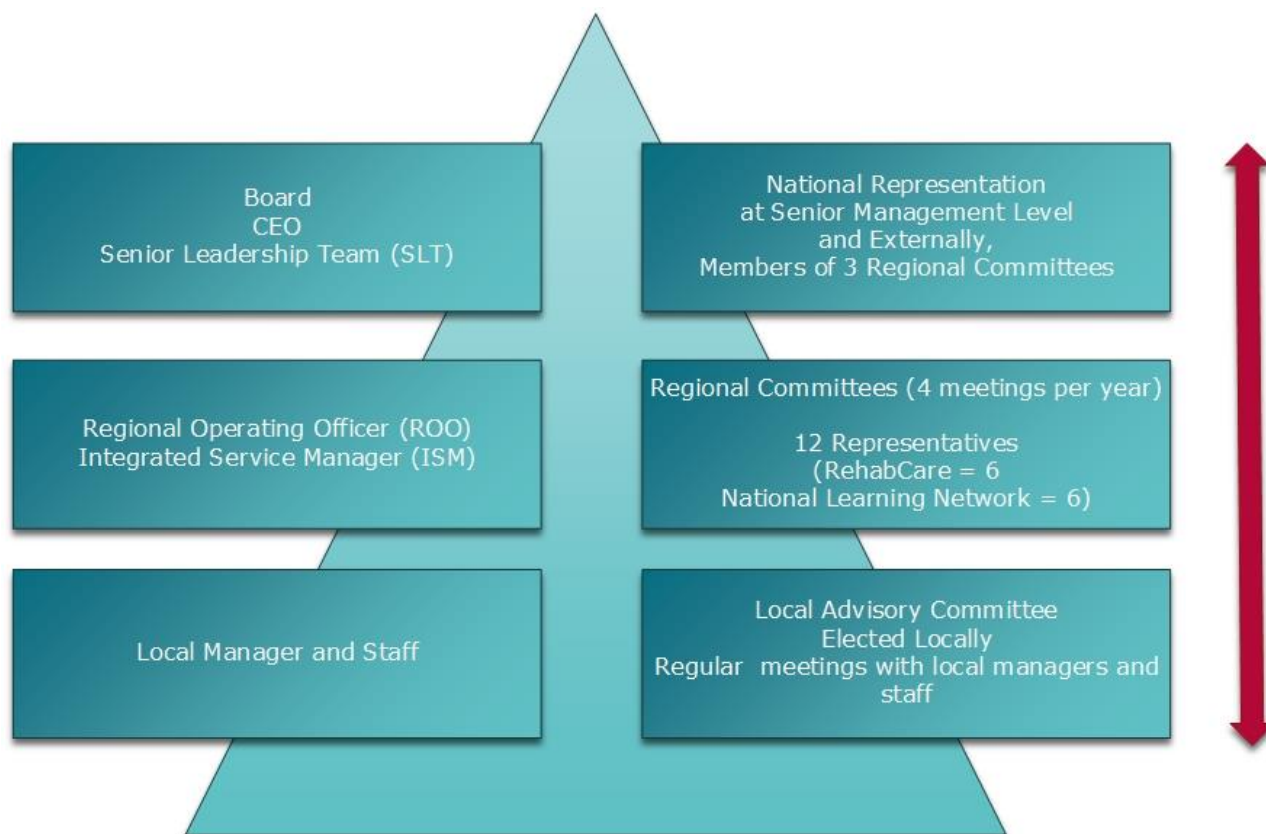




## 5.6. National/Local Representative Committee

Each of our learning locations have in place a Local Representative Committee (LRC) to facilitate two way communications between local management and students. The LRCs are supported by Rehab Group advocacy officers. At a national level, the National Representative Committee represents the interests of Students with Senior Management.

### 5.6.1. NRC Communication Process



## 5.7. Information for Students

It is the policy of the Rehab Group to ensure students are provided with clear and accurate information about the awards they wish to achieve.

Under the terms of the 2012 Education and Training Act all students will be provided with information on:

- Awards
- Access, Transfer & Progression Options
- Protection for Students should a programme cease

For further information, please refer to the  [Information for Students Policy](#) on SharePoint or on our website.



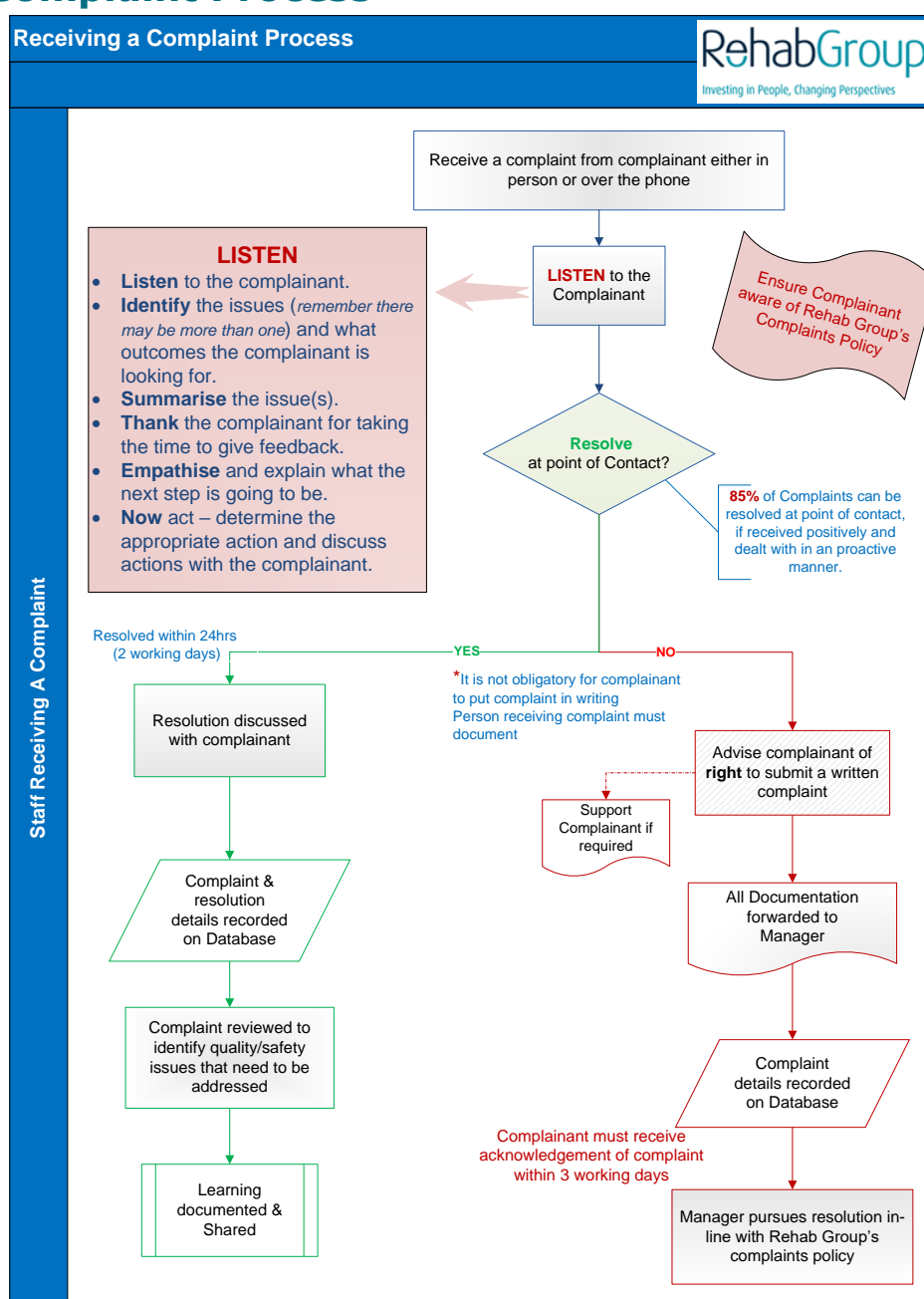
## 5.8. Complaints & Compliments

It is the policy of Rehab Group to seek to create a climate where positive and negative feedback on its services and activities is encouraged and responded to. Feedback is welcome from staff, students and all other stakeholders.

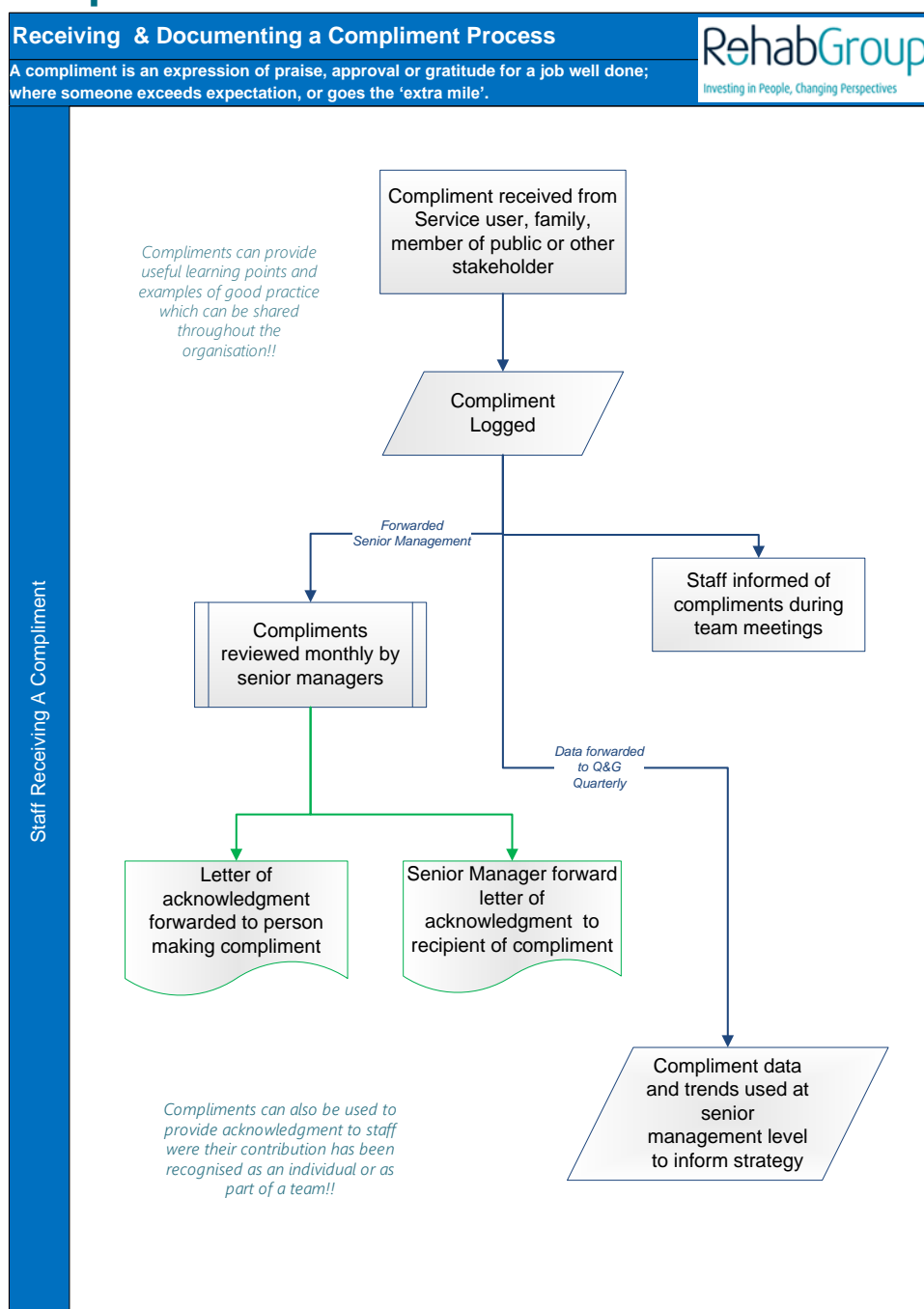
It is Rehab Groups policy to:

- Enable feedback
- Listen and respond to feedback
- Support staff and students to feedback
- Review feedback to continuously improve our service and enhance staff/student/stakeholder's experience

### 5.8.1. Complaint Process



## 5.8.2. Compliments Process



### Related Documents

[Complaints & Compliments Policy COR-GOV-002](#)

[E Learning Catalogue](#)

[Induction Pack](#)

Student Satisfaction Survey

[Information for Students Policy](#)

[Teaching & Learning Policy](#)

[Induction Policy](#)

[IAP Policy](#)

[Person Centred Planning Policy](#)

[Communication with Students Policy](#)

## 6. Assessment

### 6.1. Quality Assuring Assessment



In assessing students for certification, it is our policy to comply with the criteria and procedures set down by the awarding and funding bodies.

Quality assured assessment ensures student achievement is assessed in a fair and consistent manner in line with the national standards for the award. The Rehab Group will ensure all assessments for certification are fair and consistent and carried out professionally at all times.

Assessment is quality assured through the following processes:

- Assessment Activities
- Authentication Process
  - ◊ Peer Review
  - ◊ Internal Verification of the Process and Results
  - ◊ External Authentication
  - ◊ Results Approval Process
  - ◊ Appeals Process

The purpose of the authentication process is to ensure fair, consistent and valid assessment of students.

Assessment must be completed in line with funding and awarding body requirements. The Rehab Group process for quality assuring assessment of ETB funded programmes is carried out in line with local ETB requirements.

Programme Development Officers support the process of quality assuring assessment.

Internal Verifiers systematically check the assessment procedures have been applied across all assessment activities.

External Authenticators with subject matter expertise are appointed to independently confirm fair and consistent assessment of students in line with the national standards.

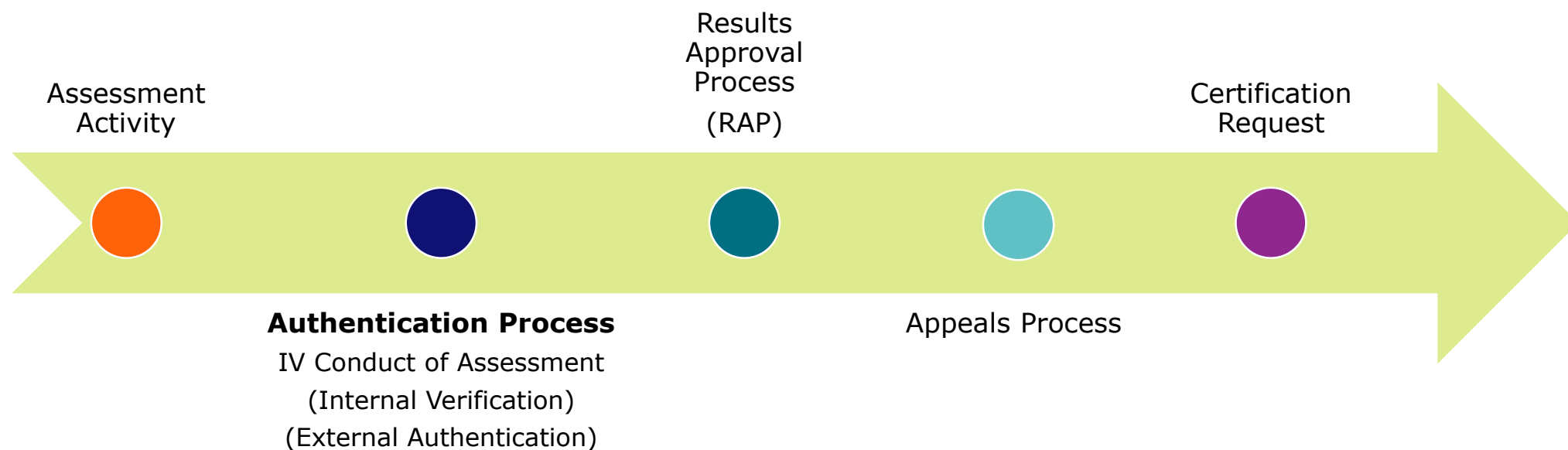
The Results Approval Panel meets as required to approve assessment results. The panel considers the internal and external reports and agrees the final results. A terms of reference is set for the Results Approval Panel. All reports are available on SharePoint and good practices identified are shared.

The appeals process is managed at local level. Where an appeal is raised a review of the assessment process will take place. The appeals procedure involves a review of the assessment process by a person who was not involved in the original assessment process.

### 6.1.1. Quality Assuring Assessment Process



For further information on any of the steps below please click on the button representing each step.



## 6.2. Assessment Certification

Assessment of awards is criterion referenced i.e. students are assessed and the assessment decision is made based on whether the student has reached the required national standards of knowledge, skill and competence for the award. The process of judging learning achievement and making the assessment decision is the responsibility of the assessor. Assessment of students may take place in a range of settings including the classroom, the home or on the job.

For further information, please refer to the  [Assessment Certification policy](#) on SharePoint or on our website.

## 6.3. Recognition of Prior Certified Learning

The Rehab Group is committed to recognising prior certified learning as part of its commitment to promoting equality of access, lifelong learning and progression options onto all our programmes.

Prior Certified learning attained outside of the common award system (CAS) is subject to the 5 year rule as per QQI guidelines.

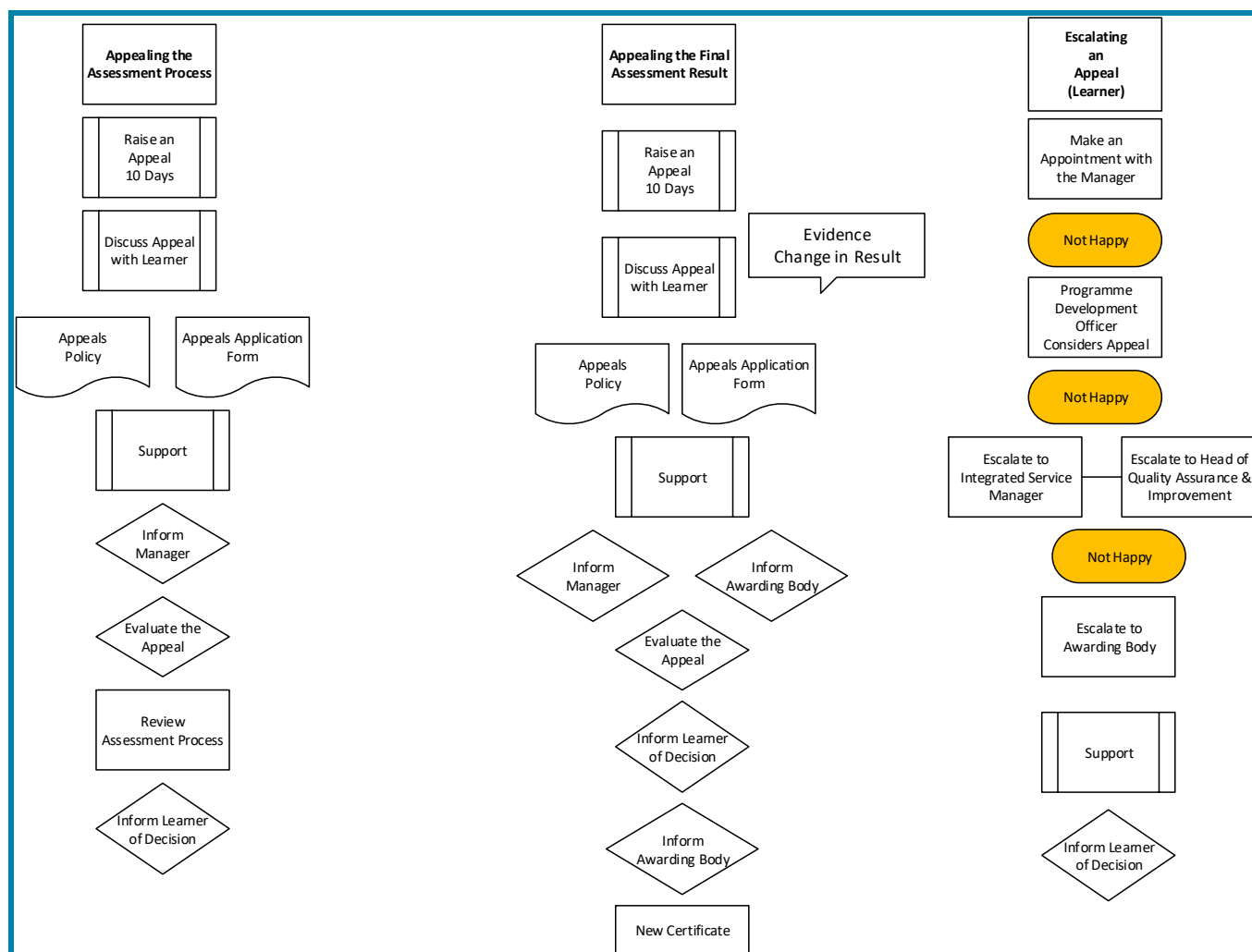
## 6.4. Certification Appeals

It is the policy of the Rehab Group to ensure fair and consistent assessment of students. Rehab Group operates an appeals process to enable students to appeal:






- The Assessment Process
- The Assessment Result

Only approved results can be formally appealed by the student. All results are approved through the Rehab Group Results Approval Panel

### 6.4.1. Certification Appeals Process Map



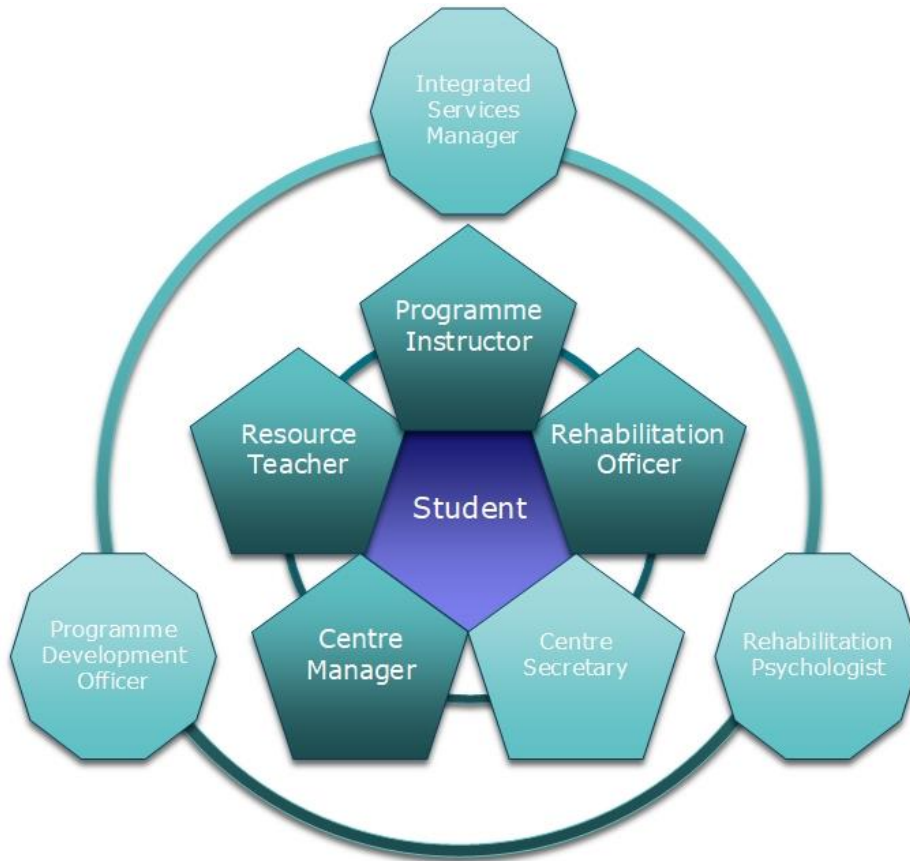
#### Related Documents

-  [Assessment Certification Policy](#)
-  [Assessing Students – Guidelines for Assessors](#)
-  [Recognition of Prior Certified Learning Policy](#)
-  [Certification Appeals Policy](#)
-  [Assessment Documentation on SharePoint](#)

## 7. Student Supports

## 7.1. Overview

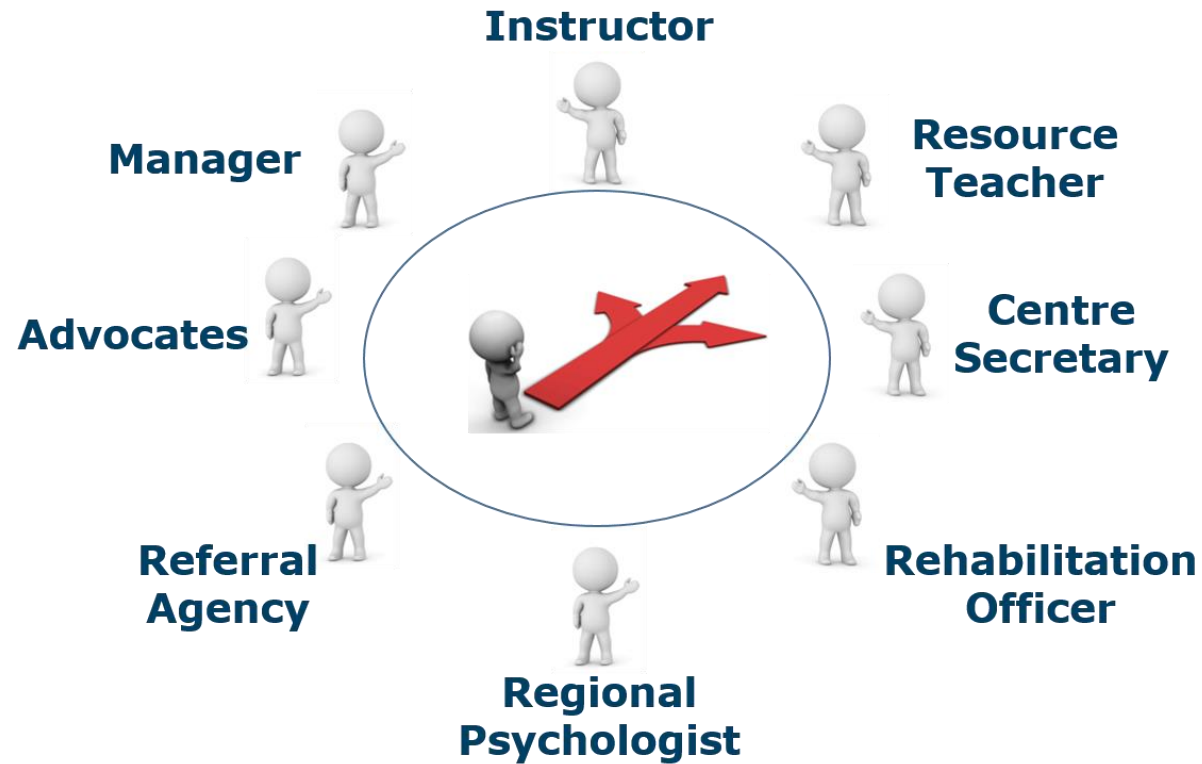
It is the Rehab Group policy to maintain the individual student at the centre of programme delivery and focus delivery on the individual needs and goals of the Student.



### 7.1.1. Multi Disciplinary Team

NRC

LRC





## 7.2. Individual Action Plan

The Rehab Group has adopted the Individual Action Planning (IAP) system as the primary tool to maintain an individual and holistic approach to programme delivery.

The Rehab Group undertakes to work with Students to identify and analyse their individual needs and goals and seek to meet them through the Individual Action Planning (IAP) process.

The IAP process is as a structured, systematic, individual driven and team based approach that enables Students to identify, plan and achieve their goals in a holistic way within a training / rehabilitation context.

In accordance with a holistic approach, IAP goals are organised and coded within seven broad categories as follows:

1. Environment
2. Education
3. Cognitive
4. Medical
5. Psychosocial
6. Psychomotor
7. Vocational

The IAP process is a team approach. Each team member contributes in a collaborative way to establish and agree goals in consultation with Students. Students should attend all IAP meetings and be facilitated, with support, to represent their views effectively through an advocate where necessary.

### 7.2.1. IAP Action Plan Areas



## 7.1. iplanit - Person Centred Planning Tool

iplanit is a comprehensive, web-based planning tool which has been adopted by Rehab Group as the mandatory person-centred planning tool for HSE funded programmes and services, supporting our continued effort to provide individualised, outcome - focused supports for the people who use our services.



iplanit is used extensively by provider organisations supporting people in the disability, mental health and supported living sectors across Ireland, the UK, New Zealand and Australia.

The purpose of iplanit is to provide a live and collaborative person-centred planning system, which supports people to effectively plan, record, track and achieve outcomes in accordance with their own needs, wishes and life aspirations.

iplanit supports the people who use our services, as well as their circles of support, to participate and engage more fully in the planning process, moving away from paper-based planning, towards a live, individualised, outcomes-focused process.

It offers a method of measuring and tracking a person's progress, and when used alongside existing good practice, can enhance the likelihood of improved outcomes for the people using our services.

### Related Documents



[Person Centred Planning Policy](#)



[IAP Policy](#)

## 8. Information & Data Management

### 8.1. Compass & eBusiness Framework

Compass is the software used by the Rehab Group where students' details are stored in each centre. All students' details are inputted into Compass on commencement on a programme.

Certification is inputted into Compass and statistics are generated and available through the eBusiness Framework.

For further information, please contact your centre manager or centre secretary.

### 8.2. iplanit

iplanit is person centred planning software used to record and maintain person centred plans on RT Programmes.

For further information, please contact iplanit support at [iplanitsupport@rehab.ie](mailto:iplanitsupport@rehab.ie)

### 8.3. Record Systems

The Rehab Group maintains comprehensive records at each of its training locations to document student progress. The Rehab Group ensures all individual records comply with the requirements of funding bodies and in the case of certified training the requirements of certifying bodies.

Confidentiality of records is assured by:

- Maintaining files under secure storage
- Limiting access to files

Subject to some exceptions referred to under the Data Protection Acts, it is the Rehab Group's policy to provide students with access to their records and to provide assistance in interpreting records when required.



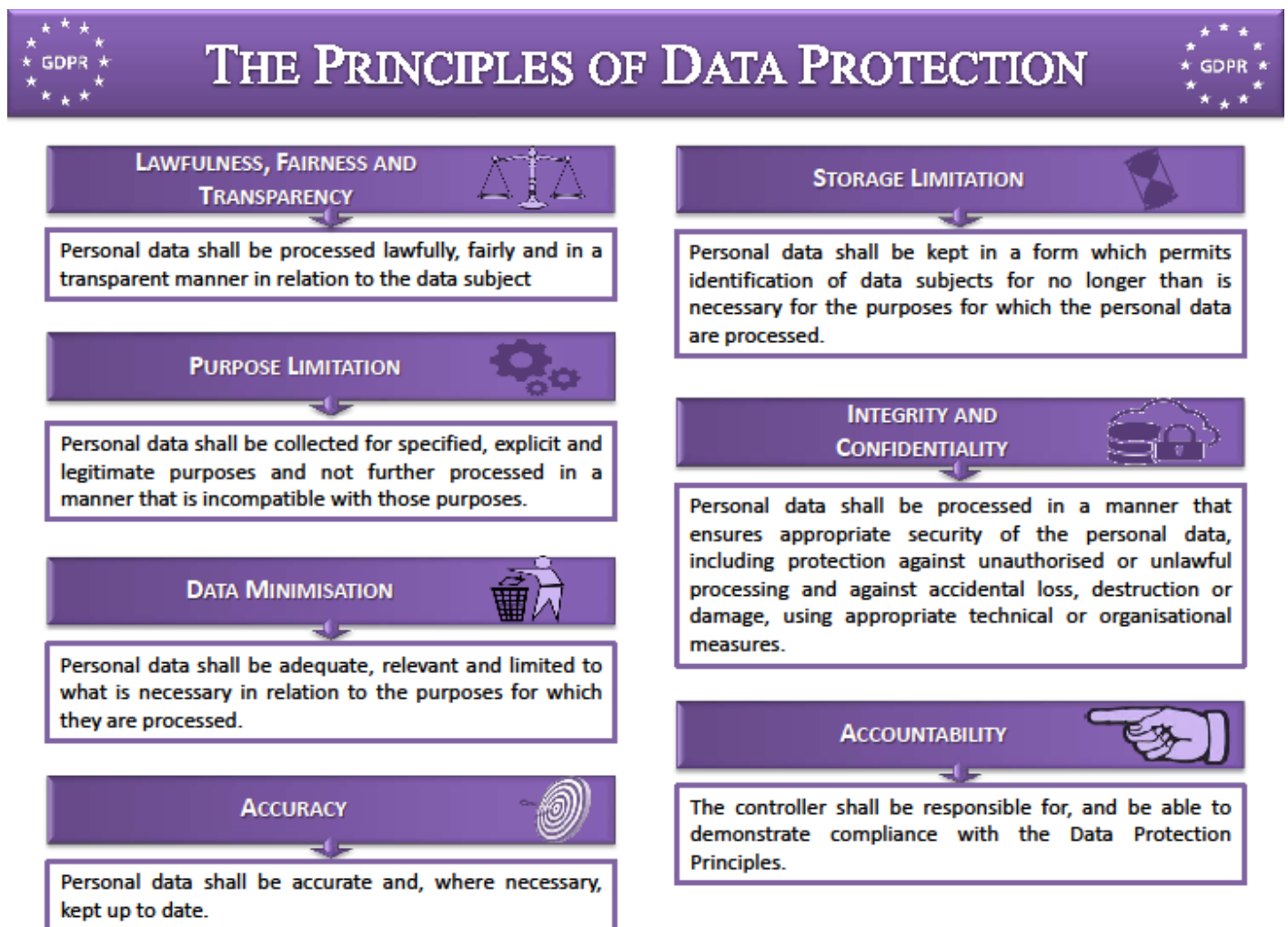
For further information in relation to our Record System Guidelines, please refer to the most up to date set of guidelines on SharePoint.

## 8.4. General Data Protection Regulation (GDPR)



General Data Protection Regulation came into effect in Ireland on 25<sup>th</sup> May 2018 replacing previous data protection legislation. The data protection policy sets out the obligations of the Rehab Group, regarding data protection and the rights of data subjects, in respect of their personal data under EU Regulation.

For further information, please refer to the [Data Protection policy](#) on SharePoint or on our website. This policy is included in our Data Protection Policy.




## 8.5. Data Retention & Destruction

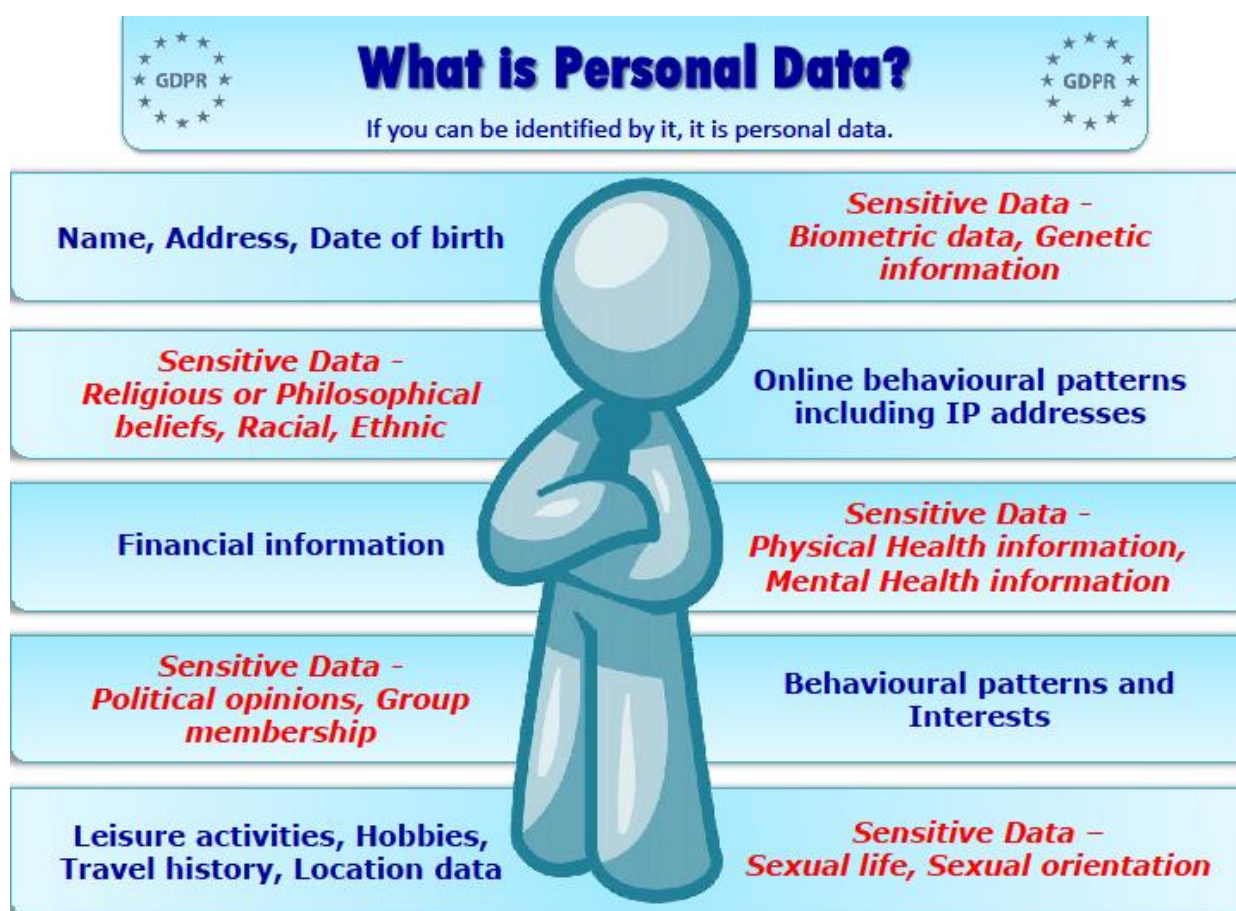
The Data Retention & Destruction policy sets out the obligations of the Rehab Group regarding the retention of personal data collected, held and processed by the organisation and the destruction of personal data in accordance with EU Regulation.

For further information, please refer to the [Data Retention & Destruction policy](#) on SharePoint or on our website. This policy is included in our Data Protection Policy.



## 8.6. Personal Data Security Breach Management


The Rehab Group is obliged under EU Regulation GDPR to keep personal data safe and secure and to respond promptly and appropriately to data security breaches (including reporting such breaches to the Supervisory Authority in certain cases). It is vital to take prompt action in the event of any actual, potential or suspected breaches of data security or confidentiality to avoid the risk of harm to individuals, damage to operational business and severe financial, legal and reputational costs to the Rehab Group.

For further information, please refer to the  [Personal Data Security Breach Management policy](#) on SharePoint or on our website. This policy is included in our Data Protection Policy.



### Related Documents

-  [Record System Policy](#)
-  [Record System Guidelines](#)

-  [Data Protection Policy](#)
-  [Data Retention & Destruction Policy](#)
-  [Personal Data Security Breach Management Policy](#)

## 9. Public Information & Communication

### 9.1. Public Information

The Rehab Group has a range of procedures for ensuring professional and appropriate liaison with the media, public representatives and other key audiences. All staff must comply with these procedures which ensure that all public communications are conducted with the knowledge and support of the Communications and Public Affairs Team (CPAT).

For further information, please refer to the [Communications and Public Affairs policy](#) on SharePoint.

#### Related Documents



[Communications and Public Affairs policy](#)



## 10. Links with other parties involved in Education & Training

### 10.1. Education & Training Boards



**etbi**

Education and Training  
Boards Ireland

*Boird Oideachais agus  
Oiliúna Éireann*

The Rehab Group is a second provider to the 16 Education and Training Boards. The ETB owns the validated programmes with ultimate responsibility for quality assurance. The Rehab Group incorporates all aspects of the ETB quality assurance system into its overall QA system. The QA system also incorporates other awarding body requirements e.g. City & Guilds. A pre-requisite to providing C & G qualifications is quality assurance approval.

For further information regarding your local ETBs quality assurance system or major/minor awards offered please contact your PDO.

#### 10.1.1. ETB Boards



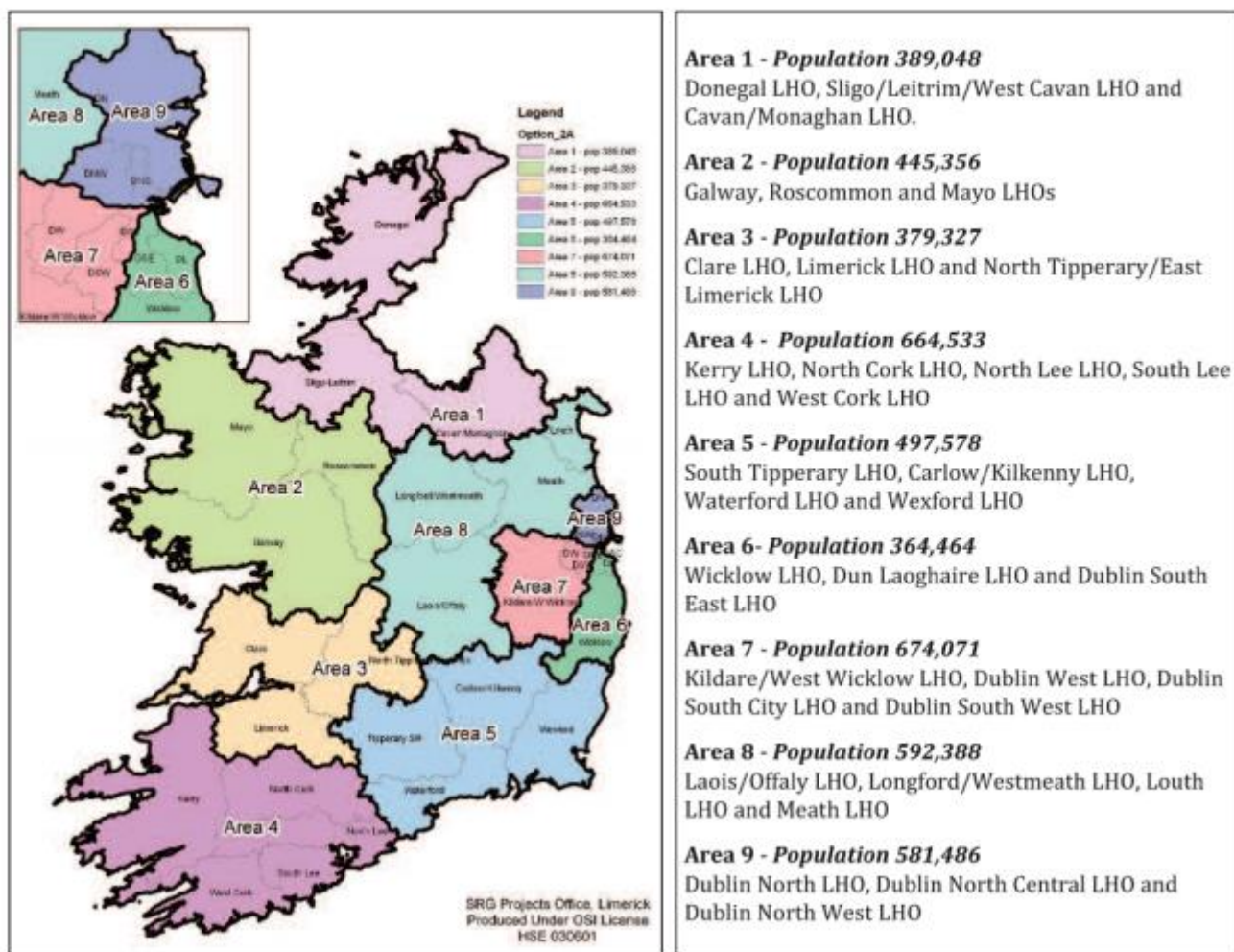
## 10.2. Health Service Executive



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

The Rehab Group is a first provider to the 9 HSE Community Healthcare Organisations(CHO) areas. Rehab Group validate all programmes offered on HSE funded programmes with QQI. Therefore, Rehab Group are responsible for quality assurance of these programmes. Our QA system also incorporates other awarding body requirements e.g. City & Guilds. A pre-requisite to providing C & G qualifications is quality assurance approval.

**The nine Community Healthcare Organisations are outlined below:**



## 10.3. Department of Justice



AN ROINN DLÍ AGUS CIRT AGUS COMHIONANNAIS  
DEPARTMENT OF JUSTICE AND EQUALITY

Department of Justice fund our Stepping Out programme. Stepping Out aims to work with participants from the midlands regions to prevent them from re-offending, to enhance their employment opportunities and to increase access to further education. Stepping Out operates at a number of stages, from in-reach in the prison and out-reach in the community, right through to follow-up aftercare and one-to-one support. This programme is quality assured through Rehab Groups QA system also following the ETB TSS system.



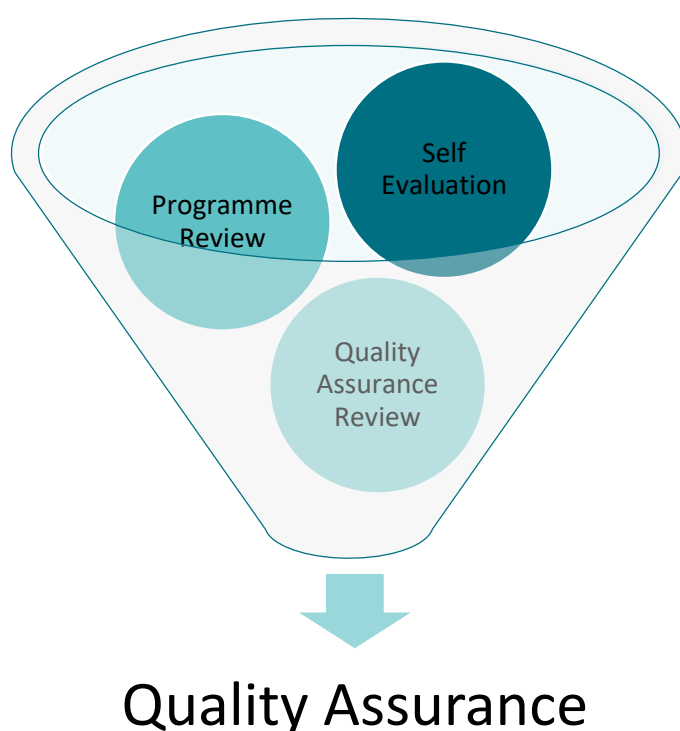
# 11. Monitoring & Review

## 11.1. Self-Evaluation, Monitoring and Review

Rehab Group are committed to delivering a high quality service to all. It is the policy of the Rehab Group to implement a system of self-evaluation and review of programmes in line with quality assurance requirements to include:

- An Annual Self-Evaluation of Programmes
- Annual Programme Review
- An Annual Quality Assurance Review (QAR)

Quality and its assurance is the primary responsibility of all staff within the Rehab Group as a provider of programmes of education and training.



## 11.2. Self Evaluation

All programmes will complete a Self-Evaluation Questionnaire (SEQ) on an annual basis. This allows programme staff to explore, reflect and report on the effectiveness of a programme. The aim of self-evaluation is to identify good practice/new innovations and areas for improvement to inform future practice.

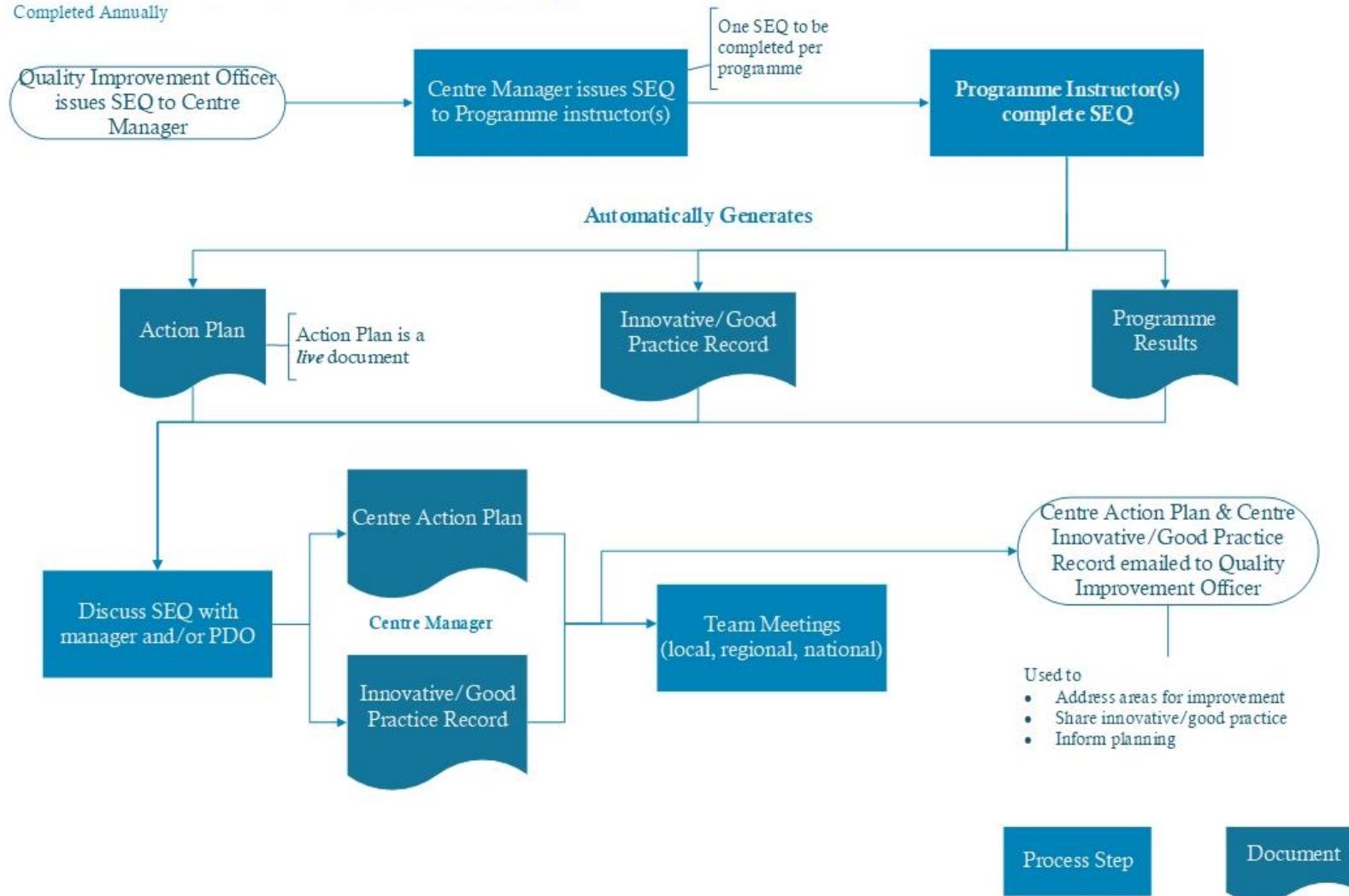
Areas of Innovation/Good Practice and Action Plans will be generated by the completion of the SEQ.

For further information/details, please refer to the Self Evaluation and Review of programmes policy on SharePoint or on our website.

### 11.2.1. Self-Evaluation Process

#### Self Evaluation of Programme (SEQ)

Completed Annually



## 11.3. Programme Review

Rehab Group are committed to completing Internal Programme reviews on a regular basis. All programmes are reviewed as per Self Evaluation and Review of programmes policy (available on SharePoint or on our website.)

Programme Review provides an opportunity to assess the continued relevance of programmes to the needs of students, stakeholders, the labour market and the educational environment in which the student will progress.

The following are taken into account when completing a monthly review

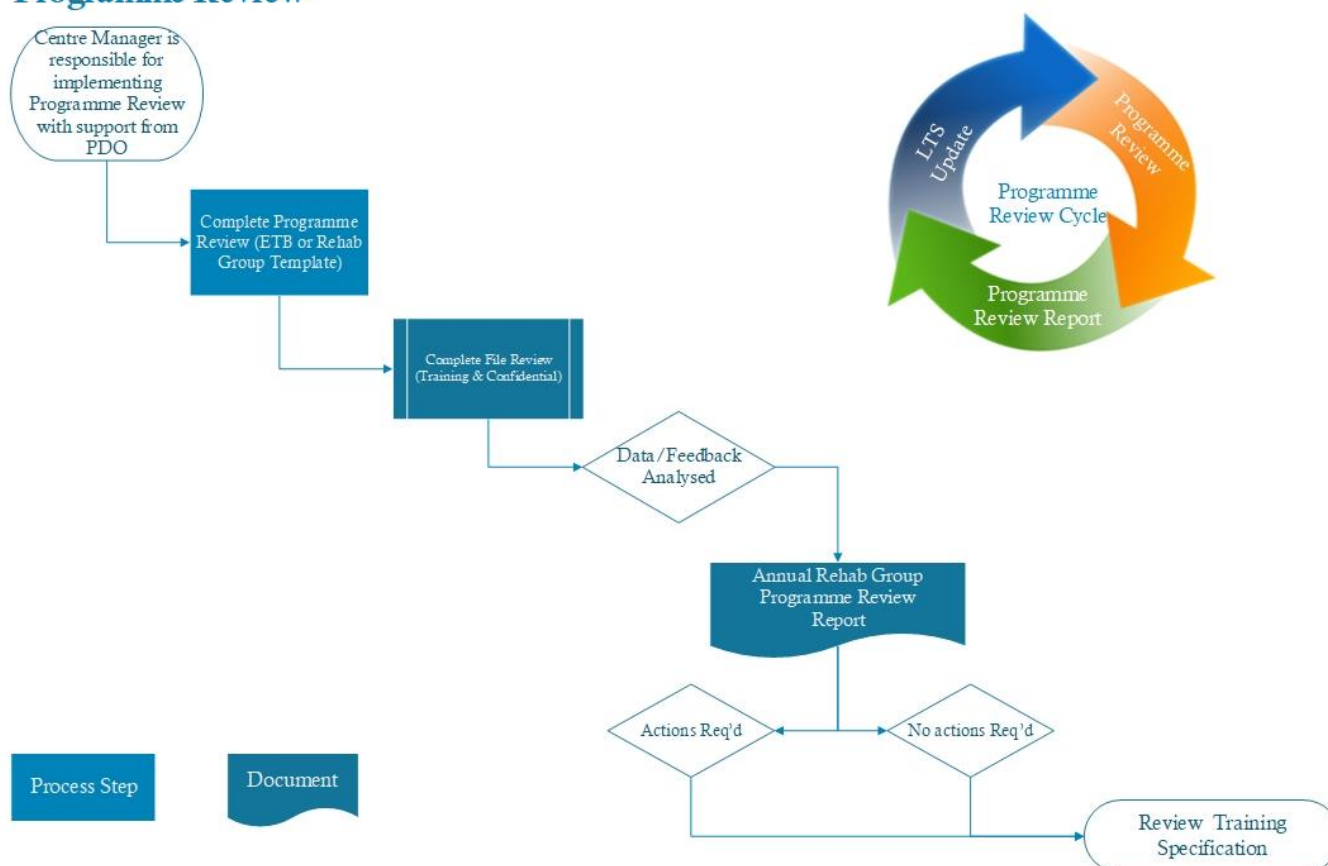
- Programme SEQ including Action Plan and Areas of Innovation/Good Practice
- Student Satisfaction Surveys
- Staff Satisfaction Surveys
- Stakeholder Satisfaction Surveys
- Certification Outcomes
- Programme Outcomes e.g. employment, progression etc.

All feedback is analysed when completing Annual Programme Review Report

On completion of programme review and programme review report the Local Training Specification is reviewed and updated as required.

### 11.3.1. Programme Review Process

#### Programme Review



## 11.4. Monitoring – Quality Assurance Review

The Quality Assurance Review(QAR) is a fundamental part of our quality assurance systems. Rehab Group continuously monitor our services to ensure standards are met and maintained and will take place at least once a year.

The aim of the QAR is to ensure compliance with:

- organisational requirements
- funding and awarding body requirements

The QAR process will allow for different types of quality assurance reviews to take place as follows;

- A full or themed QA review
- A request to carry out a QA Review e.g. manager/ISM/ROO request
- An unannounced QA Review – (in exceptional circumstances)

While completing QAR the following may be taken into consideration

- Self-Evaluation Action Plan
- Programme Review Action Plan
- Student Feedback
- Staff/Stakeholder Feedback
- Outcomes to include programme and certification
- Conformance e.g. Operating Guidelines, Local Training Specification, Business Plan

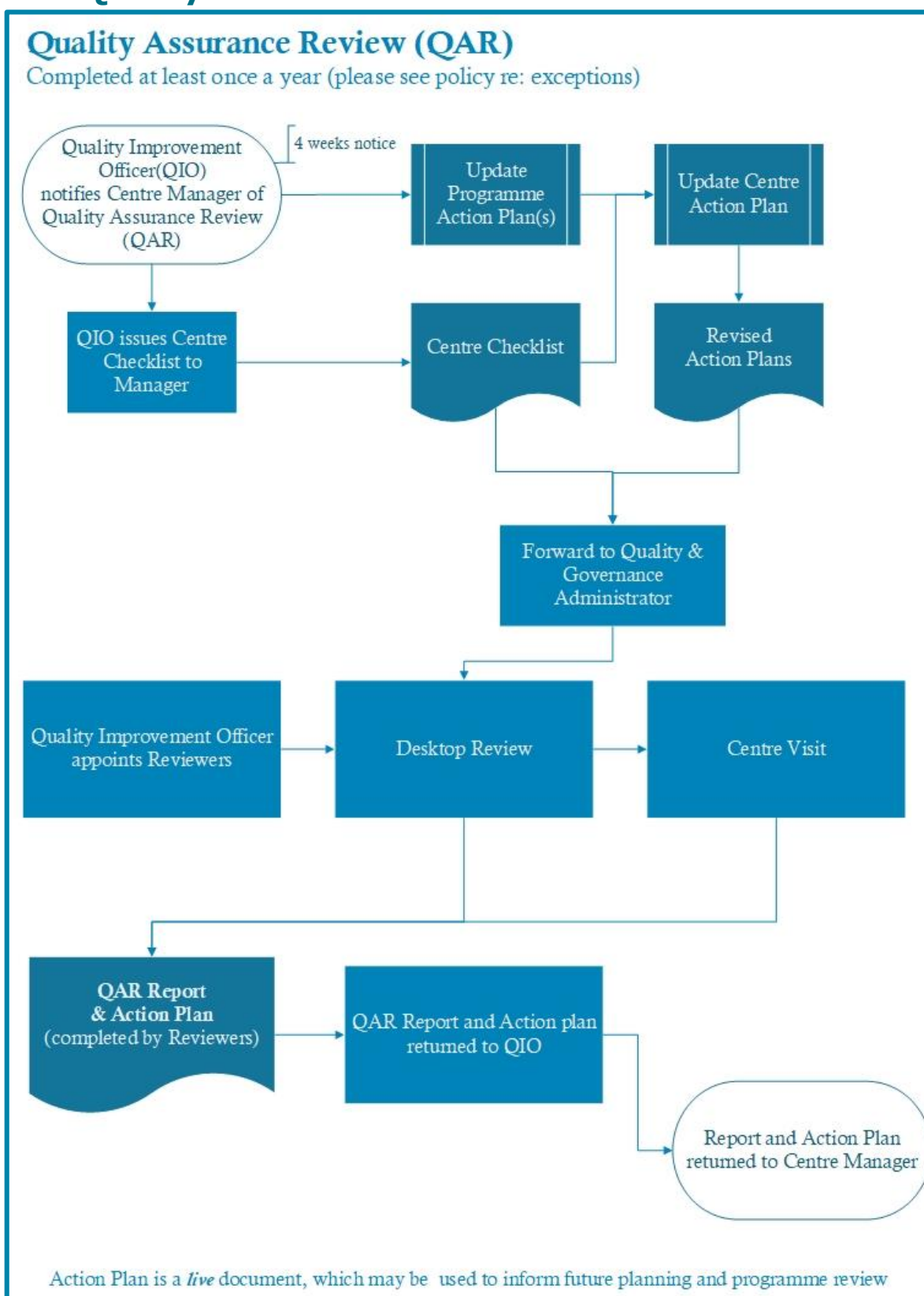
This is not a definitive list and may vary depending on review type.

The aim of the QAR is to provide re-assurance that the centre is:

- Completing the Self-evaluation process
- Completing programme reviews
- Addressing areas for improvement
- Highlighting, maintaining and sharing good practice/innovations
- Compliant with Quality Assurance requirements
- Compliant with the training standard requirements (if appropriate)
- Adhering to the organisations policies, procedures and guidelines

Any internal/external audits completed will be taken into consideration to avoid duplication of work, drive efficiencies and add value to the process. The team will take a collaborative approach at all times when carrying out the Quality Assurance Review processes.

### 11.4.1. Quality Assurance Review Process



#### Related Documents

 [Self Evaluation, Monitoring & Review Policy](#)

Programme Review Guidelines

## 12. Glossary of Terms

<b>C&amp;G</b>	City & Guilds
<b>CEO</b>	Chief Executive Officer
<b>CHO</b>	Community Healthcare Organisations
<b>CPAT</b>	Communication & Public Affairs Team
<b>DCO</b>	Designated Contact Officer
<b>EA</b>	External Authentication
<b>EASI</b>	Evaluate, Action Service Improvement
<b>EBT</b>	Employer Based Training
<b>ECDL</b>	European Computer Driving License
<b>ETB</b>	Education and Training Board
<b>GDPR</b>	General Data Protection Regulation
<b>HRC</b>	Human Resource Connect
<b>HSE</b>	Health Service Executive
<b>IAP</b>	Individual Action Plan
<b>ISM</b>	Integrated Services Manager
<b>IST</b>	Introductory Skills Training
<b>IV</b>	Internal Verification
<b>LDE</b>	Learning & Development Environment
<b>LRC</b>	Local Representative Committee
<b>LTS</b>	Local Training Specification
<b>MOS</b>	Microsoft Office Specialist
<b>NRC</b>	National Representative Committee
<b>NTS</b>	National Training Specification
<b>PDO</b>	Programme Development Officer
<b>PLSS</b>	Programme and Student Support System
<b>PSI</b>	Psychological Society of Ireland

<b>QA</b>	Quality Assurance
<b>QAR</b>	Quality Assurance Review
<b>QBS</b>	QQI Business System
<b>QIO</b>	Quality Improvement Officer
<b>QQI</b>	Quality and Qualifications Ireland
<b>RCCRS</b>	Results Capture and Certification Request System
<b>RO</b>	Rehabilitation Officer
<b>ROO</b>	Regional Operations Officer
<b>RP</b>	Rehabilitation Psychologist
<b>RT</b>	Rehabilitative Training
<b>RT</b>	Resource Teacher
<b>SDO</b>	Senior Development Officer
<b>SEQ</b>	Self Evaluation Questionnaire
<b>SLT</b>	Senior Leadership Team
<b>SST</b>	Specific Skills Training
<b>TQAS</b>	Transition Quality Assurance System
<b>TPS</b>	Training Programme Specification
<b>TSS</b>	Training Standard System
<b>VT</b>	Vocational Training