# Staff Training, Learning and Development Policy

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| **Document Reference and Version No** | Staff, Training, Learning and Development Policy. Version 3 |
| **Purpose** | To provide guidance on the arrangements in place to support staff training, learning and development in IADT. |
| **Commencement Date** | Nov 2016 |
| **Date of Next Review** | May 2020 |
| **Who needs to know about this document** | All Staff Members |
| **Revision History** | Version 2 approved by Executive 2009. Version 3 Sept 2016 |
| **Policy Author** | Staff Training Learning and Development Officer / Human Resource Manager |
| **Policy Owner** | Human Resource Manager |

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# 1. Policy Statement

It is the IADT policy to prioritise investment in Staff Training, Learning and Development initiatives which support IADT to implement Strategic and Operational Plans.  While recognising that the primary responsibility for self and career development lies with the individual staff member, the Institute will endeavour to provide appropriate support, guidance and encouragement to each employee to maximise the opportunities for such development.

# 2. Policy Objectives

The policy objectives are to:

2.1  Provide support to staff, within such financial resources as may be available, to maintain and develop necessary competencies critical to the efficient and effective implementation of IADT strategic and operational plans.

2.2  Enable staff to maintain and develop the required skill sets to deliver their role and meet the professional and personal challenges which naturally arise from changing regulatory, legislative, environmental and Institute priorities to include those captured in Institute's Strategic, Operational and Team Development Plans

2.3  Ensure, where possible, that all staff benefit from training and development opportunities offered annually subject to the priorities and provisions set out below.

# 3. Eligible Staff

Staff employed on:
- Permanent and Contracts of Indefinite Duration (CID).
- Fixed term, including Pro-Rata Part time contracts.
- Regular Part-time employees who have completed one year of service with IADT.

The service requirement above shall not apply to such courses as may be arranged to ensure compliance with legislative/regulatory requirements or those offered by the Staff Training, Learning and Development Officer on a Cross Institute basis.

# 4. Funding

4.1  The Institute aims to maintain, where possible, an allocation of 3% of prior year payroll costs to support the implementation and roll out of this policy.

4.2  The overall fund will be allocated $^2/_3$ to Executive budget holders on a pro-rata basis, and $^1/_3$ to a central fund to be administered by the Staff Training, Learning and Development Officer, in consultation with the Secretary/Financial Controller The distribution of the overall fund will be reviewed on an annual basis by the Executive.

4.3  Where possible external funds will be sought to supplement the Institute's budget.

4.4 The cost of training associated with "special projects" must be built into the overall cost projections for such projects and funded in accordance with the budget provisions of the projects.

# 5.　Eligible Costs

The following costs may be taken into account when funding an approved training / education activity:

- Registration
- Membership fees,
- Course fees,
- Examination fees,
- Exemption fees to professional bodies,
- Specialist text books
- Seminar / Conference fees.
- Travel and subsistence (as per Dept. of Finance circulars and Institute procedures)
- Approved staff substitution (based on attendance/leave requirements)

Please note that the above costs are the only eligible costs under this policy and the purchase of equipment is not included. Any costs other than the listed eligible costs must be approved by the Secretary/Financial Controller in advance of any purchase.

The current forms associated with accessing these funds, processing payments and reporting on training, learning and development can be accessed in the document store. Amendments to such forms and processes will be published from time to time.

# 6.　Eligible Courses and Activities

The eligible Categories of Courses and Activities prioritised for funding support are outlined below:

## 6.1 Category A: Legislative and Governance requirements

Included in this category are courses which are deemed essential by the appropriate manager to ensure compliance with legislative and regulatory provisions and obligations. The budget for this area may be either the central fund or the local area budget or a combination of both.

These courses may be organised on campus as a cross institute initiative and spaces will be prioritised by Dept.  Where possible spaces may be available for staff outside this area and this will be a matter for line managers.  See section on funding.

## 6.2 Category B: Short courses (between 1 hour to under one-year duration)

These courses will include events at induction, courses throughout the year and Staff development days.  These sessions will be primarily focussed on the development of

- Technical Skills (specific to role)
- Employment (generic) competencies.
- Team development

These will include programmes / courses necessary to maintain staff knowledge and skill sets to implement the National Framework of Qualifications and requirements related to Quality Assurance and under the Mission Based Compact and IADT Strategic plan. Also included will be teaching and learning requirements and those which underpin planned MIS developments and laboratory/workshop based activities.

Many of these courses will be offered on a Cross Institute/Department basis and may also be made available in DIT or other Institutes/Organisations co-ordinated through the IoT Staff Developers Network.

The Cross institute budget funds the Teaching and learning certificate programmes offered on campus. Support for other programmes may also be covered on a special basis e.g. Aurora Women in Leadership.

Cross sector courses and events may also be considered.

Local area budgets will allocate funding on a priority basis ranging from 100% where the course is considered highly desirable/essential to 20% or less where it is not immediately relevant.

There may be a 20% discount available for staff who wish to participate (on a personal interest basis) in night classes and/or summer courses offered on campus subject to courses having viable numbers.

## 6.3 Category C: Undergraduate courses (to NFQ level 8)
Undergraduate courses (up to and including NFQ level 8) which are deemed by the Line Manager/Budget Holder to:
- add value to the role currently being discharged and/or
- be relevant and essential for grade progression as required under contractual agreements and/or
- be essential to underpinning strategic and operational priorities of IADT.

These are all funded at local budget level and it is a matter for the Budget holder to determine amount of support to be offered based on relevance of the qualification to the staff member's current position.

## 6.4 Category D: Postgraduate courses (NFQ level 9 and above)
Postgraduate courses (NFQ level 9 or above) which are deemed by the Line Manager / Budget Holder to:
- add value to the role currently being discharged and/or
- be relevant and essential for grade progression as required under contractual agreements and/or
- be essential and/or relevant to underpinning strategic and operational priorities of IADT.

Local area budgets will allocate funding on a priority basis ranging from 100% where the course is considered highly desirable/essential to 20% or less where it is not immediately relevant.

There may be a 20% discount available for staff who wish to participate in a post graduate part time course offered on campus subject to courses having viable

numbers.  Note: staff who are being supported by Institute funds may not additionally avail of the staff discount.

### 6.5 Category E: Seminars and conferences

Seminars and conferences approved in advance by the Head of Faculty/Head of Function or Line Manager as essential and/or relevant to the continuous professional development (CPD) of the staff member in relation to their role within IADT and / or to enhance the profile of IADT or where representation on behalf of IADT is required.

Local area budgets may allocate funding on a priority basis ranging from 100% where the course is considered highly desirable/essential to 20% or less where it is not immediately relevant.

### 6.6 Category F: Professional Memberships

This category applies to required memberships of professional bodies or where representation on behalf of IADT is required and approved by Head of Faculty/Head of Function or Line Manager

### 6.7 Category G: Other

Other courses/activities as may be initiated/supported from time to time

### 6.8 Category H: Personal Development and Employee Wellbeing

Additional programmes/activities/events to include those which support the personal development and wellbeing of staff such as work life balance day.

# 7.    Guidelines on Allocation of Funds

7.1    The level of funding available for eligible courses/activities ranges from zero to 100% of eligible costs at the discretion of the budget holder.  The level of funding that may be approved assumes successful completion of the particular course / activity. Pro-rata funding to relevant whole-time equivalent will apply to staff on part-time contracts.

7.2.    The allocation of funds for eligible courses / activities will be a matter for each budget holder.  In the case of the cross institute courses advertised on a cross campus basis line managers must approve attendance of their staff. Where limited places are available any criteria for allocation of places will be advised in advance.

7.3    The funding year is January to December.

7.4    In order to plan for the distribution of funds, proposals will be considered in advance of the funding cycle appropriate to the particular category:
- Applications for funding for courses/events will be flagged throughout the year, either by the manager or staff member, as the need is identified.
- Where initiatives can be organised across the Institute then the organisational arrangements will be co-ordinated through the Staff Training, Learning and Development Officer.
- Memberships of Professional bodies are subject to their own individual renewal cycles but require approval, through their line manager, by the Head of Faculty /Function in advance of the annual renewal date. The amount of financial support will be limited to the fees payable for membership

7.5 It is imperative that the full costs, or best estimate where this is not possible, associated with the eligible course are identified by the applicant at the time of their application for funding. No additional payments will be made above the amounts approved on the application form.

# 8. Central Fund and Cross-Institute Courses

8.1 This fund may be applied to staff training and development which is of a Cross-Institute nature in consultation with the Secretary Financial Controller. These events include:
- Training required by statutory or contractual obligations. **Note**: Health & Safety training specifically required by statute or regulation will automatically be funded through the central fund.
- Governance - conformance and performance requirements
- Training courses organised by the Staff Training and Development Officer inviting participants from across the campus
- Teaching and Learning events
- Management training programmes
- The Induction process.

8.2 Places on these courses will be offered to all staff and where places are limited they will be allocated using the following criteria:
- Personnel nominated by their line managers who are currently in a role where training in the area is required, and who have not previously undertaken training in this area.
- Staff nominated by managers who may have received previous training but are now seeking refresher/updated training
- General Institute wide allocation of any remaining places on a first come first served basis to those who have applied.

It is IADT policy that where a staff member is assigned and accepts a place on a Cross Institute course/initiative and subsequently withdraws and that place cannot be filled for whatever reason, the cost of that missed opportunity is charged in full to the staff member's own functional area Staff Training and Development budget and not to the Central Cross Institute Budget.

8.3 Logistical support will be provided by the STLDO for projects funded by one or more Executive budget holder where costs will be met on a pro rata attendance basis.

# 9. Conditions of Funding

9.1 Funding is allocated at the discretion of the budget holder in accordance with criteria set out and subject to completed paperwork being submitted.

9.2 Funding approved in any given year to pursue a course to be undertaken over a number of years, is for that year only. Approval of funding for a particular year cannot be guaranteed for each of the subsequent years of the programme. A separate application must be made for each year of a programme.

9.3 Claims for payment must be supported by invoices/receipts and any payments made will be treated as an advance by the Institute to the staff member.

9.4 Full participation and completion of funded courses/activities for the period funded is mandatory and evidence will be required. Failure to complete the course/activity may result in the funds advanced being reclaimed from the staff member.

9.5 Funding is not available for repeat years/repeat examinations.

# 10. Recoupment of advances made

10.1 In recognition of the investment being made by the Institute in its staff and the limited nature of available resources, the Institute will seek repayment of funds advanced to staff members who do not complete or who resign either during the year of study or within one year of completion, as follows:
- Year 1of study: 100% (sliding scale depends on length of course and institute contribution)
- Within 1 year of completion – depending on length of course up to 65%

The amount due will be deducted from the final salary payment due to the staff member. Where the amount of salary is insufficient to cover the outstanding debt then the employee must reimburse IADT before ceasing employment with the Institute.

10.2 Where the Institute has funded participation no tax credits/refunds, should be claimed from whatever source, in respect of any of the activities funded under this policy.

# 11. Leave Arrangements/Absence from Normal Duties

11.1 Where circular letters* exist for categories of staff in relation to study leave, exam leave etc. the provisions will be honoured by the Institute.

11.2 All other absences from normal duties (to attend training courses, conferences, exams etc.) will be subject to approval in advance by the appropriate head of department or functional area.

(*Currently Circular Letter F. 45/82 applies to all staff excluding lecturing grades)

# 12. Notification to Human Resource Office

12.1 The Staff Training, Learning and Development Officer must be copied with the finalised approved application forms, detailing the course/activity being pursued, amount of funding agreed and any approved leave arrangements or absences from normal working hours. These forms will be placed on the individual's personnel file. Note: the original forms must be processed for payment etc in the administration office of the relevant Dept/Functional area

12.2 All substitutions must be approved in advance of the course/activity and in writing by the Head of Faculty / Functional Area and copied to the Human Resource Manager with confirmation that the substitution post is being funded from the delegated Staff Training, Learning and Development budget.

## 13.   Annual Reports

13.1 Each budget holder is required to present to the Executive, not later than the 28th February annually, an annual report on the disbursement of their budget in accordance with the format agreed by the Executive.

13.2 The Secretary/Financial Controller will similarly be required to prepare such a report on the disbursement of the Central Fund.

13.3 The President will prepare an overall summary report for presentation to Governing Body.

## 14.   Miscellaneous

14.1 This policy is effective from September 2016.

14.2 The application of this policy will comply with all relevant equality legislation in force from time to time.

14.3 The policy will be reviewed annually by the Executive Sub Committee as part of the Annual Performance Management and Development systems, arrangements and processes, including PMDS, as may be in place from time to time.