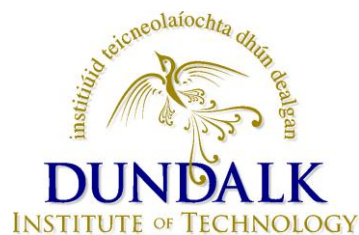


STAFF TRAINING AND DEVELOPMENT POLICY



Staff Development is a declaration of intent which, is in effect, stating “that the Institute believes that investing in its staff will pay off and this is what we are going to do about it”. The Institute believes that all employees, academic and non-academic, are its single most important asset. It is therefore felt that the aim of any Staff Education Training and Development Plan is:

“ To ensure that the Institute is a well motivated organisation in which all employees are respected, enjoy their jobs and obtain fulfilment. ”

▪ Development

While each individual staff member is ultimately responsible for their career development and continuing lifelong personal and professional advancement, the Institute will attempt to give appropriate support and guidance where possible. The aim or outcome of Lifelong learning and development is not purely to progress to a higher position or grade. It involves the development and acquisition of new skills and a larger knowledge base as a consequence of carrying out different duties and levels of responsibility at different times in your career.

▪ Training

To enable staff to carry out their duties and responsibilities effectively and confidently, training will be provided to all staff as necessary and in line with the needs of the Institute. The decision to train staff is taken at a central, School/Department and Function level. Should a staff member feel they require additional training, they should in the first instance, contact their Head of School or Department or Function and then the HR Office who will discuss their training needs in more detail.

▪ Fees Assistance Programme

Should an employee wish to pursue further educational qualifications outside of the Institute programme, the Institute will assist employees to meet educational fees if the programme of study is consistent with the needs of the Institute and relevant to the work they perform in the course of their duties. Assistance is given in the form of part or full financing of fees and study and exam leave. Full details are available from the HR Office. Staff attending Institute courses can apply through the HR Office for a full or partial waive of fees.

▪ Study Leave

Study leave applies to all members of staff. The timing of study leave must be agreed with the appropriate Head of School or Function in advance and is entirely at the discretion of Management. Five days study leave is allowable per year of course and may be taken in one segment or broken down as per agreement with Head of School

or Function. Application for study leave must be made on appropriate application form to Head of School or Function and copy sent to HR Office.

▪ **Examination Leave**

Examination leave applies to all members of staff undertaking a recognised third level course of education. Leave is broken down per examination. For example, if an exam is running from 9.30 am to 12.30 pm then the exam leave will be a half day with the employee expected to work on the afternoon of the day of exam. If an exam is running at 6.30 pm for example, then no leave will be allowable as it falls outside of normal work hours.

▪ **Lifelong Learning Programmes**

The Institute actively promotes a comprehensive list of part-time education courses through its Lifelong Learning Centre. Staff may apply for these courses and where it is felt that a course would be of particular benefit to staff in the performance of their duties, a full waive of fees may be allowed. Staff interested in pursuing a part-time course should contact the Lifelong Learning Centre and the HR Office for further details.

▪ **Subscriptions and Memberships**

Subscriptions and memberships of professional organisations are the responsibility of individual members of staff and are not reimbursed by the Institute.

STAFF EDUCATION, TRAINING & DEVELOPMENT POLICY

1. INTRODUCTION

- 1.1 The primary role of the Institute as defined in the Strategic Plan is to provide a diversity of programmes relevant to the educational and economic needs of the region, delivered in a supportive environment of pride, inclusiveness, trust and ownership amongst all its members.

- 1.2. The Mission Statement set out in the Strategic Plan states:

“ Dundalk Institute of Technology’s mission is to provide the community with quality third level education and services, relevant to the economic ,social and cultural development of the region in the national and international context.

It aims to promote personal responsibility among all its students abd enhance the professionalism of all its members in a supportive, inclusive and productive environment.”

- 1.3 Underpinning the realisation of such a vision will be a series of funded and targeted training and development strategies, intended to build on plans of recent years, dedicated to inducting, developing, resourcing and facilitating staff to implement quality assurance systems and supports in teaching, research, consultancy, development, administration, technical and other support services.

2. POLICY STATEMENT

- 2.1. Dundalk Institute of Technology recognises the individual abilities and talents of its staff and will endeavour to ensure that the opportunity is provided for them to realise their full potential within the scope and capacity of the Institute. It is recognised that the Institute’s Vision as stated in the Strategic Plan will be achieved more effectively if its employees are fulfilled in their work.

- 2.2. Staff Development is a declaration of intent which, is in effect, stating “that the Institute believes that investing in its staff will pay off and this is what we are going to do about it”. The Institute believes that all employees, academic and non-academic, are its single most important asset. It is therefore felt that the aim of any Staff Education Training and Development Plan is :

“ To ensure that the Institute is a well motivated organisation in which all employees are respected, enjoy their jobs and obtain fulfilment. ”

- 2.3 This plan relates to all employees and to the continuing development of their ability and contribution to their current position and any subsequent employment within the Institute.

The Institute recognises the individual abilities and talents of its staff and will endeavour to ensure that the opportunity is provided for them to realise their full potential within the scope and capacity of the Institute.

- 2.4 It is recognised that the Institute's objectives of improved performance and growth will be achieved more effectively if Institute employees are fulfilled in their work.

2.5. Training will be provided ,consistent with the needs of the Institute, to enable all staff to do their jobs effectively and to enable staff cope with change with confidence.

Priority will be assigned to the development of the necessary Academic, Professional and Technical Qualifications / Skills required to discharge the range of duties attached to each particular post. In addition funding will be provided to support the development of necessary Employment Skills so as to facilitate Team Working, enhanced Communications, Presentation skills, Time , Change and Project Management.

- 2.6 Employee Development involves Learning, Education, Development and Training .

While the Institute will endeavour to provide and assist employees to achieve these objectives as laid out in its Annual Training Plans, the primary responsibility for self-development and career development rests with each individual. The Institute will, in as far as possible, provide the support, guidance and encouragement to each employee in this regard.

Career development is not solely concerned with promotion and progression through more senior positions. It incorporates movement between jobs of equal or higher grades and the increased knowledge, skills and experience that accrue as a result of such movement. Career development also involves enhancing existing skills and competencies so as to assist staff in achieving expected performance standards.

- 2.7 Career Planning will be a joint activity between the individual and his/her Head of School/Department/Function. In order to enable employees make more informed decisions about their career, the Institute will keep all employees informed of known future direction.

3. GUIDELINES FOR ACADEMIC & PROFESSIONAL TRAINING FOR STAFF

Special Provisions

- 3.1 The following guidelines apply to all categories of staff attending courses of study other than those funded in full by the Training for Trainers Programme.
- 3.2 The Human Resources Manager reserves the right to review or amend these guidelines in respect of an individual or group of employees.

- 3.3 Provision for the training of staff will be made centrally by the Human Resources Office, in conjunction with the Registrar, and at School/Department/Function level.
- 3.4 The Human Resources Manager will have overall responsibility for the development of non-academic staff, while the Registrar, in conjunction with the Heads of School/Department and Academic Council, will assume this responsibility for academic staff.
- 3.5 Heads of School/Department/Function need to continually exchange information regarding in-service course provision so as to facilitate cross Institute/Staff participation.

4. ELIGIBILITY AND SCOPE OF THE STAFF EDUCATION, TRAINING AND DEVELOPMENT SCHEME

4.1 Eligibility

Staff employed on the following basis:

- Permanent whole-time, Temporary and Pro-rata.
- Fixed Term Contract of over one years duration.

4.2 Courses

All courses of study must relate directly to the individual's work or lead to a qualification that will be directly relevant or, in the opinion of management, appropriate to the personal development of the individual. All courses of study, other than short in-service and extern programmes, must result in a qualification validated by a recognised academic or professional institution.

The following are the various staffing areas of the Institute, each of which have their own distinct training needs:

- ❖ Academic Staff Development
- ❖ Administrative Staff Development
- ❖ Library Staff Development
- ❖ Maintenance Staff Development
- ❖ Management Staff Development
- ❖ Technician Support Services Staff Development

A comprehensive Training Needs Analysis will assist in identifying the specific needs of each area. This Analysis will be conducted in the current Academic Year and will assist in the drawing up of future Staff Education Training and Development Plans.

The Institute will endeavour to provide financial assistance as detailed below. Approval of any and all programmes/courses and the amount to be provided will be dependant on the priorities of the Institute and the limitations imposed by the budget available to fund Staff Education, Training and Development Plans.

4.3 Funding Priorities and Limitations.

- 4.3.1 Approved academic, technical or professional programmes identified by the Institute, in conjunction with the staff member, to include Post-Graduate or other courses necessary for staff to secure progression i.e. Assistant Lecturer to Lecturer Grade or Technicians to progress beyond point 5 of the Technician scale. **Part-time staff will not be eligible for support from this scheme.**

A full refund of tuition and examination fees will apply in such circumstances. Student Membership and exemption Fees to Professional Bodies must be met by the staff member. Payment for accommodation when required at residences must also be borne by the staff member. However, where a fee to attend such residences is necessary, a full refund will apply. The scheme will be administered through the Human Resources Office.

The process for claims for refund will be as follows:

- Staff member will be required to fund relevant fees to University, Institute, Body, etc on registering for Course of study.
- On submission of invoices to Human Resources Office, the Institute will refund 50% of fees.
- The balance will be refunded on the successful completion of each relevant year of study.

Where a staff member resigns from the Institute the following recoupment of fees will apply:

Resigns within one year – 100%
Resigns within two years – 50%
Resigns within three years – Nil

Repeat examinations will not be funded.

Where an individual fails to complete an approved course of study, any monies will be recouped by the Institute. The method of payment will be in a manner acceptable to the Institute.

- 4.3.2 Approved academic, technical or professional programmes identified, in conjunction with the staff member, by the Institute to include Post-Graduate or other courses deemed necessary to support staff to discharge the duties of their current post, area of assignment or enhance flexible course or service provision throughout the Institute as a whole. **Part-time staff will not be eligible for support from this scheme.**

A full refund of tuition and examination fees as outlined in Section 2.3.1 above.

- 4.3.3. Approved extern/in-service/short strand courses identified by the Institute in support of individual staff, group and Institute wide development.

These programmes will be funded in full by the Institute.

- 4.3.4. Approved academic, technical or professional programmes targeted by eligible staff (Clause 2.1. above) to include Post-Graduate or other courses deemed appropriate to aid their personal development.

Each application for recoupment will be considered on its merits by the Human Resources Manager, in conjunction with the staff member and his/her Head of School/Department/Function. However, recoupment of fees will be subject to the limitations detailed below:

Certificate/Diploma

Normally a refund 50% of fees.

Professional Courses and Primary Degree

Normally a refund 75% of fees

Post-Graduate Diploma/Degrees:

Normally a refund 75% of fees

Process of recoupment of fees is as outlined in Section 2.3.1 above. The Institute may, in its absolute discretion, fund up to 100% of the above costs for any year of a particular course / staff member. Such discretion be exercised where an uncommitted credit balance arises in the Staff Education, Training and Development Budget at the end of a particular Financial Year.

- 4.3.5. Presentation of Dissertation/Thesis

Any written project, the content of which relates to the Institute or the work of the Institute, must be approved through the Head of School/Department/Function prior to submission.

5. MAKING AN APPLICATION:

5.1. Academic, Professional and Technical Courses

Staff members who wish to pursue third level courses must in the first instance discuss the matter with their Head of School/Department/Function.

The application should then be referred in writing to the Human Resources Manager enclosing relevant documentation and accompanied by the recommendation of the Head of School/Department/Function.

The Human Resources Office will annually invite applications to attend Academic, Technical and Professional Courses commencing the 1st September of any academic year. This request will be prior to 30th April annually. Applications should be received by the 31st May. Any applications received after that date will be considered on an individual basis.

The Human Resources Manager will notify staff, in writing, of the outcome to their applications *not later than the 20th June annually.*

5.2. Extern and in-service and short strand courses

Applications for extern and in-service courses are normally a matter for the Head of School/Department/Function. Applicants should submit an application to their relevant Head of School/Department/Function with the appropriate course documents *not later than four weeks in advance of the proposed commencement date of the proposed course.*

The Head of School/Department/Function will ensure that staff are notified as to the result of their application *not later than two weeks in advance of the commencement date of the proposed course.*

5.3. Proposals to attend courses

Any proposal for attendance or financial assistance must be submitted in writing to the Head of School/Department/Function. All proposals must set out full details of all elements i.e. Leave and Funding required including:

- ❖ Title of proposed course,
- ❖ Expected duration,
- ❖ Attendance requirement,
- ❖ Costs,
- ❖ The relevance of the course to the individual and the Institute
- ❖ If any special leave provisions are required.

6. SPECIAL LEAVE PROVISIONS

6.1. Academic, Technical or Professional Programmes.

Further courses of study at third level are normally undertaken outside working hours. There may, however, be some compulsory seminars, residentials, etc. that requires time off.

The Institute will at all times attempt to facilitate attendance for such seminars etc but sufficient cover must be maintained at all times in all areas of the Institute. Leave will only be granted where no replacement is required and where the relevant Heads of School/Department/Function is satisfied continuity of service is ensured.

6.2. Special Leave provisions and Study facilities provision for approved courses

6.2.1. Study Leave: Non Academic Staff .

Professional Qualifications / Degree / Post Graduate Courses

Up to five days paid study leave on normal working days will be provided, *for the first sitting of examinations*, for each year of study.

This leave may be taken to cover attendance at seminars, conferences, residential courses and preparation for exams. It must be approved in advance by the Head of School/Department/Function and submitted to the Human Resources Manager.

Certificate / Diploma Courses.

Certificate / Diploma - 3 Days each year.

6.2.2 Examination Leave : Academic Staff

Special leave with pay will be allowed *for first sitting of examinations* and limited to the actual time required to take approved examinations for each year of study. This will normally amount to a day for each full day of examinations where such are conducted during normal working time..

6.2.3 Other: Non Academic Staff

Any days required in excess of the numbers specified above must be taken as annual leave.

6.2.4 Study and Examination Leave: Academic Staff.

All applications by Academic staff for study leave, attendance at seminars, residentials, etc. must be approved in advance by the Head of School and submitted to the Human Resources Manager. Only leave applications for Non class contact working days will be considered.

To facilitate Staff who may need to attend compulsory seminars, conferences, residential courses or examinations on days which are part of their weekly class contact timetable, local arrangements may be agreed subject only to the Head of School being satisfied with such arrangements and that there will be no substitution cost to the Institute.

6.2.5 Study Facilities:

Use of the Institutes facilities for study outside of normal working hours is permitted subject to the Head of School/Department/Function approval. This will include full access to the Library and it's resources.

6.2.6 Conferring Leave

Where conferring is during normal working hours, special leave with pay for one day will be allowed.