



RCSI

Staff Learning & Development Policy

Purpose

RCSI is committed to the support and promotion of learning and development for all our staff. We believe that investing in our people's development is central to the Universities ability to 'Develop healthcare leaders who make a difference worldwide'. This document specifies RCSI's policy and procedures in relation to staff development.

Scope

This policy applies to all members of staff and includes staff on both full time and part time contracts.

Responsibilities

Learning and Development is the responsibility of all staff in the College.

In particular:

Individuals – By taking responsibility for identifying areas where their skills might be developed, making themselves aware of and taking advantage of suitable opportunities, applying that learning in their work and maintaining a record of their own development.

Line Managers – By taking an active part in helping staff identify their development needs, encouraging stretch and challenge, facilitating access to a variety of development opportunities and playing an important role in ensuring the application of their team member's learning back in the workplace.

Senior Management – In promoting a culture of learning and providing space and resources to ensure that continuous professional development is valued and recognised as essential to enable RCSI to meet our strategic objectives.

HR - Through centrally resourced learning provision, advice and support to individuals, teams and departments from the Learning and Development team in HR.

Policy Statement

Learning and Development (L&D) includes all activities which are undertaken by staff in order to maintain, update and enhance their work related knowledge, skills and capabilities. It encompasses a range of activities including, but not limited to: Instructor Led Training, Mentoring, Coaching, Online Learning, Workshops, Reflective Practice, Work Shadowing, Project Work and Social/Peer Learning etc.

RCSI recognises that our staff are fundamental to the success of the University and that a strategic, professional approach to staff learning and development will enable us to attract and retain high-calibre staff with appropriate skills and competencies to deliver the RCSI's objectives.

The University believes that effective learning and development benefits the individual and the organisation as a whole and contributes to the achievement of RCSI's objectives. These benefits include higher standards of work performance, dissemination of good practice and increased motivation and job satisfaction for individuals. Staff from our Academic, Research and Professional Support areas attend training programmes together wherever appropriate to provide networking opportunities, build mutual understanding of each other's areas and allow for the sharing of ideas and best practice.

All employees regardless of age, level, gender, disability or ethnic background are expected to undertake development activities throughout their employment with the University. A proactive approach to professional development is encouraged and in addition to undertaking mandatory* and relevant training for their role, staff should avail of informal development opportunities whenever possible.

In addition to a centrally organised programme of L&D, staff development is additionally supported through a number of centrally resourced benefits including: Paid Study and Examination Leave; Paid/Unpaid Sabbatical Leave; Further qualifications through the Staff Development Scheme etc. Details of the above are available on the HR policies section of the staff portal.

*RCSI provides mandatory training for all of our staff to ensure up to date knowledge and understanding around key elements of legislation and good practice. This includes equality and diversity, GDPR, health and safety, cyber security, management and leadership skills (where this is relevant to their role).

Procedure

Staff development needs may be identified throughout the year but primarily arise from:

- RCSI strategic plans
- Annual business planning cycles
- Professional Development Planning (PDP)
- Management observations and requests
- Themes arising from staff surveys

- Evaluation of feedback from current programmes

Training provision will be prioritised according to the strategic objectives of the University and in line with identified needs and demands.

All staff with people management responsibilities are expected to actively support and sustain the growth and development of their staff, provide appropriate opportunities for their staff to participate in learning and development initiatives and support the application of their learning back in the workplace.

Through the Professional Development Planning (PDP) process each staff member and their manager will discuss and agree development needs for the year including elective, mandatory and job specific training. Managers should look for every opportunity to support learning outside the classroom setting through on the job learning, project opportunities, ongoing coaching conversations etc.

Training opportunities are communicated through all available media, including an ongoing programme of learning and development advertised on the staff portal, the staff communication site WorkVivo, posters at all RCSI sites, internal staff publications etc. Reasonable accommodation will be made to enable any staff members with a disability to access development opportunities.

All courses are scheduled on a quarterly basis and are advertised in advance on the staff portal and WorkVivo so that staff wishing to engage in learning activities are aware of and do not miss deadlines / enrolment dates where applicable. Staff members should discuss the appropriateness of the course and the suitability of the timing with their individual line manager.

There is no charge for attendance on centrally organised courses however if an individual cancels within 48 hours of the course or fails to attend on the day (with the exception of illness or extenuating circumstances) €100 will be charged back to the staff member's department.

Staff have the opportunity to evaluate all training programmes on which they participate. Feedback from participants is continuously reviewed and course content modified as appropriate.

All completed learning and development activities should be recorded by each staff member. This should include a summary of the activity undertaken, the learning points and how these will be used in their role as a minimum. The key points in the development record can then be used as part of the discussion during annual and mid-year reviews.

RCSI's central budget for staff development is held within the Human Resources Department and supports a programme of Learning and Development in line with the achievement of institutional objectives. Individuals should discuss the availability of funding for additional needs outside the core programme with their line manager. Departments should make appropriate budgetary provision for individual development

needs that cannot be met through the central programme of L&D.

Approval

The application process for the majority of L&D provision is through open enrolment. Following discussion with their line manager on the appropriateness and timing of the course, staff self-enrol via the staff portal and places are allocated in order of enrolment. Staff Learning and Development maintain waiting lists for oversubscribed courses and offer spaces as they become available in order of when staff applied for the course.

For a small number of L&D opportunities, such as leadership and management development programmes there is an application or nomination process. Such applications will be considered in line with this policy. The final decision as to whether to approve requests is made by the Learning & Development Team. Staff will be notified as soon as possible as to whether their request has been approved.

Your Right to Appeal

Should your application for learning or development be refused without a justified reason, you have the right to appeal.

You should appeal to the Head of Staff Learning and Development in writing in the first instance clearly explaining the reason you believe the decision made was incorrect.

If you are not satisfied with the outcome of your appeal, you have the right to raise your concerns with the Director of Human Resources whose decision at appeal is final.

Getting Further Help

The Learning and Development Team is available to support any member of staff in understanding or implementing the content of this policy and procedure.

Staff Learning and Development

Email: Staff_L&D@rcsi.com

Phone: 01-4025169

Policy Review

The Human Resources Department will ensure that this policy will be monitored and kept under review.