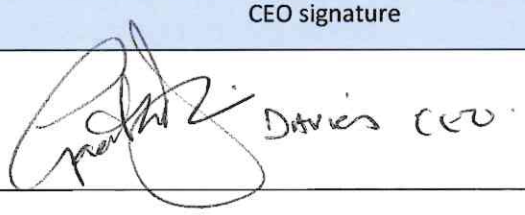
Aurora

Enriching lives, Enriching Communities

Learning and Development Policy

Policy Number	Policy Developed by	Date Developed
11 – Schedule 5	Human Resource Department	12/05/2015
Version	**Amendments**	
5	Full Review of Policy	
Reviewed by		**Review completed**
Nicola Ryan & Selina Doyle		15/03/2026
CEO signature		**Next Review Date**
		15/03/2029

Mission Statement

Enable people with complex needs to experience the same rights as every other citizen and as equal members of the community.

Contents

1.0 Introduction....3
2.0 Purpose and Scope of this policy....3
3.0 Funding....4
4.0 Definitions of Term's used within the Policy....4
5.0 Induction....5
6.0 RESPONSIBILITIES OF INDIVIDUAL EMPLOYEES:....5
7.0 RESPONSIBILITIES OF LINE MANAGER:....6
8.0 RESPONSIBILITIES OF TRAINING DEPARTMENT....7
9.0 Training & Needs Analysis....7
10.0 Mandated Training/House Specific Training/Aurora Coherency (Service Enhancement)....7
11.0 Continuing Professional Development....9
12.0 Fairness and Transparency....9
13.0 Pre-Training Criteria....9
14.0 Attendance at Training....10
15.0 Feedback....10
16.0 People who will deliver training/facilitate education within Aurora....10
17.0 PADLET - Revision and Supply of information....10
18.0 Appendix 1 Aurora On the Job Mentoring New OJM....11
19.0 Appendix 2 Training Agreement....12

1.0 Introduction

1.1. Aurora Enriching Lives, Enriching Communities is committed to ensuring that all employees have the appropriate skills, knowledge and abilities to allow them to contribute fully to the achievement of the Aurora Mission Statement as well as offering opportunities for their own personal development and growth.

2.0 Purpose and Scope of this policy

2.1. Aurora aims to be a learning environment, which supports both individual and team development. Access to quality induction and ongoing learning and development opportunities prepares employees for both existing and future roles and responsibilities, and helps them to reach their full potential thereby enhancing the quality of their practice.

2.2. A structured approach is taken to induction for new employees to ensure consistent and accurate communication about the service policies, procedures, statements, and regulatory requirements.

2.3. A range of training will be provided e.g. In-house, external, e-learning, coaching, mentoring with monitoring and evaluation of effectiveness to enhance employee development and the needs of the service in line with Health Act 2007 (Regulations 2013), Regulation 16 Training & Staff Development.

2.4. Continuous Professional Development - All employees are supported to undertake learning and development, which is viewed as a continuous process throughout their employment with Aurora

2.5. This policy demonstrates Aurora commitment to the development of employee' awareness, knowledge and competencies by committing to various supports; these may include study time, facilitating time off, contribution to expenses of relevant training courses, conferences, external meetings, participation in the local provider network or other such relevant educational events. The level of support Aurora provides will be considered on a case-by-case basis dependent on the relevance, resources and needs of the service.

2.6. This policy applies to all employees and has been developed to ensure that there is equality of access and opportunity to attend learning and development events for all.

2.7. Aurora encourages its employees to undertake any other training or activities that aid their personal or professional development and to ensure a quality service to the people supported. Due to funding limitations, it may not always be possible for the service to provide funding to employees to undertake such training.

2.8. All employees training records are retained in the training department.

3.0 Funding

3.1. In addition to Aurora annual training budget, Aurora has developed value added partnerships with external organisations, who they work closely with regarding additional funding for training and; where funding is available Aurora will apply on behalf of its employees.

THE CURRENT FUNDING AVENUES ARE:

- Kilkenny Leadership Partnership
- Educational Training Board
- Fetch.ie
- HSE health service skills
- Skillnet
- The Wheel
- The Irish Research Council
- NMPDU (Nursing and Midwifery Professional Development Unit)

3.2. Aurora offers Fire Safety & Evacuation, Manual & People Handling and Food Safety courses to Agency staff and other organisations at a cost.

4.0 Definitions of Term's used within the Policy

4.1. **Continuous Professional Development** or **CPD** and is the broad term used to include all activities that are undertaken by and for staff members in order to maintain, update and enhance their work-related knowledge, skills and competencies.

4.2. **Induction:** The process by which new employees are introduced to their colleagues and working environment as well as supported people and helped to familiarise themselves with the service policies, procedures, practices, ethos and culture.

4.3. **Study Leave:** Leave required for a training/learning event that will prevent the individual employees from undertaking their normal duties. Study leave includes leave for training courses, conferences, seminars, workshops and any specific learning opportunities arranged either internally or with other organisations. This leave must be approved prior to taking leave.

4.4. **Mandatory Training:** Training that Aurora is required to provide and that employees are required to attend, in order to meet legislative and /or regulatory requirements.

4.5. **Elective Training:** Training or development which, while adding value to the organisation and the individual is not deemed to be critical to the delivery of the service

4.6. **Selective Training:** Training identified by Aurora as required for the upskilling or development of the employee. Aurora may nominate an employee to complete this training for the benefit of the service.

4.7. **On the Job Mentoring:** Specific training that is explicit and delivered within the workplace to enhance skills, knowledge and competences needed for an employee to perform a specific task.

4.8. **Coaching and Mentoring:** Coaching and mentoring are development techniques based on one-to-one discussions to enhance an individual's skills, knowledge or work performance-often for the current job, but also to support career transitions.

4.9. **Training events:** These are generally activities that have an educational or developmental purpose and which lead to the acquisition of skills or knowledge relevant to an employee's current or future role at Aurora. Training events, as referred to in this policy, are primarily short training sessions/days/courses for skills and/or knowledge development, but may also include attendance at conferences, seminars or some designated meetings

5.0 Induction

5.1. On joining Aurora, employees will participate in an induction process to be provided information on Aurora Mission and Values, policies and procedures, health and safety requirements, and work practices.

5.2. Roles and Responsibilities

6.0 RESPONSIBILITIES OF INDIVIDUAL EMPLOYEES:

6.1. To familiarise themselves with this policy and identify opportunities for further learning that will enhance work performance and to inform themselves of the range of learning/training opportunities available within Aurora and relevant to the performance of their duties.

6.2. To take responsibility for their own learning and continuing professional development (CPD) to meet the required standards of professional and regulatory bodies as applicable.

6.3. To assess and review their learning needs with their line manager/WCI Manager/ PIC/Team Leader through quality conversations, personal or professional development planning, Quality Conversations and /or performance achievement process.

6.4. To support a balanced and blended approach to development interventions ranging from formal academic or in-house programmes to e-learning programmes.

6.5. In situations where an employee has received external sponsorship and the terms and conditions of funding have been breached; the employee is required to repay any amounts due to Aurora. Found in Appendix 2

7.0 RESPONSIBILITIES OF LINE MANAGER:

7.1. To be familiar with and adhere to this policy within the management of employees

7.2. To foster a culture of learning and development in their role in managing learning and development needs within their team. The WCI Manager/PIC/Team Leader's involvement before, during and after training sends a strong message about Aurora commitment to employee development, innovation, collective leadership and continuous quality improvement.

7.3. To bring the policy to the attention of employees reporting directly to them.

7.4. To assist employees in identifying their learning and training needs. WCI Manager/PIC/Team Leaders are required to support employees to complete the Learning and Development Plan in order to record their learning objectives prior to attending learning and training events.

7.5. To identify and make decisions about training needs, which a range of factors may inform. These include changing needs of person supported; the individual/team's learning needs, succession planning, the service needs/continuity, as well as resources.

7.6. Where possible, to encourage employees to implement and share skills and knowledge gained through training with their teams and colleagues, via on-the-job training, mentoring/coaching or other methodologies.

7.7. To support 'on the job' learning, mentoring/coaching, using the collective energy of the team to encourage experimentation and optimise learning experiences.

7.8. To make local arrangements for the provision of/access to training within appropriate/reasonable timescales to all employees. To ensure all staff training is factored into eight-week rooster or working hours. Each Line Manager/PIC/WCI Manager will receive a monthly report indicating which employees are due to attend training and the dates of scheduled training. The Training Calendar is issued eight weeks in advance and Line Managers, PIC's, WCI Manager's and Team Leaders are to build in training into their rosters

accordingly. It is essential that employees be advised of the relevant course they are attending and to be prepared in advance of attendance.

7.9. Line Managers/WCI Manager/PIC/Team Leaders must carry out Training needs analysis of their areas to ensure the correct training & development is undertaken. Feedback from analysis is sent to the training department and discussed at team meetings.

8.0 RESPONSIBILITIES OF TRAINING DEPARTMENT

8.1. To inform employees /WCI Manager/PIC/Team Leaders regarding availability of training and development opportunities.

8.2. Following service wide Training Needs Analysis to provide guidance to Line Managers/WCI Manager/PIC/Team leaders on processes that capture learning needs arising from individual and team performance in order to obtain appropriate learning and development interventions.

8.3. To review and collaborate with management for mandatory and statutory training. Provide training through HSELand and Face-to-face methods, and assist WCI Manager/PIC/Team Leaders to ensure compliance. To report to management monthly regarding training

- Schedule,
- Courses completed,
- House training records
- Training analysis

9.0 Training & Needs Analysis

9.1. Aurora recognises the importance of active monitoring as a mechanism for ensuring the implementation, compliance and effectiveness with training and development in all designated centres across Aurora.

10.0 Mandated Training/House Specific Training/Aurora Coherency (Service Enhancement)

10.1. Named employees are required to attend this training as part of your contractual obligations, failure to attend mandatory training may result in disciplinary procedures which will also be organised and monitored by Line

Managers/PIC's/WCI Manager's/Team Leaders in conjunction with Training Administration Officer.

10.2. Funding for mandated training is fully funded by Aurora and where applicable valid and vouched eligible expenses will be reimbursed. (Subject to prior approval). Attendance at this category of training is required as part of your employment in Aurora

10.3. Training schedules will be organised and monitored by the Training Administration Officer in conjunction with H.R.

10.4. Mandatory Training Courses may change from time to time depending on statutory/Regulatory requirements and the changing needs of the service and/or educational advancement/ developments.

10.5. Selective & Elective Training

10.6. Selective training is undertaken either at the request of a manager and has clear measurable benefits to Aurora

10.7. Funding for Selective Training: In this case, the training if approved maybe part funded by Aurora. The percentage of funding supplied by Aurora will range downwards from 100% and will depend on a number of factors, e.g., is the training requested by the manager or the employee. Can specific, measurable benefits to Aurora be anticipated following completion of this training? For particularly expensive training, or where large periods of study/attendance time is required, the employee may be asked to contribute either financially or by using annual leave, or both, to the overall costs of the training. In the case of substantial funding by Aurora either financial or study/attendance time, the employee will be required to sign a declaration that he/she will remain in the employ of Aurora for a period of time after completion of the training. That period will be decided by the size of the investment made by Aurora in that training. If the employee decides to leave their employment prior to the end of that period, Aurora will recoup the cost incurred in supporting the training see Appendix 2.

- -Within 6 months 100%
- -Within 12 months 50%
- -Within 18 months 25%

10.8. Elective training is where an employee makes a request to elect himself or herself for training. Approval for such training will be based on the benefit on the service, costs, accommodation required etc. Employees should not attend elective training unless approved to do so prior to commencement.

11.0 Continuing Professional Development

11.1. Engaging in Continuing Professional Development ensures that both academic and practical qualifications do not become out-dated or obsolete, allowing individuals to continually 'up skill 'or 're-skill'.

11.2. External CPD relates to educational activities that take place outside your workplace where you can interact with and learn from others.

11.3. You can claim 1 CPD credit for each hour spent on activities such as the examples listed below:

- Academic/Scientific meetings
- Symposiums
- Exam preparation courses
- Workshops
- Seminars
- Courses/Lectures/Workshops leading to a Diploma/Masters
- Online courses or tests where the site provides details of the learning outcome, links to further reading and you can download evidence of participation. Evidence of your participation is required.

11.4. Internal CPD activities take place alongside your colleagues and teams within your workplace on topics related to your practice that help improve the standards of your own practice and that of your team.

11.5. The employee can claim 1 CPD credit for each hour spent on activities such as the examples below:

Example meeting types

- Online Training Courses
- Webinars
- Workgroups
- Review groups

11.6. Employees must send their CPD points to the Training Officer for recording.

12.0 Fairness and Transparency

8.1 Mandatory training is funded by Aurora. This means that the funding available for selective and elective training is limited and will be agreed on a case by case basis.

13.0 Pre-Training Criteria

9.1 All Workbooks associated with training must be completed before training date.

9.2 The employee will be notified of Aurora 's decision as soon as possible, in the meantime reserve the appropriate date.

9.3 On completion of training fully discuss with Line Manager/WCI Manager/ PIC/Team Leader, agree action points/plan

14.0 Attendance at Training

10.1 Employees will attend all mandatory and house specific training.

10.2 If an employee fails to attend their training, they must follow up the same procedures as they would if reporting absence.

10.3 Attendance at/and certification thereof all training received by staff, mandatory, house specific or CPD will be recorded by the Training Officer. This file will also include copies of any certificates received.

15.0 Feedback

11.1 As part of Aurora continuing commitment to learning and development, employees are requested to provide feedback on the value and effectiveness of training they undertake. This Feedback will provide valuable information on assessing and improving the training process.

16.0 People who will deliver training/facilitate education within Aurora

12.1 As a minimum, all trainers within Aurora will hold a QQI Level 6 training & development certificate or RCNME Facilitating learning in groups. They will be competent in their field, demonstrated by evidence or CPD. The State Claims Agency (Aurora Insurer) requires that in-house training is appropriate, the trainer is competent to deliver the training, and the content of the training caters for the workplace setting/environment and that all staff training records should be retained on file.

12.2 Training will be delivered as outlined in Aurora Learning & Development Policy

12.3 External trainers will be an expert in their field, provide evidence of qualifications and Insurance.

17.0 PADLET - Revision and Supply of information

13.1 All training course's syllabus will be loaded on to Padlet (Padlet provides a cloud-based software-as-a-service, hosting a real-time collaborative web platform in which users can upload, organize, and share content to virtual bulletin boards called "padlets" this will include all handouts, presentations and paperwork).

13.2 Employees can access Padlet and review all training delivered at any stage.

18.0 Appendix 1 Aurora On the Job Mentoring New OJM

Aurora On the Job Mentoring	
Rationale	*OJM is a hands-on method of teaching the skills, knowledge and competencies needed for an employee to perform a specific job. Employees then learn in an environment where they will practice the knowledge and skills.*

Delivered by	
Staff and House Name	
Date and Duration of OJM	

Type of OJ Coaching	
Knowledge	☒
Skill	☐
Culture	☐
Other	☐

Title of Mentoring: OJM in IPC/Laundry Management/HH
Identify, Policy, Pathway, Resource you are using to reference the OJM
Outline of the content of the OJM delivered

I confirm that I have **delivered** the above "on the Job Mentoring"	
Signature	
Date	

I confirm that I have **received** the above "On the Job Mentoring" and acknowledge my understanding of same	
Staff Signature	
Date	

Received by Training Department Date:	

19.0 Appendix 2 Training Agreement

Aurora Learning & Development Centre

Training Agreement

The disability sector is everchanging and evolving towards right-based community supports; new policies, pathways, guidance, regulations and practices come into play and it's important for Aurora to stay informed. Providing Learning and development opportunities for our employees ensures Aurora keeps up to date with changes and stays abreast of innovative ideas, evidenced-based practices and theoretical approaches that enhance service delivery.

Aurora believes in the investment and support of our employees by providing a range of learning and development opportunities included specialised training opportunities. This training agreement sets out the expectation of both parties when employees are selected/elect to attend a specialised training course.

This Training Agreement is made on [Date _] between:

1. Employer:

- Name: Aurora Kilkenny
- Address: 11/12 Danville Business Park, Kilkenny
- Contact Information: 056 7722170

2. Employee/Trainee:

- Name: [Employee Name]
- Position: [Job Title]
- Contact Information: [Phone, Email]

1. **Purpose of the Agreement**
   This Agreement outlines the terms and conditions under which Aurora will provide/resource training to [Employee Name] to enhance their skills and knowledge relevant to their position as [Job Title].

2. Training Program Details

- **Title of Training Program:**
- **Description:**
- **Training Provider:**
- **Location:**
- **Duration:**
- **Schedule:** [Training Schedule, if applicable]

3. Costs and Reimbursement

- **Training Costs:** The total cost of the training is [Total Cost]. Aurora agrees to cover [Percentage/Amount] of these costs.
- **Reimbursement Clause:** If [Employee Name] voluntarily resigns or is terminated within specified times outline in the Employee Declaration Training Fees Agreement on page 3 then [Employee Name] agrees to reimburse Aurora for the relevant cost of the training.

4. Employee Obligations

- **Attendance:** [Employee Name] agrees to attend all sessions of the training program and participate fully in all activities.
- **Completion:** [Employee Name] agrees to complete all assignments and assessments as part of the training program. Employee will provide Aurora with relevant certification/accreditation on completion of the course
- **Commitment:** [Employee Name] agrees to continue employment with Aurora for at least 12 months after the completion of the training. If this duration is breached then the costs will apply as outline in the reimbursement clause.

5. Employer Obligations

- **Provision of Training:** Aurora agrees to provide/resource the necessary training as outlined in this Agreement.
- **Support:** Aurora will provide: - XXXX support, XXXX study time, XXXX attendance time, access to XXXX resources.

6. Confidentiality

[Employee Name] agrees to maintain the confidentiality of any proprietary or sensitive information disclosed during the training.

7. Consequences of Breach

If [Employee Name] fails to comply with the terms of this Agreement, Aurora may seek reimbursement of training costs or take other appropriate actions as permitted by law.

8. Signatures

By signing below, both parties agree to the terms and conditions in this Training Agreement.

Employer:

[Employer Representative Name] [Date]
[Title]

Employee:

[Employee Name] [Date]

EMPLOYEE DECLARATION - TRAINING FEES

I have read and accept the Training Guidelines. If I fail to complete the training (unless through no fault of my own), I will be required to repay the fee in full and I authorise a payment to be deducted direct from my salary.

If I leave Aurora within the timescale detailed below, any reimbursement will be discussed and agreed with me beforehand and signing the Training Contract will be binding.

If the employee decides to leave their employment prior to the end of that period Aurora will recoup the cost incurred in supporting the training.

-Within 6 months 100%

-Within 12 months 50%

-Within 18 months 25%

Trainee Signature_____ Date: _____

PIC/Team Leader Signature _____ _____ Date: _____

CSM Signature _____ Date: _____

Received by Training Dept_____Date:_____