



Logistics Associate Apprenticeship

GUIDE FOR EMPLOYERS

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1 Introduction

An apprenticeship is a way for young people and adult learners to earn while they learn in a real job, gaining a real qualification and a real future.

Hiring apprentices helps businesses to grow their own talent by developing a motivated, skilled and qualified workforce.

Why employ an apprentice?

- Gives applicants an accessible, alternative route into the freight, distribution and logistics sector that leads to a level 6 qualification without going to college full time
- An 'earn and learn' approach that ensures employers are able to tap into a younger talent pool and apprentices put their academic knowledge and skills into practice with a two year work contract
- Government supported, which means that tuition fees are funded*

**There is a student registration charge payable which is explained later in the guide.*

Benefits to your business

- Trained employees with vastly improved business knowledge and industry skills
- Study methods that cause minimal disruption to daily work responsibilities
- Fill your skills gaps. Apprenticeships develop the specialist skills you need to keep pace with the latest technology and working practices – skills often not available in the job market
- The apprentice gains a 'Higher Certificate in Logistics' at the end of the two year programme, thus increasing your pool of qualified people
- Build loyalty and reduce staff turnover
- Create a national standard of training for the freight distribution and logistics industry
- Motivate other employees to up skill
- Create an accessible channel to attract talent into the sector
- Develop a career path for employees that aids with succession issues and builds loyalty and opportunity within the workforce

This guide will assist you with information about the programme, how to assess if employing an apprentice is for you, details of salary and recruitment/selection guidelines to assist you choose the right candidate for the apprenticeship.

The programme and the operating procedures will be subject to a review. The review process will be conducted in the context of formal evaluations undertaken by all the stakeholders and members of the consortium.

This is a collaborative initiative and this is demonstrated by the make-up of the consortium that includes industry representatives Freight Transport Association Ireland (FTA Ireland), IIFA, CILT, Irish Chartered Shipbrokers Association as well as numerous employers.

1.2 Introduction to the Logistics Associate Apprenticeship Consortia

The Logistics Associate Apprentice Consortium (LAAC) was established in August 2017. It comprises all of the apprenticeship programme's key stakeholders.

Chair: **Aidan Flynn**, General Manager, Freight Transport Association Ireland

Seamus Kavanagh, Executive Officer, Irish International Freight Association

William Davis, WPD Freight Management, IIFA Council Member

Derek Dunne, Education Officer, Institute of Chartered Shipbrokers

Mick Curran, CEO, Chartered Institute of Logistics and Transport

Garry McCabe, Human Resources Director, Kuehne + Nagel Ireland Ltd

Mike Kelly, Arrowwood Consulting Ltd

Cormac Durnin, Head of Distribution, PRL Logistics Solutions

Michael O'Callaghan, Secretary, IPICS; The Supply Chain Institute

Jamie O'Reilly, Global Forwarding Managing Director, XPO

Elaine Boland, National Vehicle Delivers

Trevor Murphy, HRM, Director DHL

Sean McCabe, Operations Manager Europe, Eucon Shipping and Transport Ltd

Dermot Walsh, Head of Operational Excellence, DHL Global Forwarding Ltd

Michael Murphy, Logistics Manager, Keelings Ltd

Dr Teresa Hurley, Grangegorman Planning Office, DIT

Paul O'Reilly, Head of School, School of Management, College of Business, DIT

Michael J O'Mahony, Head of Department, Process Energy and Transport Engineering, CIT

Jane O'Keeffe, Lecturer, NMCI (National Maritime College Ireland), CIT

Declan Allen, Assistant Head, School of Management, College of Business, DIT

The role of the LAAC is to ensure that the Logistics Associate Apprenticeship programme conforms to, and evolves with, the requirements of the occupation. Its purpose is to ensure that the apprenticeship programme is enter-

prise-led and meets labour market needs. This requires that programme graduates fit the autonomous occupational role assigned to them. The LAAC acts as the 'guardian' of the occupation, performing the critical role, in conjunction with the statutory regulator, of coordinating employers involved in the programme. It should also act to bring together the employers, the coordinating provider and the other providers who are involved in the programme.

Recognition and awards

- Winner of the 'Innovation Award' at the Fleet Transport Awards 2019
- Finalist in the IMR Manufacturing & Supply Chain Awards 2019 for 'Best Industry Research Partnership'
- Finalist in the Education Awards 2019 for 'Best Business & Third Level Institution Collaboration'
- Winner of the 'Logistics & Transport Team of the Year Award' at the Irish Logistics & Transport Awards 2019
- Finalist in the Education Awards 2020 for the 'Business Collaboration Award'
- Finalist in the IMR Manufacturing & Supply Chain Awards 2020 for 'Best Training & Development Program'



2 Programme overview and objectives

Programme overview

The Logistics Associate Apprenticeship is an undergraduate apprenticeship programme at level 6 on the QQI National Framework of Qualifications. It aims to meet the growing demand for logistics personnel and is targeting two market segments.

- 1 School leavers with either a Leaving Certificate or a Post Leaving Certificate award
- 2 Existing employees in the transport and logistics industry who may not have a formal qualification

It can lead into a variety of careers with supporting professional qualifications.

The role is applicable to a wide range of employers across the sector in both large and small firms and across all counties in Ireland. As such the programme needs to have the flexibility to cater for these different operating models, support structures and commercial requirements.

Programme objectives

Improving the career prospects and opportunities for new entrants into the transport and logistics sector is vital in future proofing against skills shortage and an ageing workforce. This, coupled with raising the standards of compliance and professionalism, will ultimately help attract more young people into the sector.

For this to occur we need a number of things to happen.

- Industry must contribute and participate in making their sector attractive. It must promote a sector that looks after the welfare of employees and offers vibrant and exciting career opportunities as well as supporting ongoing professional development
- We need more students looking to attend higher education courses. School leavers need a more holistic understanding of the transport and logistics sector and the type of jobs available at all levels of the supply chain. Working in collaboration with industry and trade associations, higher education institutes must work to raise awareness of the opportunities available following graduation from their institutes
- Industry-led apprenticeship programmes should be supported as a feeder to developing robust and sustainable career paths within the industry
- Industry must take the time to work collaboratively with stakeholders and competitors in formulating solutions to their skills shortage problems

The demand for qualified logistics personnel is growing rapidly across the globe and this programme aims to provide apprentices with the technical, conceptual, and interpersonal competencies to successfully work in this exciting field. This apprenticeship programme is directly in response to the recommendations in the 2015 Forfás report (EGFSN) addressing the demands for skills in Freight, Transport, Distribution and Logistics (FTDL) sector in Ireland and the follow up report 'Addressing the Skills needs arising from the potential trade implications of Brexit', published June 2018. It is offered on a day-release basis over two years, **the apprentice will attend one day in college and four days in the work place.**



The objectives for this new apprenticeship are as follows.

- The successful completion of the programme will add value to both the apprentice and the employer, by providing talent with the right skills.
- It will enable and encourage academic progression and continuous professional development.
- It will position the apprenticeship not just as a job, but as the starting point for a career in the sector.
- Provide local jobs for local people by being a nationwide Government supported programme.
- To facilitate progression on to follow on qualifications, building the concept of freight distribution and logistics as a lifelong career, for example a diploma, degrees and/or the advanced freight distribution and logistics qualifications.

3 Occupational profile

1 Apprenticeship title	Logistics Associate Apprenticeship
2 NFQ level	Level 6
3 Duration	2 years
4 Occupation title	Logistics Associate
5 Typical tasks/responsibilities	<p>Key tasks/responsibilities will include:</p> <ul style="list-style-type: none"> • liaise with transportation companies to create a good working relationship • prepare invoice for orders and deliveries as part of record keeping measures and evidence of transactions • ensure compliance with customs duties, controls, tariff, international conventions and agreements • keep records of all shipping activities, documenting procedures, guidelines and changes in procedures for reference purposes • create a safe working environment for yourself and other employees by adhering to safety measures to prevent accident and complications that may arise during work
6 Learning outcomes	The Logistics Associate involves acquiring the knowledge, skills and competence to carry out the core tasks/responsibilities within the warehousing freight forwarding transport and logistics in order to support the business needs and develop skills to prepare for future career opportunities.
7 Knowledge	<p>Specialised knowledge across a variety of areas associated with the following.</p> <ul style="list-style-type: none"> • Understanding of the supply chain with particular focus on the modes of distribution including, road, air and sea • Understand the role of supply chain management in relation to the overall business improvement process • Logistics and supply chain management (specifically inventory management, purchasing, warehouse management, outsourcing, quality management, information systems, transport management and planning, global logistics, customs and International trade) • Understand the importance of customer service for logistics and supply chain and implementing its effective management • Management (communications, accounting, planning) <ul style="list-style-type: none"> – Information systems in a logistics context, the essentials in the use of ICT and as applied in the logistics industry and focused on data collection, exchanging and manipulation; e-business and e-commerce in the world-wide-web • Understand the competencies required in an international Trade and Customs environment <ul style="list-style-type: none"> – Review the role and function of Customs in an era of international trade, Globalisation, EU Single Market and Brexit • Knowledge of how to set up a distribution network within the demand and supply chain

8 Skills	<ul style="list-style-type: none"> • Ability to use information systems and personal computers • The ability to apply management techniques to measure performance and make recommendations to improve business performance • The ability to be aware of the changing needs of their customers and how to adopt to these changes • The ability to apply best practice techniques to a range of logistical contexts and situations • Ability to work as part of a team • Recognise the advantages and disadvantages that alternative distribution/ warehousing configurations can provide <p>The ability to develop a range of technical and managerial approaches</p>
9 Competences	<ul style="list-style-type: none"> • Personal ethics • Professionalism/integrity • Personal management/commitment • Problem solving • Lateral/critical/systematic thinking • Analytical capabilities • Innovation and creativity • Practise good communication skills • Word processing and presentation tools • Have a working knowledge of descriptive statistics and how to use Excel to present the statistical information. <ul style="list-style-type: none"> – Preparation and presentation of reports • Understand how to be an effective team member
10 Industry/industries served by the proposed apprenticeship	<p>Freight, distribution, haulage, warehousing and shipping are the key industries served by the proposed apprenticeship. The logistics sector is becoming increasingly sophisticated through supply chain developments. Just-in-time delivery principles, combined with the pressure for increased environmental performance makes the efficiency levels of logistics management increasingly important.</p> <p>On successful completion of the proposed apprenticeship, a person could expect to be eligible for a position as a logistician; freight forwarder; distribution manager; transport manager/supervisor; transport planner/co-ordinator; warehouse manager/supervisor; inventory manager; process engineer; supply chain manager; shipping agent.</p>
11 Proposed minimum entry requirements for apprentices on the programme	<p>Minimum entry requirements are a grade H7/O6 or above in five leaving certificate (or equivalent) subjects. A minimum of grade O6 must be obtained in English. A minimum of grade O6 or a B2 or above in foundation level must be obtained in mathematics. Holders of a QQI Level 5 or Level 6 (or equivalent) in cognate areas (eg business, logistics and distribution, supply chain management, etc) can apply for entry onto the programme.</p> <p>Applicants may also be eligible to become apprentices via Recognition of Prior Learning (RPL). RPL processes require the applicant to provide evidence of appropriate past learning, whether that is certified or experiential learning. In some cases it may be sufficient for the applicant to provide copies of appropriate certificates. In other cases there may be a self-assessment exercise, preparation of a file or 'portfolio' of appropriate evidence of learning, an interview, and perhaps a demonstration or assessment task. See for example the RPL process used by Dublin Institute of Technology, the coordinating provider for the Logistics Associate Apprenticeship</p> <p>www.dit.ie/academicaffairsandregistrar/recognitionofpriorlearning/</p>

4 Programme structure and duration

Indicative Timetable – 9.00am-6.30pm

Year one – Semester one		
Time	Module	Room
9.00am-11.00am	Introduction to logistics and supply chain management	
11.00am-11.15am	Break	
11.15am-1.15pm	Communications and professional skills	
1.15pm-2.15pm	Lunch	
2.15pm-4.15pm	Introduction to customer service	
4.15pm-4.30pm	Break	
4.30pm-6.30pm	IT fundamentals	
Year one – Semester two		
Time	Module	Room
9.00am-11.00am	Introduction to logistics and supply chain management	
11.00am-11.15am	Break	
11.15am-1.15pm	Communications and professional skills	
1.15pm-2.15pm	Lunch	
2.15pm-4.15pm	Introduction to customer service	
4.15pm-4.30pm	Break	
4.30pm-6.30pm	Introduction to customs and international trade	
Year two – Semester one		
Time	Module	Room
9.00am-11.00am	Quantitative analysis and Excel	
11.00am-11.15am	Break	
11.15am-1.15pm	Air freight logistics	
1.15pm-2.15pm	Lunch	
2.15pm-4.15pm	Sea freight logistics	
4.15pm-4.30pm	Break	
4.30pm-6.30pm	Road freight logistics	
6.45pm-7.45pm	Quantitative analysis and Excel (optional tutorial)	
Year two – Semester two		
Time	Module	Room
9.00am-11.00am	Road freight logistics	
11.00am-11.15am	Break	
11.15am-1.15pm	Air freight logistics	
1.15pm-2.15pm	Lunch	
2.15pm-4.15pm	Sea freight logistics	
4.15pm-4.30pm	Break	
4.30pm- 6.30pm	Distribution and warehousing	

Off-the-job continuous assessment requirements and submission schedule

Module Title	ECTS	Exam (2hr)	CA	Submission
Year one				
Introduction to logistics and supply chain management	10	30%	Individual CA (1,500 words) 30% In-class Test (1hr) 20% In-class Test (1hr) 20%	Semester 2 Wk 10 Semester 1 Wk 3 Semester 2 Wk 3
Introduction to customer service	10	30%	Individual CA (1,500 words) 30% In-class Test (1hr) 20% In-class Test (1hr) 20%	Semester 2 Wk 9 Semester 1 Wk 3 Semester 2 Wk 3
Communications and professional development	10	–	Research Project (1,500 words) 30% Research Presentation 40% Reflective Writing (1,500 words) 30%	Semester 2 Wk 12 Semester 2 Wk 11 Semester 1 Wk 8
Introduction to customs and international trade	5	30%	Individual CA (750 words) 30% In-class Test (1hr) 20% In-class Test (1hr) 20%	Semester 1 Wk 11 Semester 1 Wk 3 Semester 1 Wk 6
It fundamentals	5	30%	Individual CA (750 words) 30% In-class Test (1hr) 20% In-class Test (1hr) 20%	Semester 1 Wk 6 Semester 1 Wk 3 Semester 2 Wk 3
Year two				
Road freight logistics	10	30%	Individual CA (1,500 words) 30% In-class Test (1hr) 20% In-class Test (1hr) 20%	Semester 2 Wk 9 Semester 1 Wk 3 Semester 2 Wk 3
Air freight logistics	10	30%	Individual CA (1,500 words) 30% In-class Test (1hr) 20% In-class Test (1hr) 20%	Semester 2 Wk 10 Semester 1 Wk 3 Semester 2 Wk 3
Sea freight logistics	10	30%	Individual CA (1,500 words) 30% In-class Test (1hr) 20% In-class Test (1hr) 20%	Semester 2 Wk 11 Semester 1 Wk 3 Semester 2 Wk 3
Distribution and warehousing	5	30%	Individual CA (750 words) 30% In-class Test (1hr) 20% In-class Test (1hr) 20%	Semester 1 Wk 11 Semester 1 Wk 3 Semester 1 Wk 6
Quantitative analysis and Excel	5	30%	50% Quants and 50% Excel, with each have a 30% exam: 70% CA: Quantitative Techniques Assessment 35% Quantitative Techniques examination (1hr) 15% Excel Assessment 35% Excel Examination 15%	Semester 1 Wk 10 Semester 1 Wk 12 Semester 1 Wk 9 Semester 1 Wk 12

On-the-job learning and off-the-job learning

The Logistics Associate Apprenticeship will be taught using a blended learning approach whereby the off-the-job combines formal lectures, interactive presentations, case studies, participant activities and exercises to maximise the impact of the learning experience. Apprentices will have ample time to consider the ideas and apply the skills discussed and it is expected that these interactive exercises will serve to reinforce some of the learning on the module. In addition, video presentations will be presented to illustrate key themes, while on-the-job work-based modules will be delivered in an online/distance format using Blackboard as the core e-learning package.

Attendance to the college classes is mandatory. Unsatisfactory attendance will have ramifications for the continuation of contract of apprenticeship.

Work-based mentor

Each apprentice will be assigned a work-based mentor within the employing organisation who will be an experienced member of staff, and with a DIT Academic Supervisor.

The work-based mentor will use their specific organisational and industry knowledge to guide the apprentice helping them to navigate corporate culture and gain an understanding of their role and duties in the organisation.

The role of the work-based mentor is to:

- create a supportive learning environment, where opportunities for learning and professional development are maximised
- encourage the apprentice to take initiative for his/her own learning and development and to take increasing responsibility for managing the mentoring relationship
- fully understand what modules the apprentice is covering whilst at college and reinforcing this within the workplace
- liaise with his/her academic supervisor
- assist the apprentice in fulfilling the requirements of each work-based module

The mentor will have a review meeting with their apprentice at the end of each month. The aim of this review is to discuss the progress the apprentice is making in the programme and establish any particular problems that are arising.

5 Commencement and completion cycle

A common annual commencement cycle will align to TU Dublin and CIT academic year (mid- September–May).

The apprenticeship cycle is complete when an apprentice has successfully achieved the required qualifying standard, completed all of the alternating on-the-job and off-the job phases of the apprenticeship and served the appropriate timeframe from the date of registration.

6 Named award and level

The Logistics Associate Apprenticeship award is the Higher Certificate in Logistics. This is a two-year undergraduate programme at level 6 on the QQI National Framework of Qualifications with 120 ECTS.

The Higher Certificate in Logistics will be awarded by the Dublin Institute of Technology under the degree awarding powers made available to the Institute under the provisions of the DIT Act, 1996. The award sought is Higher Certificate in Logistics with classifications as set out below.

Average mark band	Classification
≥ 70%	Distinction
60%-69%	Upper Merit Division
50%-59%	Lower Merit Division
40%-49%	Pass

The Professional Award-Type Descriptors at 6 on the National Framework of Qualifications form the basis of the design and development of this apprenticeship programme.

The programme will deliver the knowledge, skill and competence acquired are proper to independent professional practice, as well as relevant to personal development, participation in society, employment and study including access to



additional formal education and training in accordance with QQI guidelines for level 6 courses.

7 Apprentice profile and entry requirements

Apprentice profile

This apprenticeship programme will appeal to employers who wish to up-skill existing employees. It will also appeal to new entrants to the freight distribution and logistics sector.

Typically apprentices are expected to be from one of the following categories.

- Graduate
- Career changer
- School leaver
- Existing employee

Some points to note:

- the programme will require study outside office/normal working hours, we would anticipate that for the average student that would be 10 hours per week. Applicants would need to commit to sustaining this level of workload
- it is anticipated that the apprentice will devote themselves fully to the workplace and study and will not engage in other part-time work for the duration of the apprenticeship

Entry requirements

Minimum entry requirements are a grade H7/O6 or above in five leaving certificate (or equivalent) subjects. A minimum of grade O6 must be obtained in English. A minimum of grade O6 or a B2 or above in Foundation level must be obtained in mathematics. Holders of a QQI Level 5 or Level 6 (or equivalent) in cognate areas (eg business, logistics and distribution, supply chain management, etc) can apply for entry onto the





programme. Applicants may also be eligible to become apprentices via Recognition of Prior Learning (RPL).

There are a number of different ways to satisfy the entry requirements. The most common method is through the Irish Leaving Certificate exams. However, students may also satisfy the entry requirements through recognition of prior learning (RPL). DIT's RPL processes require the applicant to provide evidence of appropriate past learning, whether that is certificated or experiential learning. In some cases it may be sufficient for the applicant to provide copies of appropriate certificates. In other cases there may be a self-assessment exercise, preparation of a file or 'portfolio' of appropriate evidence of learning, an interview, and perhaps a demonstration or assessment task.

www.dit.ie/academicaffairsandregistrar/recognitionofpriorlearning/

The company must be approved by SOLAS/ETB to participate in the apprenticeship programme. This approvals process will require a site visit by a local ETB 'Authorised Officer'

CAO and recruitment to programme

The CAO are not involved in this programme as the employer will recruit and select the apprentices.

Any queries with regard to entry requirements please contact info@laa.ie or visit www.laa.ie

8 Employers duties and responsibilities

Key questions an employer must ask themselves before employing an apprentice.

- 1 Can you **recruit and select the apprentice** on a two year fixed full time permanent contract (including the day off-the-job release) and provide continuity of em-

ployment for the apprentice(s) to complete all phases of their two year apprenticeship programme?

The position is a two year fixed full time permanent contract (including the off-the-job release)

Your normal contract of employment for the job role together with a code of practice for apprentices outlining your obligations will form the basis of the employment.

This code of practice is intended to assist both employers and apprentices to understand their duties and responsibilities relating to the apprenticeship programme.

Apprentices and employers must accept this code of practice as part of the employer approval and apprentice registration processes.

An apprentice code of practice is available at www.apprenticeship.ie/Documents/ApprenticeshipCodeOfPractice.pdf

- 2 Can you **provide access for the apprentices to the range/type of work** that will allow the apprentice gain the experience and develop the skills across the full range of competencies included in the training plan?

You are required to facilitate rotation of tasks or roles and other methods of job alternance to ensure the apprentice gains an appreciation of the varying roles/types of work within the company.

If you cannot provide the full range required please confirm that you can arrange for placement with other employers who can provide the specialism required.

- 3 Provide the **time, facilities and equipment necessary** to support the apprentice in respect of both on and off-the-job training at your premises
- 4 Can you provide a qualified or experienced staff member who **will mentor/supervise their training and work and assess/verify** the apprentice in the workplace?

The on-site mentor ideally should fulfil the following role(s) within the company and/or have the following experience. As the appeal for this apprenticeship will be broad, companies taking on apprentices will be of varying sizes.

Roles

- Managing director
- Director
- Human resource manager
- Transport manager
- Freight forwarding manager
- As a minimum supervisor (in all of the above roles)

Experience

- Have at least two years experience working for the incumbent company

Both will involve regular face-to-face observation of the progression and achievements of the apprentice.

Please refer to the *Apprenticeship Guide* for case studies for more information.

Assessing on the job

Assessment is one of the most important elements of apprentice training. The outcomes of assessment have a profound effect on an apprentice's employment opportunities and career options. The right of an institution or an individual to assess an apprentice carries with it very serious responsibilities.

Supervisors/assessors and mentors cannot function purely as trainers and advocates for their apprentices they must also make judgements. Any assessor making a judgement on an apprentice must be competent to do so. Assessment of 'on-the-job' should have the following characteristics.

- A continuous record of experience and assessment is maintained for each apprentice. This record should also contain the apprentice's reflections on their experience. It should be confirmed by the workplace supervisor/trainer and accessible by the other examiners
- Provision should be made for the external observation of the apprentice
- The apprentice has access to timely sources of feedback on assessment and support for dealing with deficiencies
- Assessment schedule and regime should be flexible enough to deal with differing workplace situations and adaptive to changing circumstances
- Periodic face-to-face observation of the experience and achievements of the apprentice

TU Dublin and CIT will provide training and support to all company supervisors/trainers and mentors to ensure consistency of 'on-the-job' programme standards and quality.

Guidance notes and induction training will be provided to each supervisor/trainer and mentor in advance of the annual programme commencement date.



Employer approval process

If the employer wishes to proceed to employ an apprentice the following steps apply.

- Employer indicates interest in recruiting an apprentice to Project Manager Anna Gorecka agorecka@laa.ie. An application form will be issued for completion and return
- The application form for employers will be sent to their local ETB Manager
- ETB Manager assigns SOLAS authorised officer who assesses employer suitability to train including potentially undertaking a site visit
- If suitable, the SOLAS authorised officer recommends employer to SOLAS for statutory approval to train apprentices in freight distribution and logistics practice
- If unsuitable, the SOLAS authorised officer advises the employer of shortcomings including advice on the submission of a 'portfolio of evidence' as appropriate
- Following SOLAS confirmation the employer is statutorily authorised to employ an apprentice

9 Salaries and funding

Each employer will set the salary for the apprentice.

You will be required to cover full-time employment costs of the apprentice including the day release for off-the-job training during the academic semesters and the two off-site face-to-face days they are required to meet as a group during each semester (including cost of travel).

We encourage employers to pay a salary that they feel is fair and reflects the level of work and study undertaken and that will attract the best candidates to apply for your vacancy.

Current guidelines state payment to an apprentice should be commensurate with the salary for **entry level positions** within the industry.*

***Subject to the National Minimum Wage.**

Programme tuition funding

The apprentice is obliged to pay an annual student registration charge for each of the two years. The current charge is €800 annually which can be paid by the student or the employer on their behalf. Please note that the fee may change from time to time based on instruction from HEA, Department of Education and Skills or other state agencies.

Normal paid study leave is encouraged during examination periods.



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*Calls may be recorded for training purposes.

Correct at time of going to press but subject to change.

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