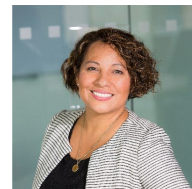


REBECCA KAVANAGH

Learning & Development Manager

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L&D manager with eight years of experience designing and delivering training programmes in financial services and professional services. Currently running the L&D function at Bayer UK covering 1,100 employees across 3 sites. Focused on management development, compliance training, and building a culture of self-directed learning through digital platforms. CIPD Level 7 qualified with a practical approach — everything I build gets measured against business outcomes.

EXPERIENCE

Learning & Development Manager, Bayer UK, Reading

Jan 2022 – Present

Head up L&D for Bayer's UK operations covering pharmaceutical, crop science, and corporate functions — 1,100 employees across Reading, Cambridge, and Newbury.

- Manage an annual L&D budget of **£420,000** and a team of 3 (2 L&D advisors, 1 coordinator)
- Designed and rolled out a **6-month management development programme** for 48 newly promoted people managers — 92% completion rate and participant NPS of 74
- Led the implementation of **Cornerstone OnDemand LMS** — migrated 300+ courses and achieved 78% monthly active user rate within 6 months
- Reduced mandatory compliance training overdue rate from **23% to 4%** by introducing automated reminders and manager dashboards

L&D Business Partner, Deloitte, London

Mar 2019 – Dec 2021

L&D partner for the Consulting practice in London, supporting approximately 2,000 consultants from analyst to partner level.

- Designed **12 bespoke learning journeys** mapped to Deloitte's capability framework — covered project management, client skills, and industry knowledge
- Facilitated **45 workshops per year** on topics including presentation skills, stakeholder management, and coaching for performance
- Managed the senior manager-to-director development programme — **70% of participants promoted** within 18 months of completion

L&D Advisor, Nationwide Building Society, Swindon

Jan 2017 – Feb 2019

Supported branch and head office learning needs across the South West region.

- Created and delivered **customer service training** for 220 branch staff — customer satisfaction scores improved by 8 points over 12 months
- Built **e-learning modules** for FCA compliance topics using Articulate Storyline — reduced classroom training time by 40%
- Coordinated the regional **apprenticeship programme** for 35 apprentices across 12 branches

Training Coordinator, Vodafone, Newbury

Sep 2015 – Dec 2016

Administrative and logistical coordination for the UK retail training team.

- Scheduled and managed logistics for **180+ training sessions per quarter** across 400 retail stores
- Maintained training records on **SAP SuccessFactors** for 3,500 retail employees

EDUCATION

BA (Hons) in Psychology, University of Reading, Reading

Sep 2012 – Jun 2015

Upper Second Class Honours. Final year project on adult learning motivation and the role of autonomy in workplace training completion rates.

SKILLS

Learning Needs Analysis, Programme Design & Delivery, LMS Administration (Cornerstone, SAP SuccessFactors), E-Learning Development (Articulate Storyline, Rise), Management & Leadership Development, Compliance & Regulatory Training, Facilitation & Workshop Delivery, Training ROI & Evaluation (Kirkpatrick), Budget Management, Coaching & Mentoring

CERTIFICATIONS

CIPD Level 7 Advanced Diploma in Strategic Learning & Development, CIPD

Sep 2019 – Jun 2021

Certified Facilitator – Insights Discovery, Insights Learning & Development

Jun 2020

ILM Level 5 Certificate in Coaching & Mentoring, Institute of Leadership and Management

Sep 2022 – Jun 2023

LANGUAGES

English (native), French (intermediate)

PROJECTS

Management Development Programme – Bayer UK

Jun 2022 – Jun 2023

Designed and launched a 6-month programme for first-time managers across all 3 UK sites.

- Curriculum covered **6 modules**: having difficult conversations, coaching, delegation, performance management, team dynamics, and personal resilience
- Delivered to **48 participants** in 4 cohorts — 92% completion rate, average feedback score 4.6/5
- Participants' teams showed a **12-point improvement in engagement scores** in the following annual survey

LMS Migration – Bayer UK

Jan 2023 – Sep 2023

Led the UK workstream for migrating from a legacy SharePoint training library to Cornerstone OnDemand.

- Migrated **300+ courses** and rebuilt learning pathways for 14 job families
- Achieved **78% monthly active user rate** within 6 months — well above the 50% target
- Integrated with **SAP SuccessFactors** for automated compliance tracking and reporting

REFERENCES

Helen Marchetti, HR Director UK & Ireland, Bayer UK, helen.marchetti@bayer.com, +44 7700 900 671

Tom Fielding, L&D Director – Consulting, Deloitte, tom.fielding@deloitte.co.uk, +44 7700 900 723

EXTRA CURRICULAR ACTIVITY

Speaker – Learning Technologies Conference

Feb 2024

Presented at Learning Technologies 2024 in London on measuring the ROI of management development programmes. Session attended by approximately 120 delegates.

Trustee – Reading Literacy Trust

Jun 2021

Board trustee for a local charity that provides reading support to primary school children. Help with strategy, fundraising, and volunteer recruitment — the charity supports 14 schools across Reading.