

## LEARNING and DEVELOPMENT POLICY

	Approval Date: <b>March 2017</b>
	Review Date: <b>March 2019</b>
<b>Author:</b>	<b>People and Performance</b>
<b>Responsible Director:</b>	<b>Corporate Performance</b>
<b>Relevant Legislation/Authority</b>	<b>Greater Bendigo City Council Enterprise Agreement</b>

### 1. PURPOSE

The City of Greater Bendigo (the City) is committed to championing an equitable and transparent approach to learning and development which supports our vision of becoming Australia's most liveable regional city.

This policy applies to all employees at the City (temporary and permanent), volunteers, apprentices, trainees and casual employees and agency hire staff employed for greater than three months.

### 2. CONTEXT

This policy outlines Learning and Development at the City and supports the commitment to the organisational values and behaviours as well as working together to create a positive culture as outlined in the Organisational Culture Plan. This will be achieved through:

- Promoting and supporting a culture of continuous learning;
- Learning and development activities linked to the achievement of strategic objectives in line with the Core Capability Framework;
- The City having an appropriately trained workforce to meet its service delivery needs;
- Employees receiving appropriate learning and career development opportunities to support their growth as well as the City's employee retention and succession planning needs;
- There being an equitable approach to learning and development;
- Moving towards contemporary best practice in learning and development;
- Linking corporate and unit objectives to employee performance and development plans and the development needs of individuals;
- Employees feeling empowered to undertake work within their position description.

### 3. SCOPE

Knowledge and learning are central to the organisational values and behaviours, organisational culture, business performance and successful service delivery of the Council Plan. The Learning and Development Policy is specifically designed to build the professional and personal knowledge of employees to deliver the Council Plan objectives and the organisation's strategic plans.

#### 4. CORE CAPABILITY FRAMEWORK

The Core Capability Framework is designed to assist employees in identifying the corporate requirements for their role and potential future roles. The framework is structured to address corporate needs by linking into a set of core capabilities. Each core capability has a set of skills, competencies, licences and qualifications which drive specific learning and development opportunities, dependent upon the level at which an employee sits within the organisation.

All training activities should be aimed at developing specific, identified learning outcomes in line with the City's objectives, organisational values and behaviours, the employees' career aspirations and expectations, as well as the legislative requirements of particular work functions.

	Operational Effectiveness	Communication	Analysis and Problem Solving	People Leadership	Operational Management	Strategic Leadership
Executive						
Manager						
People Manager						
Technical Specialist						
Employee						

Dependent on role
Developing
Fully Developed
Advanced
Not required

#### 5. CORPORATE LEARNING

##### Learning and Development Activities coordinated by the City

- Learning and development activities include both compulsory and non-compulsory training.
- Priority will be given to employees where the training has been identified in their Performance and Development Review (PDR). The training and/or development undertaken must be directly relevant to an employee's present or future role and support the employee to contribute to the organisation.
- At times, targeted training may be organised for specific areas to meet the identified needs of the organisation, e.g. Dealing with Difficult Situations training. Targeted training needs can be discussed with the Organisational Development (OD) team.
- Formal training is only one element of learning and development. Learning can also be achieved through the following methods:
  - **On the Job Training** - development and application of knowledge and skills within job based activities
  - **Mentoring/Coaching/Self-Application** - reading, research, relationship building, coaching, mentoring, feedback

- **Formal Education** - participation in short courses or formal study, seminars and conferences

### **Corporate Learning Calendar**

The Corporate Learning Calendar provides opportunities for employees to build capabilities across a broad range of development activities including corporate compliance (Workplace Fundamentals), organisation specific training (Working Corporately), individual/transferrable skills (Working Productively), leadership and development (InSight) and workplace safety (Working with Risk).

The Corporate Learning Calendar is available on the intranet at: [http://cogbintranet/Working\\_the\\_City/Learning\\_and\\_Development\\_Program](http://cogbintranet/Working_the_City/Learning_and_Development_Program)

Workplace Fundamentals: Workplace Fundamentals training programs are compulsory for all employees and are designed to ensure the City meets legislative obligations and complies with policies and procedures.

Working Corporately: Compulsory for some employees to provide them with the skills, knowledge and abilities to undertake particular tasks/roles at the City. This category includes learning opportunities for Information Technology Systems.

Working Productively: Designed for employees who need to increase their skills, knowledge or abilities in particular areas. Skills and knowledge gained from courses in this section are not specific to the City and would be transferable to other workplaces.

InSight – Managing for Success: Designed for people managers and aspiring people managers wishing to enhance their management skills, knowledge and abilities.

Working with Risk: To provide employees with the skills, knowledge and abilities to understand and manage risk and safety.

## **6. ROLES AND RESPONSIBILITIES**

### **Organisational Development team is responsible for:**

- Promoting and cultivating a learning organisation and informing the strategic direction in relation to learning and development activities.
- Conducting training needs analyses to identify, develop and deliver strategic corporate learning and development activities that are aligned to the organisational values and behaviours and core capabilities. These activities are in line with best practice learning and development.
- Coordination of all corporate learning and development activities including:
  - procurement of services from external providers in line with the City's Procurement Policy
  - design and delivery of the Corporate Learning Calendar and Leadership Development Program
  - venue bookings
  - marketing and promotion of programs
  - managing registrations

- program evaluation
  - record keeping and general administration
- Provision of guidance and advice to managers and employees regarding learning and development.
- Provision of advice and support to internal training providers.
- Evaluation of all corporate learning and development activities to ensure that they support the strategic direction, meet individual needs and result in transferred application of learning into the workplace.
- Regular reporting to EMT on Corporate Learning and Development activities, specifically Workplace Fundamentals.
- Planning and delivery of targeted leadership development programs that align with the organisational values and preferred behaviours.

**EMT and OLT are responsible for:**

- Consideration and endorsement of the corporate strategic learning and development direction.
- Leading by example in the implementation of the Learning and Development Policy.
- Promoting the important role learning and development plays in the attraction, retention and development of high performing individuals, in order to enable the achievement of strategic objectives and realising the City's Vision.
- Promptly processing training requests as workflowed.
- Leading the way by attending all Workplace Fundamentals training as required.

**People Managers are responsible for:**

- Promoting and supporting a culture of continuous learning.
- Leading the way by attending all Workplace Fundamentals training as required.
- Ensuring employees complete all Workplace Fundamentals and refresher training as required.
- Identifying, supporting and providing job specific learning and development for the unit, team and individuals in line with the core capabilities framework and industry best practice.
- Ensuring that employees receive the appropriate level of induction and training required for the term of their engagement, to enable them to perform their work in a way that is safe and without risk to the health and wellbeing of self and others.
- Ensuring equity principles are upheld in providing employees access to development opportunities.
- Supporting employees undertaking learning and development activities to ensure that relevant skills and knowledge are effectively transferred back into the workplace.
- Ensuring employees have a current Development Plan (within their PDR) that is relevant for their current and future career objectives.
- Processing training workflows for employees in a timely manner.

**Employees are responsible for:**

- Embracing and supporting a culture of continuous learning.
- Completing all Workplace Fundamentals training requirements.
- Completing any unit and job specific learning and development requirements.
- Advising OD if unable to attend registered training as soon as possible.
- Recording all internal and external learning and development activities in their PDR.
- Initiating conversations with their people manager regarding potential learning and development opportunities of interest.
- Managing any external training requirements including purchase orders for training conferences and seminars, evaluation and transfer of skills and knowledge into the workplace and career planning.
- Forwarding copies of completed external training documentation (e.g. Certificates, Statements of Attainment) to OD.

**Internal Training Facilitators or Program Managers are responsible for:**

- Coordinating the corporate training to be delivered including:
  - design and delivery of the training in consultation with OD
  - engagement of external training providers if required
  - booking dates
  - times and venues
  - organising catering
  - providing a safe work environment
- Ensuring that signed attendance and training evaluation forms are completed and returned to OD the day after training is completed.
- Advising OD of any amendments to, or cancellation of, scheduled training.

## **7. LEARNING AND DEVELOPMENT**

**Cost of Learning and Development**

Significant investment is made in the design and delivery of learning and development and leadership programs, including the engagement of suitable facilitators, preparation of materials, administration,. The corporate learning program currently offers a face-to-face learning approach.

Corporate learning calendar events are included in the OD training budget. Additional learning and development requirements specific to technical skills and knowledge, or that are specific to work areas or individuals, are to be funded by departmental budgets.

**Cancellations, Non Attendance and Incomplete Learning**

Once a place has been booked and attendance confirmed employees are expected to make every effort to attend the training. OD should be notified of training attendance cancellations as soon as possible to allow another employee to attend.

In certain situations, and often due to unforeseen circumstances, OD may be required to cancel or reschedule a training program. Where this occurs, every effort will be made to communicate this to participants as early as possible.

**Confidentiality**

The City seeks to provide a training environment that is safe and comfortable for all participants. Employees are encouraged to interact and share openly knowing that what is discussed in the room is confidential.

In the instance that a potential issue or allegation comes to light during training that may constitute a breach of organisational policy or legislation, both the employee and the facilitator have a duty of care to report this in strictest confidence to the Manager, People and Performance. The matter will then be investigated through the City's normal processes.

**Code of Conduct**

All persons covered and referred to in this policy are expected to behave in accordance with the Employee Code of Conduct and related organisational policies and procedures at all times, including when attending any internal and external training events, seminars, conferences, networking events or industry forums.

**External Learning and Development Activities**

Attendance at external training courses which are job relevant will be at the discretion of the employee and their Unit Manager and/or Director. Costs associated with external training, including travel and expenses, will be funded from the relevant departmental budget.

Interstate or international development opportunities will require additional approvals as per the Employee Travel Policy.

**8. SUPPORTING DOCUMENTS**

Corporate Learning Calendar  
Greater Bendigo City Council Enterprise Agreement  
Employee Code of Conduct  
Organisational Culture Plan 2016-2017  
Organisational Values and Behaviours  
Staff Travel Policy  
Study Support Policy