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Employee Training and Development

1. Purpose:

- 1.1 Education and staff development will enable staff to acquire the skills and knowledge to perform assigned tasks and to provide opportunities for development and education to meet future performance needs. Education and staff development is seen as a shared responsibility between staff and Ozcare.
- 1.2 To implement the following Policy:
PTR 001 - Employee Training and Development

2. Scope:

All operations of Ozcare

3. Related QMS Procedures / Policy:

4. Forms:

HRF 026 - Performance Appraisal
HRF 027 - Performance Appraisal Planning
TRF 002 - Evaluation of Training Session Form
TRF 004 - Training Attendance Record
TRF 007 - Training Session Plan
TRF 005 - Training Calendar
TRF 006 - Formal Training and Education Request

5. Definitions:

6. Procedure:

6.1 **Senior Management**

Senior Management (with input from the Branch Supervisor) will make determinations for the Organisation's training and development activities and all training must be in line with these decisions.

6.2 **Process (In-Service and External Programs)**

Training and Development (T&D) will be made available to employees of Ozcare so that exceptional care and services can be delivered to our clients. Training and Development activities for Ozcare will be developed annually (based on the Calendar Year) at both the Service and the Organisational level.

The process for Training and Development is composed of four main steps:

- Identification of Training and Development needs
- Identification and development of Training and Development activities
- Implementation of Training and Development activities
- Evaluation of Training and Development activities.

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The responsibility for Training and Development is seen as a shared one between employees and the Organisation.

Branch Supervisors or delegate will:

- Identify the Training and Development needs of their employees by regularly discussing performance objectives with their employees
- Develop and / or identify and implement Training and Development activities for their employees, through consultation with the Training and Development section at Head Office
- Maintain training records for employees, including attendance details and costs
- Evaluate the effectiveness of all Training and Development activities.

The **Training and Development section at Head Office** will:

- Develop and maintain the T&D processes
- Provide expert knowledge and advice on the most efficient ways of achieving the desired Training and Development outcomes
- Source funding for Traineeships and other training initiatives, identify training providers and organise training activities for organisation-wide training
- Collate information across the organisation in order to identify organisation-wide training needs
- Maintain records of all training activities including needs analysis, development, implementation, evaluation and cost.

Each employee will:

- Identify their Training and Development requirements, and discuss these with their immediate Supervisor
- Make efforts to learn as much as possible during Training and Development activities
- Transfer the skills and knowledge achieved at the training activity back to the workplace
- Evaluate the activity and give feedback to their Supervisor and colleagues on the training activity
- Attend Mandatory Training as directed.

6.3 **Types of Training**

Training and development undertaken within Ozcare may consist of:

- Off the job training
- On the job training
- Other professional development activities
- Seminars / Conferences.

Individual training and education must be recommended by the Branch Supervisor and authorised by the relevant State Manager using the Formal Training and Education Request Form (TRF 006). This form is required for **all** training and education. Training should not be developed or arranged until authorisation of the Formal Training and Education Form (TRF 006) is in place.

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Off the Job Training

Off the job training is a structured training event that has been authorised and meets the following criteria:

- The training topic is an identified need
- The training session plan (TRF 007) has learning objectives which will develop the knowledge skills and attitudes of employees
- Has an assessment tool developed for the Training Session, if required
- Is delivered by an authorised facilitator whose qualifications and experience in the topic are appropriate
- Training session attendance Form (TRF 004) is completed
- Evaluation of the training session is undertaken
- Training attendance is recorded on time sheets.

On the Job Training

On the job training may include:

- Coaching
- Information Sessions
- Observation
- Training as a part of a meeting.

Other Professional Development Activities

Other Professional Development Activities may include:

▪ **Seminars / Conferences**

Courses provided by a recognised secondary, tertiary and other educational institutions and is in accordance with Ozcare Agreements or Quality Management System Policies and Procedures.

6.4 Organisation-wide training activities for Ozcare will be developed annually.

Identification of Training and Development Needs

The need for Training and Development will be determined from the following information sources:

- Employees' Performance Development System
- Training needs analysis
- Technological / organisational changes
- Strategic direction of the organisation
- Incidents and accidents
- Legislative introduction / changes.

From this information, Training Plans will be developed at three levels: for the individual employee, the Service and the Organisation.

Service Level Training Plan

Branch Supervisors will develop the individual's plan in conjunction with the employee. Training and Development needs will be identified by assessing the individual employee's current skills and knowledge against those required to meet their position responsibilities and the organisation's goals.

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A plan of the Training and Development needs of all employees will be developed for the Service / Section, recorded on the Training Calendar (TRF 005). This plan will state the priority of Training and Development, as well as indicating what training can be developed and implemented at the local level and what needs to be developed through the Training and Development section at Head Office. The Branch Supervisor, with input from the Training and Development section, will develop a Training and Development plan for their Service/Section which includes an estimate of purchase costs. The estimate includes the direct costs (e.g. course fees, materials, etc) associated with conducting the activity. Costs created for employee replacement or an employees' salary are not included.

The Service Plan will then be authorised and expenditure for those parts of the plan to be developed and implemented at the local level approved by the relevant State Manager.

Organisation – Wide Training Plan

The Ozcare Organisation-wide Training Plan will be presented to Senior Management for approval by the end of November for the following year.

▪ **Development of Training and Development Activities**

The Training and Development section at Head Office will co-ordinate the Organisation's training activities identified in the Ozcare Organisation-wide Training Plan by either sourcing from appropriate external providers or developing in-house programs.

A copy of the Training Session Plan (TRF 007) or course outline will be sent to the Training and Development section at Head Office.

▪ **Implementation of Training and Development Activities**

A Facilitator will be designated for each training activity, depending on the locality of the training. The Facilitator has responsibility for the implementation and evaluation of the training activity. This includes:

- Informing trainees
- Organising the trainer, training room and all training materials
- Making sure all records are kept
- Evaluating the training and
- Liaising with the Training and Development section at Head Office.

Branch Supervisors and other personnel who are required to deliver training will be provided with training to enable them to effectively carry out these activities.

A record of all training, development and education activities is to be maintained at the Service including:

- Formal Training and Education Request Form (TRF 006)
- Training Session Plan (TRF 007)
- Training Attendance Record (TRF 004) which includes name of the session, date of training, trainer (presenter), location, hours of training, participants attending and employee number

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- The participant's Evaluation of Training Program forms (TRF 002)
- The Training and Development Plan developed with the employee.

When individual employees attend external training / programs, records must be kept of the training / program attended as above. The Formal Training and Education Request Form (TRF 006) must be sent to the Training and Development section at Head Office for recording in the database. A copy is also to be sent to Accounts for processing of payment.

Attendance at training programs is to be recorded on the employee's time sheet as Training Hours.

Branch Supervisors / State Managers are to monitor training costs for their Service or their area of responsibility.

- **Evaluation of Internal Training and Development Activities**

The Facilitator for the training activity will ensure that each participant completes an Evaluation of Training Program Form (TRF 002) immediately at the end of a training activity. The evaluation forms should be kept at the Service for at least three (3) years. All Evaluations in relation to Organisational-Wide Training (training which has been approved through Senior Management) needs to be forwarded to the Training and Development section at Head Office.

7. References: