

TITLE

C120 STAFF TRAINING POLICY

DEPARTMENT

Corporate Services

POLICY DIRECTIVE

The Council is committed to the development of skilled, knowledgeable and dedicated staff, and Council recognises the importance of staff training as an essential element of corporate development by the provision of on-going training, both on and off the job, for all its employees.

HISTORY

Council Resolution No 87/02 adopted at the Ordinary Meeting of Council held on 26 February 2002.

Revoked existing Policy No 127 - Staff Study Leave (adopted 16 October 2001).

POLICY

1. The Council is committed to the development of skilled, knowledgeable and dedicated staff, and Council recognises the importance of staff training as an essential element of corporate development by the provision of on-going training, both on and off the job, for all its employees.
2. Staff shall have equal opportunity to undertake training that is relevant to the employee's position with the Council and career path development.
3. The General Manager has a responsibility to ensure that a formal training plan is developed for staff or workgroups that take into account the needs of the whole organisation.
4. The training plan will include reference to training activities for employees, both in-house and external. One to one on job training and induction training will be assumed to be ongoing or as required and therefore will not need to be itemised.
5. Records of training activities, including on job and induction training any certificates issued to staff etc will be maintained on the relevant employees file and updated on at least an annual basis in conjunction with the annual performance review. A general summary of such training activities for all employees will be included in the annual report.
6. There will be an ongoing review of work to take advantage of the higher skill levels to increase efficiency and provide employees with access to more varied, fulfilling and better paid work.
7. There will be an ongoing review of the Council's business objectives, and training will be linked to those needs.

8. The employee's salary should recognise the attainment and application of skills acquired from training (at the requirement to Council) to improve efficiency.
9. Training programs will be assessed and evaluated against the established business goals of the Council and the outcomes identified in the employees performance review. As far as possible, training will be accredited, mainstream training, to allow maximum recognition for the skills acquired by the employee.
10. Employees required by Council to undertake training will be adequately consulted prior to the commencement of training and Council has a responsibility to meet necessary course or instructor fees, either provide transport or pay reasonable travelling expenses and grant leave with pay during ordinary working hours to attend.
11. Where training unavoidably involves travel time or preparation outside of ordinary hours the employee shall not be entitled to claim overtime or time in lieu therefore in recognition of the mutual benefit obtained from training and staff development.

ACCREDITED TRAINING DEGREE / DIPLOMA

- Where an employee, other than a Senior Staff member, wishes to undertake a formal course of study at a University or similar institution and the General Manager determines that the course of study is relevant but not essential to their work skills, the General Manager shall have the flexibility to offer assistance towards the cost of their course of study as part of salary and / or contract packaging arrangements. Provided, however, that the employee's progress in relation to the study is satisfactory and that the course of study remains relevant but not essential to the employee's work or career path and training development.
- In relation to Senior staff, the Council must be advised and confirm any offer of assistance of this type towards such a course of study.

Assessment of Training Needs

The objective is to fill the gap between what is and what ought to be:

What do they Know?

What Should they Know?

The
Training
Gap

What can they do?

What should they be able to do?

What ought to be is defined as ultimately aiming to achieve Council's operational and strategic plan and mission Statement.

Management is to identify how to achieve those ends with the effective use of all resources, most importantly human resources.

With organisational review, complemented by Job Redesign, individuals will be given the opportunity to accept more responsibility and advance in their work. To help achieve this, training will be provided where deficiencies are identified in skills, knowledge and attitude.

Training requirements will be drawn from the ongoing performance appraisal system where individual interviews will include:

- Job Design: Anything which stops the completion of the tasks. In doing one part of the job, does it stop them from doing another?
- Attitude: To work area and plant
To other staff
How they feel about the job
- Motivation: Job/work satisfaction
Any motivation provided
- Feedback Do they get regular feedback?
Are they told about standards and expectations?
Appraisals
- Adaptability: Room to move in the job
Is there rigidity in the way they are expected to perform?
- Communication: Information dissemination
Knowing the purpose of the job
The flow of formation
- Efficiency: Skills/knowledge currently used
Additional skills/knowledge required
Improvements that could be made

It must be noted that the performance appraisals will also highlight needs which will not be training related and will need to be addressed by other remedies.

Planned training will mean:-

- Increased efficiency;
- Increased productivity;
- Adoption of innovations and new developments;
- Improved safety;
- Enhanced job satisfaction;
- Reduced morale problems;

SELECTION CRITERIA FOR TRAINING

The criteria for selection and approval of staff to attend in-house and external training courses shall include:-

- Relevance to the employee's specific duties, career path and/or personal development needs;
- The need for the employee to undergo training in a particular field;
- Safety considerations;
- The achievement of Council's broad objectives;
- The efficient functioning of the employee's immediate section/department;
- The desire of the employee to attend the course;
- Time consideration and willingness of the employee to give of own time for travel study etc and commitment to increase skill set.