

# Training and Development

## POLICY AND PROCEDURE

### 1. Policy Statement

Subee Newlake training and development policy is an important part of how the organisation fosters a highly competent and committed work team. The purpose of this policy is to outline Subee Newlake position on training and development of its workforce.

We aim to have a culture that values and promotes continuous learning.

This policy statement recognises that a competent, motivated and well-trained workforce is essential to Subee Newlake's quality and safe service delivery.

Training and development are intended to equip employees with the skills, knowledge and understanding to enable them to function in the working environment with competence and confidence.

### 2. Scope

This applies to all employees of Subee Newlake.

### 3. Definitions

3.1 *Training* refers to the processes whereby employees acquire new knowledge, understanding and skills within their field of expertise. The knowledge and skills should be those required for the functions and activities of each employee's work at Subee Newlake and should be relevant to organisational and Program objectives.

3.2 *Development* includes the acquisition of behavioural skills including communication, interpersonal relations, and conflict resolution. *Development* may also include processes aimed at the acquisition and development by employees of knowledge, understanding, behaviours or attitudes outside those specifically required for their duties at Subee Newlake.

3.3 All the above processes may be either formal or informal.

*Formal training* involves structured training, which has clear goals, objectives, and outcomes for the participant.

*Informal Training* is less planned. There are many informal training methods. Many of the methods are so common that they are probably not viewed as training methods at all. Some examples include: mentoring from a more experienced employee; ad hoc training sessions by staff members; group briefings by guest speakers; seminars; using the intranet/internet; web based training and computer tutorials; books and periodicals.

### 4 Policy Purpose

4.1 All persons who work at Subee Newlake shall be qualified and adequately trained to carry out those procedures for which they have been employed by:

- Identifying and providing mandatory training for all employees based on identified core

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competencies to ensure a safe and efficient work environment.

- providing individual Employees with the opportunity to further their professional and personal development.
- enabling employees to propose personal development pathways/targets and training as part of the annual staff review process.

- Providing direction and learning opportunities to ensure staff members achieve their objectives
- Coaching and supporting staff members in training and development activities
- Following up and evaluating the effectiveness of all training and development activities
- Ensuring fairness and equity in the management of training and development, and
- Supporting training attendance.

## 5 Responsibility and Authority

### 5.1 Business Owner

- Ensure the Employee Training and Development Policy reflects the goals and directions of Subee Newlake
- Ensure equity in training and development
- Ensure allocation of sufficient funds.
- Review annual reports.

### 5.2 Manager/Supervisor

When considering training and development options and activities for staff, Managers are responsible for:

- Identifying a skill base for a position
- Coordinating the staff member's induction program
- Preparing, in conjunction with the staff member, a Training Plan through the Performance Management system
- Identifying appropriate training objectives for the Program and individuals within the Program
- Identifying appropriate development activities, both on the job and formal training

### 5.3 Employee

- Actively participating in the Training Plan process.
- Complete 12 hours of professional development per year
- Identifying and communicating their training and development needs.
- Participating in agreed training and development activities.
- Providing feedback to their supervisor on learning outcomes from training and development activities.
- Applying new learning to the workplace.
- Evaluating their learning.

### 5.4 Human Resources Manager

- Development of a suitable induction program for all new staff
- Identifying general training and development needs and designing, implementing and evaluating relevant in-house training and

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development activities with use of Subee Newlake online learning on individual or group bases.

- Identifying and coordinating any external training courses
- Advertising training and development activities
- Ensuring that presentation, delivery, and content are in keeping with Subee Newlake's Code of Conduct and style guide
- Training supervisors in how to determine the development needs of staff
- Advising on the implementation of the Training and Development Policy and procedures

### 5.5 Quality

- records Preparing training statistics/reports and maintaining employee
- Providing reports to Managers, including summary information on training provided, training attended, etc
- Identifying and coordinating external training courses

## 6. Planning

6.1 To enable successful training to occur, a needs analysis must happen to:

- Review all current relevant legislation, Codes of Practice and Industry Standards, which are applicable to Subee Newlake's business.

- Statistics relating to accidents/incidents including their frequency and severity.
- Performance appraisal of staff and career paths.
- Determine the skills or competencies required to complete the entire task at the worksite.
- Determine the skills that the employees already possess.

### 6.2 Training Calendar

Subee Newlake will develop an annual training plan at the beginning of each calendar year the plan will be divided into the following sections:

- General Training needs.
- Specific training needs.
- First Aid Training.
- Access to self-initiated, non-mandatory accredited training
- Other

6.3 The plan will include:

- Identification of training sessions, the provider, and the dates on which the sessions will be held.
- Allocation of employees to each applicable training session.
- Planning so that staff can attend training when required.

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- Training can be delivered by internal or external providers depending on the relevant course.
- Training can be accessible remotely and self-paced where possible and appropriate

Once the above process has identified the “skills gap”, a training program will be devised which will bridge the “skills gap”.

### 7. Procedure Guidelines

Training plans will be developed across Subee Newlake considering the following dimensions:

#### 7.1 Organisational training

Training which benefits the entire organisation. Organisational training which is compulsory for ALL Subee Newlake staff includes:

- o Fire Safety & WHS

#### 7.2 Core Programs and Mandatory training

Mandatory training has been developed for employees to be working within the National Disability Insurance Scheme (Provider Registration and Practice Standards) Rules 2018, Aged Care Quality Standards & Australian Community Industry Standards (ACIS) 2018.

Mandatory training is specific to employee positions and role descriptions. It is commenced as part of the Induction Process. Refer to Training Schedule for Support Workers and Training Schedule for Admin Staff.

#### 7.3 Clinical Competency Training

Where possible all training delivered by the Subee Newlake will be competency based. Competency training ensures the participant has the knowledge and skills to complete the relevant task.

Subee Newlake competency-based training is conducted by Subee Registered Nurses or external providers or eLearning modules.

All courses and training will include an assessment phase. No employee will be able to complete a task unless a suitably qualified assessor for that activity/task has deemed him or her competent.

The relevant competence will be recorded [TRACK Training Register](#).

#### 7.4 Job Specific Training

Job specific training is part of the Induction process and must occur before an employee starts work. This training includes Safe Work Method Procedures and other specific training relevant to the person's position and client needs.

**7.5 Individual Training** i.e. training which has been identified by the staff member and their Manager through the performance planning process. Individual development learning programs can be accessed by any employee via Altura online learning or an external provider.

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Employee wishing to attend training or development opportunities are to fill in a Training Request form and forward to their Manager at least ten working days prior to the event. This will allow enough time to arrange to cover the position during the employee member's absence.

### 7.6 Study Leave

Subee Newlake actively encourages employee training and development, providing the course of study relates to the goals of the organisation and fulfils the requirements of the Leave policy.

Each application will be considered on a case-by-case basis taking into consideration such criteria as:

- The extent to which the course of study will benefit the employee and the organisation as a whole
- The availability of funds and other resources
- Equity in access to these opportunities among employees

The staff member discusses their request in the first instance with their Program Manager who will consider study leave being granted as paid, unpaid or annual leave, taking into account whether this will impact negatively on the organisation or whole staff team.

### 7.7 Altura Learning Management System (LMS) & Staff Portal

Subee Newlake uses Altura LMS for staff to complete online elearning.

Altura can be accessed by the Staff Portal. Staff receive a user ID and password during induction.

Staff training calendars on Altura LMS will be loaded with required mandatory training modules to be completed within a set time frame.

Completed modules from Altura receive a certificate which is filed in employee file N drive.

Altura has many modules that can be completed independently by staff as part of their professional development.

**Employees will be paid for completing Mandatory Modules.**

## 8. Recording Training

### Certifications

Some activities require employees to be licensed or hold a relevant certificate (e.g.) First Aid Certificate, EEN, NDIS Intro Module Driver's license etc. Some of these certificates need to be reviewed to maintain their currency. Copies of current certificates will be kept on the employee's personnel N drive file and on TRACK.

Expiry dates for certificates and course review dates are entered into client training files on TRACK. Expiry dates are easily identified on the TRACK competency register within 1 month of reviewing.

This includes First Aid expiry dates being flagged for review on TRACK competency Register.

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No employee will be permitted to carry out the relevant task without a current license, certificate, or competencies.

Records will be kept for all training sessions. The recording will include the Name of the person trained, the course, date attended and the provider's name. The provider of the training will keep records of training delivered. Records for all training completed must be maintained for at least 7 years.

### 9. Evaluation

Any training the employees attend will require them to complete a Training Evaluation Form.

The form will provide Subee Pty Ltd with information to enable them to determine the effectiveness of the training that has been delivered.

The results of this information will be compiled to enable Subee Pty Ltd to determine the effectiveness and suitability of the programs the employees have attended.

### Review Process

All in house training will be reviewed every 2 years, or as needed, to ensure the content is still current with Legislation and Standards etc., including any changes to work procedures or new equipment.

The review process will also analyse the accident/incident history to determine if Safe Work Method Procedures will need updating.

This process will enable Subee Pty Ltd to update the programs and ensure they are cost effective and relevant to our needs.

Staff development and training reviews are included in the annual review processes e.g. Management Review meetings. Indicators of the policy being successful include:

- Positive results from employees at performance appraisal
- Adequate notice received for budgeting processes

### 10. Related documents

Training Evaluation Form

Training Record and Attendance Sheet

Training Schedule for Support Workers

Training Schedule for Admin Staff

Training Calendar

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