6.04.25 Employee training and learning

Table of Contents

Employee training and learning 1

Introduction 3
Purpose 3
Annual Identification of Training and Learning Needs 3
Mandatory/Essential Training 3
Targeted and Professional Development 4
Career Planning and Succession Planning 4
Corporate Training 4
Eligibility to Participate in Employee Training and Learning 4
Trainees and Apprentices 5
Cadets 5
Further Education Assistance 5
Administration 5
Travel and Accommodation 5
Training and Learning (Flowchart) 6
Trainees and Apprentices 7
Introduction 7
Purpose 7
Definitions 7
Terms and Conditions of Employment 7
Employment as a Trainee or Apprentice during the Term of Their Engagement 8
Commencement of Traineeships and Apprenticeships 8
On-the-job Learning 8
Remuneration and Salary Progression 8
Introduction

This procedure covers the rationale and methodology for providing training and learning development opportunities to BVSC employees. Categories of training and learning are defined and the methodologies for receiving this development are explained. Finally, it covers aspects of administration associated with this procedure.

Purpose

The purpose of providing employees with training and learning opportunities is as follows:

a. Ensure employees hold the required mandatory/essential skills and knowledge, such as licences and qualifications;
b. Provide targeted and specific professional development to enable the employee to be able to achieve specialised job outcomes and deliverables;
c. Provide for future and emerging skills and knowledge needs of the organisation through the delivery of career and succession planning activities and associated development opportunities;
d. Provide corporate training and learning relating to the improvement of organisational culture, leadership style and practice, or to mitigate corporate risks;
e. Provide a structured mechanism for the training and development of trainees, apprentices and cadets.

Note

This procedure does not cover employees attending conferences.

Annual Identification of Training and Learning Needs

The primary mechanism for identifying training and learning needs should be the employee’s current position description in conjunction with the annual Employee Knowledge and Skills (EKaS) review. It is therefore critical that position descriptions are up-to-date and accurately reflect the deliverables and the skills/knowledge requirements of the position. It is the responsibility of the supervisor of the position to ensure this is the case. Revised position descriptions must be agreed upon in consultation with a representative from the People and Governance Team before being used as the basis of the training needs analysis.

The yearly training requirements of the employee (the Individual Training Plan) are incorporated into the EKaS Review documentation via the PULSE software system (the software which facilitates the EKaS system).

Mandatory/Essential Training

The position description includes a list of licences and qualifications required by the incumbent, and these are considered to be the ‘mandatory’ or essential requirement of the position. Therefore it can ordinarily be expected that new recruits will already hold these position licences or qualifications.

It may be however the qualification or licences are somewhat unique to Council, requiring a new recruit to be developed further to be fully proficient in the position. Many licences also have a re-qualification or reassessment requirement and this will trigger a need for further training and assessment. It is these types of cases that fall into the category of ‘Mandatory/Essential’ training.

The exclusion is where a vocational or professional qualification is specified in the list of licences/qualifications and the incumbent does not hold such a qualification. In this case the knowledge/skill gap should be addressed by utilising the Further Education Assistance sub-procedure (6.04.25-3), contained within this document.

The budget and funding of mandatory training will be centrally administered by People and Governance.
Targeted and Professional Development

The remainder of the Position Description describes the deliverables, standards for achievement, skills and knowledge requirements of the position. Where the annual EKaS Review identifies a shortfall this may trigger a professional development or targeted training requirement. This need is to be listed in the Individual Training Plan of the employee’s EKaS Review.

Some types of professional jobs may have a requirement to maintain currency through completion of Continuing Professional Development/Education (CPD/CPE) units. This fits within the above category of targeted and professional development. As per the Local Government (State) Award 2017, employees occupying Band 3 or Band 4 Award positions shall have access to 10 hours per annum CPD/CPE. The employee and BVSC may agree to additional CPD/CPE training in line with the following paragraph.

An employee does not have an immediate entitlement to targeted and professional development; each case must be argued on its merits and shown how it contributes to the employee being able to perform his/her job better. Provision of this type of training and learning opportunity to one employee does not create an immediate entitlement to all employees in a similar situation (that is, it does not create a precedent).

**Note**

Targeted and professional development is to be budgeted and funded by the employee’s Directorate.

Career Planning and Succession Planning

In order to plan and prepare for the future, BVSC needs to develop employees for potential future roles and positions. This is known as career planning and succession planning.

Typical examples of ‘career planning’ and ‘succession planning’ development opportunities might include (but not be limited to):

- Vocational or tertiary courses of study leading to an accredited qualification outcome;
- Study through a professional association which leads to an industry recognised qualification;
- Completion of a management/leadership development course.

Learning development associated with career and/or succession planning is to be budgeted and funded and by the employee’s Directorate.

Corporate Training

People and Governance will occasionally provide learning and development interventions intended to influence the corporate culture, provide education of managers, coordinators and team leaders in contemporary leadership techniques, or educate staff in a range of compliance and governance matters applicable to working at BVSC.

The budget for corporate training is to be administered by the People and Governance Section.

Eligibility to Participate in Employee Training and Learning

This procedure covers all permanent employees.

Fixed-term contract and casual staff will be entitled to participate in training and learning interventions where the employee’s supervisor can demonstrate a business-case, approved through the relevant Director. Factors to be considered include the length of remaining tenure, criticality of the training to work being performed, compliance and governance requirements, and financial cost of the training. As every case will vary it is not possible to be prescriptive on this issue of eligibility of fixed-term and casual staff to participate in training; managers are expected to apply their good judgement based upon return-on-investment and risk management principles.
Trainees and Apprentices
Details for managing the training and learning for trainees and apprentices is covered under sub-procedure 6.04.25-1 of this document.

Training costs will be budgeted and funded centrally through the People and Governance Area. Salary costs will be budgeted and funded through the Section where the trainee or apprentice is employed.

Administration of the Contract of Training and all other matters associated with the employment of trainees or apprentices will be undertaken by the People and Governance Area.

Cadets
Details for managing the training and learning of cadets are covered under sub-procedure 6.04.25-2 of this document.

Training costs will be budgeted and funded centrally through the People and Governance Area. Salary costs will be budgeted and funded through the Section where the cadet is employed.

Further Education Assistance
Details regarding Further Education Assistance protocols are covered within sub-procedure 6.04.25-3, included within this document.

Administration
The administration of training and learning will be undertaken by the People and Governance Area. This will ensure BVSC receives best value-for-money. All requests for training should be forwarded to the People and Governance Area along with a copy of the EKaS Individual Training Plan as justification.

People and Governance Area will maintain all training records and training reports via registers in Authority. These Authority training reports will be used to advise Managers of expiring licences and qualifications to ensure employees remain compliant.

Travel and Accommodation
Sometimes it will be necessary for the employee to attend the training or learning activity away from BVSC premises. Bookings and administration of travel and accommodation associated with training will be undertaken by the Administrative Officer (or equivalent position) for the Directorate/Section/Area of the employee concerned. The exception to this is applies in the case of Further Education Assistance (refer 6.04.25-3). The responsibility for funding of training-associated travel and accommodation will be determined according to the category of training or learning activity as previously defined in this procedure.
Identification of training / learning need from annual EKaS Review

Mandatory / Essential Training need?

Targeted / Professional Development

Career Planning / Succession Planning learning need

Professional Qualification outcome requirement

Follow Further Education Procedure 5.04.14.3

Identification of mandatory / essential training need from Expiring Licences Report

Administration, bookings, and record keeping undertaken by People & Governance

Professional Qualification requirement of Position Description

Yes

No

Yes

No
Introduction

This procedure details the process for recruiting trainees and apprentices, the terms and conditions under which they are employed in BVSC and the entitlements that a trainee or apprentice may receive as part of their tenure.

Purpose

The purpose of employing trainees and apprentices is to:

a. Develop a pool of available specialist staff who may be available to fill vacant positions if suitable positions are available at the conclusion of the traineeship/apprenticeship; and
b. Demonstrate a commitment by Council to our corporate social responsibilities (CSR) under our Community Strategic Plan (CSP) by creating employment and training opportunities in our Shire.

Definitions

Traineeships
Trainees are signed up to a Training Agreement which is overseen by the NSW Department of Industry – State Training Services. Traineeships are typically for between one and two years (may be longer or shorter in some situations). Trainees complete a nationally recognised qualification which includes both academic and practical studies through a Registered Training Organisation (RTO) at the Certificate 2 or Certificate 3 level. Traineeships are typically for entry-level clerical, field-based and childcare vocational work.

Apprenticeships
Similar to traineeships, except the apprenticeship period is usually between three and four years and the qualification level is higher: Certificate 3 through to Diploma level. Apprenticeships are typically used for the traditional trade areas of electrical, plumbing, mechanical and building. Upon completion of the apprenticeship there is usually a registration or licensing outcome to provide industry and compliance recognition as a tradesperson. Apprenticeships are usually perceived as being more attractive than traineeships because of this formal trade recognition aspect.

Terms and Conditions of Employment

The majority of the terms and conditions of employment of trainees and apprentices are covered by the NSW Local Government (State) Award 2017 or the Local Government (State) Electricians Award.

Trainees and apprentices must be registered under a Training Agreement with NSW State Training Services (or the equivalent NSW State Department at the time this procedure applies).

Trainees and apprentices are employed as fixed-term contract employees and employment will cease at the conclusion of the contract. At the conclusion of the traineeship or apprenticeship there is no guarantee of being placed into a permanent position. The exception is where an existing employee is provided with the opportunity to participate in an existing-worker traineeship or apprenticeship, in which case they will remain a permanent employee.
There is no full time equivalent (FTE) allocated to trainees and apprentices. The rationale for this is trainees and apprentices by definition are participating in training and are not to be utilised as a productive resource. Trainees and apprentices must not be used as a substitute for a regular permanent position. Furthermore, as trainees and apprentices, these employees must be closely supervised at all time; they cannot work unsupervised or as a lone worker.

**Employment as a Trainee or Apprentice during the Term of Their Engagement**

Employment as a trainee or apprentice will be dependent upon satisfactory completion of subjects of study, completion of units of competence, progression according to the Training Plan, and on-going positive work-related performance. If the trainee or apprentice is experiencing difficulties in meeting the requirements of the Training Plan then in the first instance State Training Services will be asked to intervene and provide appropriate assistance where possible.

If the trainee or apprentice is unable to achieve the requirements of the Training Plan then Council’s performance management procedure will be applied which, in consultation with State Training Services, may lead to termination of their contract of employment.

**Commencement of Traineeships and Apprenticeships**

It is important that commencement of traineeships and apprenticeships aligns with the Registered Training Organisations’ timing for delivery of the vocational education and learning components. For campus-based learning the semester typically starts in February and July each year. Some courses of study do not allow for mid-year entry due to scheduling and sequencing of subjects. Therefore it is preferable that trainees and apprentices commence at the beginning of the calendar year in order to be ready to undertake their formal studies from the start of the year. Exemptions to this principle might apply where the trainee or apprentice is utilising distance learning, which typically has greater flexibility around commencement timings.

**On-the-job Learning**

The RTO, in conjunction with the trainee/apprentice and employer (Council), will prepare a Training Plan for the trainee or apprentice. To achieve competence, the trainee must demonstrate application of learning back on the job. The responsibility is on Council to provide on-the-job learning activities and to sign-off the Training Plan as elements are achieved. It is the responsibility of the nominated supervisor of the trainee/apprentice to ensure the Training Plan is being followed, that on-the-job learning opportunities are made available, and to only sign-off on achievement of competence when it is legitimate to do so.

**Remuneration and Salary Progression**

Trainees and apprentices will be remunerated as per the rates of pay prescribed in the *Local Government (State) Award 2017*, Monetary Rates – Table 1, Operational Band 1. Starting rate of pay will be according to the definition in the table. Salary progression through the Band will occur on the anniversary date of employment, subject to successful completion of appropriate training modules and satisfactory workplace performance.

**Costs Incurred**

Usually the cost of the vocational education component of traineeships and apprenticeships is covered by government funding. The rules around funding regularly change, with a range of further employer incentives available if particular target groups are taken on as trainees or apprentices (e.g. Aboriginal, older-workers). In some situations the employer may be required to contribute to the costs of the vocational education component.

Sometimes it will be necessary for the trainee or apprentice to attend formal training activities requiring travel away from the local area (The majority of trades-based TAFE course are run outside of the Bega Valley Shire
and require attendance at remote campuses). Bookings and administration of travel and accommodation will be undertaken by the Administrative Officer (or equivalent position) for the Directorate/Section/Area of the employee concerned. It is preferable for travel to be via a BVSC vehicle, and local arrangements should be made for the trainee/apprentice to access a commuter-use only vehicle from the available pool.

Reimbursement of costs associated with traineeships and apprenticeships will be undertaken by People and Governance. Miscellaneous expenses incurred by the trainee or apprentice in undertaking their studies (such as text books) will be reimbursed upon completion of the reimbursement form 6.04.25-1a, production of the necessary receipts or tax invoices, and forwarded through the approval chain indicated on the form.

Administration

All administration and record keeping associated with trainees and apprentices will be undertaken by People and Governance. This will include:

i. Coordination with the employing area within Council to ensure the correct type of traineeship or apprenticeship is identified and employer obligations are fully understood;

ii. Recruitment and selection of an appropriate candidate in partnership with the employing Section/Directorate;

iii. Liaison with the Apprenticeship Network Provider and RTO;

iv. Regular meetings with the trainee or apprentice (in conjunction with the employing Section/Directorate) to confirm progress and provide mentoring where appropriate;

v. Apply for and process incentive payments;

vi. Recording progress and completion of the traineeship/apprenticeship
Cadets

The purpose of employing cadets is to:

a. Develop a pool of available professionally qualified staff who may be available to fill vacancies if positions are available at the conclusion of the cadetship; and
b. Demonstrate a commitment by Council to our corporate social responsibilities (CSR) under our Community Strategic Plan (CSP) by creating employment and training opportunities in our Shire.

Definitions

Cadetships

Cadets study recognised university degree-level qualifications from Australian academic institutions (typically universities). Concurrently they gain practical workplace skills and knowledge applicable to the course of study. An undergraduate degree is typically six (6) years part-time study and hence the fixed-term tenure of a cadetship is usually six years, however it may be more or less depending upon the qualification. Where the employed cadet has already partly completed their academic studies then the tenure of the cadetship would be reduced accordingly.

Cadetships are typically utilised in disciplines including (but not limited to): engineering, planning, environmental health, and finance.

Terms and Conditions

The majority of the terms and conditions of employment of cadets are covered by the NSW Local Government (State) Award 2017.

Cadetships are different to traineeships and apprenticeships in there being no requirement to register a formal training agreement. However the Letter of Offer to the prospective cadet will clearly describe the qualification outcome required and the timeframe in which it is to be completed (that is, the tenure of the cadetship). Cadets can be utilised to perform productive work once their supervisor is confident the cadet is able to competently perform the allocated task or work.

As of 2018, newly recruited cadets will be allocated a full-time equivalent (FTE) for the position they occupy.

Cadets are employed as fixed-term contract employees. At the conclusion of the cadetship there is no guarantee of on-going employment. Existing employees may be given the opportunity to participate in a cadetship. Cadets may or may not transition into a permanent position upon the completion of their cadetship depending upon individual situations.
Employment as a Cadet

Employment as a cadet will be dependent upon satisfactory completion of subjects of study, and on-going positive work-related performance. If the cadet fails any academic subjects then the onus remains on the cadet to complete the subject/s in their own time and at their own cost.

If the cadet is unable to achieve the course requirements for continued academic progression at the expected rate then the performance management procedure will be applied, which may lead to termination of their contract of employment.

Commencement of Cadetships

It is important that commencement of cadetships aligns with the academic institutions’ timing for subject delivery. For campus-based learning the semester typically starts in February and July each year. Some courses of study do not allow for mid-year entry due to scheduling and sequencing of subjects. Therefore it is preferable that cadets commence at the beginning of the calendar year in order to be ready to undertake their formal studies from the start of the year.

Structured Learning Plan

At the commencement of the cadetship it is important a Learning Plan be put together for the cadet. The Learning Plan will link the academic learning (subjects being studied) with appropriate workplace experiences. This learning plan will be developed in partnership between the supervisor, the cadet and People and Governance.

Form 6.04.25-2a is available for use as a template to develop a Learning Plan.

The Learning Plan will be reviewed six-monthly, typically during semester breaks. This will be done in partnership between People & Governance and the local Section/Directorate.

Study Leave

Cadets will be provided with study leave to attend all compulsory residential schools.

Cadets will be provided with a maximum of one (1) day per week (based upon a full-time work load) to complete campus-based and on-line tutorials. This study allowance may also be used for completion of assignments and other associated study requirements. To minimise the impact upon the business it is preferable that study leave be taken as a continuous block of time. This may be varied with permission of the appropriate Manager.

It is understood the academic study load will likely require more time than this allowance. Cadets are therefore required to complete the extra study requirements in their own time.

Remuneration and Salary Progression

Cadets will be remunerated as per the rates of pay prescribed in the Local Government (State) Award 2017, Monetary Rates – Table 1, Operational Band 1. Starting rate of pay will be according to the definition in the table. Salary progression through the Band will occur on the anniversary date of employment, subject to successful academic completion and satisfactory workplace performance.

Administration

All administration and record keeping associated with cadetships will be undertaken by People and Governance. This will include:

i. Coordination with the employing area within Council to ensure the correct type of cadetship is identified and employer obligations are fully understood;
ii. Recruitment and selection of an appropriate candidate;
iii. Regular meetings with the cadet to confirm progress and provide mentoring where appropriate;
iv. Recording progress and completion of the cadetship

Travel and Accommodation

Sometimes it will be necessary for the cadet to attend residential schools or other prescribed activities requiring travel away from our local area. Bookings and administration of travel and accommodation will be undertaken by the Administrative Officer (or equivalent position) for the Directorate/Section/Area of the employee concerned.

Costs Incurred

All learning costs associated with the cadetship will be covered by BVSC.

Academic subject fees will be paid up-front directly to the academic institution upon completion of the reimbursement form 6.04.25-2a and supply of an invoice made out to Bega Valley Shire Council. Other expenses incurred by the cadet in the completion of their academic studies (such as text books) will be reimbursed upon completion of the reimbursement form 6.04.25-2b, production of the necessary receipts or tax invoices, and forwarded through the approval chain indicated on the form.
Further Education Assistance

Overview
This sub-procedure outlines the methodology for an employee to apply for education assistance to undertake further recognised study related to their employment with BVSC. This will typically be part of a career plan or succession planning strategy.

Purpose
The purpose of providing employees with further education assistance is as follows:

- To encourage employees to further develop their skills and knowledge through approved and recognised courses of study;
- To assist BVSC prepare for the future by ensuring we have the requisite skills and knowledge base in the organisation;
- To provide a mechanism of recognition and reward for employees who want to better themselves in their career at BVSC.

Eligibility
The following eligibility criteria will apply:

- The employee must be a permanent full-time employee with a minimum of two (2) years continuous employment with BVSC;
- The program of study must be identified in the employee’s EKaS Individual Training Plan, along with a justification (for both the employee and BVSC) benefit included;
- The course of study must be accredited and delivered through a recognised tertiary institution (Registered Training Organisation or recognised university);
- Continued further education assistance will be dependent upon satisfactory completion of subjects of study, normal course progression, and on-going positive work-related performance;
- Agreement by the employee to refund to BVSC any reimbursed further education assistance costs if the employee resigns within two (2) years of completion or part completion of the course of study. This will be applied on a pro-rata sliding scale basis over the two year period. (That is, resignation at time of completion will trigger 100% reimbursement; resignation one (1) year after completion = 50% reimbursement; resignation two (2) years after completion = 0%). This clause will not apply if employee termination is initiated by BVSC.

Approval
Only a limited number of employees will be provided with Further Education Assistance at any one time.
A Further Education Assistance Application Form 6.04.25-3a must be completed (which will include statements of support) and forwarded through the chain of approvals. The Leadership Executive Group (LEG) will be the final arbiter of successful applications.
Administration

Reimbursements associated with Further Education Assistance will be made at the end of each semester. Payments in advance will not be available.

Form 6.04.25-3b should be completed, including a copy of all invoices, receipts and academic transcript indicating successful course progression. People and Governance Area will process reimbursements and maintain records of academic progress in Personnel Files and within Authority training registers.

Travel and Accommodation

The employee is responsible for making their own travel and accommodation arrangements.

Benefits

a. Upon satisfactory academic completion of the semester’s study the employee will receive 50% reimbursement of compulsory course fees (excluding institution union fees), up to a maximum of $2000 per annum;

b. A maximum of $500 per annum for all costs associated with travel and attendance at compulsory residential schools;

c. Leave with pay to attend tutorials and seminars held within the geographic boundary of Bega Valley Shire, up to a maximum of 4 hours per week for full-time employees and pro-rata for part-time employees;

d. Leave with pay to attend residential schools associated with distance education studies, up to a maximum of 5 days per year;

e. Student Union Fees will not be eligible for refund.

f. Textbook costs will not be eligible for refund.

It is expected that employees who undertake further education will study (for example, read text books, write assignments, complete on-line tutorials, etc.) during their own time. There is no extra entitlement to take paid leave for personal study time, although employees may take annual leave with approval of their coordinator/manager.
Identification of academic or vocational qualification need.
(Refer to 6.04.25 Employee training and learning)

Further Education Assistance Form (6.04.25-3a) completed and approved by LEG

Course enrolment completed by employee

Semester results provided to People & Governance;

Reimbursement up to yearly limit claimed each semester. Form sent to People & Governance after approvals.