Government of Western Australia
Child and Adolescent Health Service

| POLICY |
|---|
| **Employee Development** |

| **Scope (Staff):** | All employees |
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| **Scope (Area):** | Child and Adolescent Health Service (CAHS) |

## Aim

To support continuous improvement and development of employees, by identifying opportunities which enhance an employee's knowledge, skills and capability.

## Risk

Failure to develop a culture of continuous improvement through learning and development systems compromises the ability to provide safe, high quality care to patients.

## Definitions

**Employee Development:** is a process where the employee, with the support of their manager, undergoes various training and development opportunities to enhance their skills and acquire additional knowledge and skills.

**Employee Interests:** can include career considerations, professional development needs and personal circumstances.

**Professional Development:** is the skills and knowledge an employee gains to optimise their personal development or job growth and to earn or maintain professional credentials.

**Training:** is the action of teaching a person, or being taught a particular skill, knowledge and capability.

**Career Development:** is the process of individuals managing their careers and the health service managing the career progression of its workforce.

**Training Needs Assessment:** is a process used to identify the individual development requirements of an employee and identify knowledge and skills required to meet performance gaps.

## Out of Scope

- This policy does not cover Study Leave which is defined in relevant industrial agreements.

  - For employees wishing to access Study Leave as part of their industrial agreement they are to refer to the relevant agreement and discuss their options with their manager.

## Principles

- CAHS embraces a culture of continual learning across the organisation and encourages life-long learning for all employees to support excellence in safety and quality in health care.

- CAHS invests in the development of its employees by offering a number of initiatives including but not limited to:

  o professional development leave (where applicable);

  o training;

  o learning and development programs;

  o career development plans;

  o clinical supervision

  o training needs assessments; and

  o on-the-job opportunities including 'acting' opportunities, secondments and special projects.

- Provision of training and development opportunities within CAHS are applied in an equitable manner and should aim to build the knowledge, skills and attributes to the benefit of the employee and objectives of the health service.

- Within the health service opportunities for training or skills development can result from:

  o employee interests, goals and career progression;

  o team training needs analysis or individual training needs assessment;

  o statutory requirements;

  o accreditation requirements under National Safety and Quality Health Service Standards (the Standards);

  o continuous quality and service improvement activities within CAHS;

  o directives as provided in the Mandatory and Core Requirement Training (CAHS) Policy; or

  o activities in line with the CAHS Supporting Employee Performance policy where a manager or employee identifies that benefit may be gained from further development or training in relation to an employee's professional duties or a capability need.

- All skills acquisition, training and employee development opportunities within the health service must comply with industrial agreements as relevant to the employee.

  o Refer to WA Health Awards and Agreements Library.

- Managers and employees should have regular conversations around continuous improvement and development activities which support ongoing professional growth.

- Decisions around training and development should be agreed to and documented.

## Accessing Training and Development Opportunities

- Learning and development for employees can be provided via a range of methods including, but not limited to, eLearning, face-to-face, videoconference, simulation, webinars and 'on-the-job' workplace education.

- Managers will consider all requests for training and development in line with health service operations to ensure that patient care and service requirements are not adversely affected.

  o Where it is identified that development days hinder operations and there is no other means of backfilling, the manager and employee will negotiate the next available development day.

- Employees are encouraged to formally document their professional development plans. Once an IPDP is complete, the manager and employee should identify any relevant entitlement within the relevant industrial agreement.

  o Where an employee is entitled to Professional Development Leave in their industrial agreement the employee should discuss seek approval from their manager prior to applying for the leave.

  o Employees should refer to the local leave procedures within their area and complete the relevant leave applications (if applicable) through MyHR.

  o Where the development program is not accessible locally, employees will need to refer to the Staff Travel (CAHS) Guidelines to determine the appropriate levels of approval.

- If the professional development is CAHS initiated or funding support is required, the application needs to be submitted to the manager for approval by the relevant delegated authority/budget holder.

## Roles and Responsibilities

### *Employee*

- The Employee must comply with the following:

  o understand the requirements of their position and professional body in relation to ongoing professional development or training requirements;

  o take a proactive role in their professional development as applicable to their position, occupational group or work area;

  o apply for appropriate leave for the training and development, taking into account staff travel requirements under the Staff Travel (CAHS) Guidelines; and

  o proactively participate in training and development opportunities as identified.

### *Manager (includes supervisory positions with direct reports)*

- The Manager is responsible for the following:

  o ensure employees are aware of the process surrounding identification and access to training and development opportunities within the workplace;

  o maintain awareness of industrial agreements and appropriate delegations applicable to employees reporting to their position;

  o ensure all employees reporting to their position are afforded the opportunity to participate in a development process; and

  o plan and record employee development activities and document outcomes. Documentation must be kept securely.

## Confidentiality

- Documents produced as a result of training and development must be kept in trust and divulged only to those with a need to know, with due regard to the requirements of the:
  - WA Health Code of Conduct; and
  - Freedom of Information Act 1982.

## Compliance

- Managers are responsible for ensuring compliance with this policy.

- Health Support Services conducts audits from time to time on employee leave balances including professional development leave where applicable.

## Record Keeping

- Records produced as a result of this policy will be maintained in accordance with:
  - the CAHS Recordkeeping Plan 2015027; and
  - General Disposal Authority for State Government Information (Section 97 Training and Development).

- All managers and employees are encouraged to identify a suitable development plan that fits the purpose of the occupational group and department.
  - Generic development plans have been created and are located for use via CAHS Healthpoint.

- The CAHS Learning Management System (iLearn) provides a system for the storage of development plans under the *My Private Files* section. The uploading is the responsibility of the employee.
  - Plans within this section will not be visible to anyone other than the employee.
  - For instructions on how to upload documents please refer to the user guides located within iLearn.

- A duplicate copy of an employee's development plan must be kept by the manager for their records.
  - The development plan is kept separate to the employee's transactional employment record (that is, the record kept by Health Support Services).

## Complaints

- If an employee feels that decisions and opportunities relating to employee development and training in their work area is inconsistent with the principles of this policy they can seek resolution through the following process:
  - WA Health Employee Grievance Resolution Policy; and
  - CAHS Grievance Resolution policy.

| **Related internal policies, procedures and guidelines** |
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| Supporting Employee Performance (CAHS Policy Manual) |
| Mandatory and Core Requirement Training (CAHS Policy Manual) |
| Professional Development and Study Leave (CAHS Community Health Policy and Procedure Manual) |
| Grievance Resolution (CAHS Policy Manual) |
| CAHS Recordkeeping Plan 2015027 |

| **References** |
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| WA Health Employee Grievance Resolution Policy (WA Health Operational Directive OD0452/13) |
| Code of Conduct (WA Health Mandatory Policy MP0031/16) |
| General Disposal Authority for State Government Information (State Records Office of WA) |
| Freedom of Information Act 1982 (Australian Federal Government) |

| **Useful resources (including related forms)** |
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| Supporting Employee Performance and Development (CAHS HealthPoint) |
| Education and Training (CAHS HealthPoint) |
| iLearn CAHS Infohub (CAHS HealthPoint) |
| iLearn Manager Reference Guide (CAHS HealthPoint) |
| iLearn Employee Reference Guide (CAHS HealthPoint) |
| Staff Travel CAHS InfoHub (CAHS HealthPoint) |

This document can be made available in alternative formats on request.

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