Facilities and Services Division
Human Resources

Learning and Development Plan
2012 to 2014

To develop excellence in our people to ensure that everything we do contributes to the capability of ANU to achieve its objectives.
Purpose

The Facilities and Services Division is committed to the attraction, development and retention of our workforce. To this end, we are committed to continuous development of the workforce through the provision of high quality, structured learning and development programs aimed at building and strengthening the capabilities of our people.

The Learning and Development Plan for 2012-2014 demonstrates the value the Division places on developing the core capabilities of staff to maximise their contribution to the University. Learning and development encompasses a broad range of development activities designed to improve the capabilities of the Division’s workforce. These capabilities include the skills, knowledge and behaviours required of the Division’s staff.

Aim of Our Program

To develop excellence in our people to ensure that everything we do contributes to the capability of ANU to achieve its objectives.

It is essential that the Division’s Learning and Development Plan 2012-2014 aligns with the F&S Operational Plan 2012-2020. The Plan is guided by the Division’s vision to attain excellence in our endeavours to contribute to the capability of ANU to achieving its own objectives. We as a Division aspire to be as excellent in our enterprise as our academic colleagues are in theirs. The capability of our staff is essential to the achievement of this goal.

The Learning and Development Plan will assist the Division’s employees to achieve personal excellence in their work performance to meet our current and emerging priorities. We endeavour to achieve this through:

- Design of development and retention programs to ensure that the Division has the best possible staff.
- Identification of the required core capabilities of our staff.
- Development of an annual professional development plan to addresses capability gaps.
- Provision of support to the Division’s staff to reach their full potential.
- Enhancement of our supervisory and management capability.

Furthermore, the Plan will enable the Division to make cost-effective and strategic decisions in relation to learning and development in the context of the Division’s priorities and capability requirements.

Budget Funding for Learning and Development

The Division has allocated an annual budget for learning and development activities.

2012: Proposed Learning and Development Expenditure

<table>
<thead>
<tr>
<th>Learning and Development</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory Training</td>
<td>$20,000</td>
</tr>
<tr>
<td>Specialist Programs</td>
<td>$35,000</td>
</tr>
<tr>
<td>All Staff Development</td>
<td>$5,000</td>
</tr>
<tr>
<td>Career Development Programs</td>
<td>$55,000</td>
</tr>
<tr>
<td>Associated Travel Costs</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>$165,000</strong></td>
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</tbody>
</table>
2013: Proposed Learning and Development Expenditure

<table>
<thead>
<tr>
<th>Learning and Development</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Development</td>
<td>$120,000</td>
</tr>
<tr>
<td>Conferences</td>
<td>$25,000</td>
</tr>
<tr>
<td>Memberships</td>
<td>$15,000</td>
</tr>
<tr>
<td>Airfares</td>
<td>$10,000</td>
</tr>
<tr>
<td>Accommodation</td>
<td>$5,000</td>
</tr>
<tr>
<td>Associated Travel Costs</td>
<td>$5,000</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>$180,000</td>
</tr>
</tbody>
</table>

2014: Proposed Learning and Development Expenditure (pending approval)

<table>
<thead>
<tr>
<th>Learning and Development</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory Training</td>
<td>$20,000</td>
</tr>
<tr>
<td>Specialist Programs</td>
<td>$20,000</td>
</tr>
<tr>
<td>Career Development</td>
<td></td>
</tr>
<tr>
<td>&gt; Training</td>
<td>$50,000</td>
</tr>
<tr>
<td>&gt; Conferences</td>
<td>$25,000</td>
</tr>
<tr>
<td>&gt; Memberships</td>
<td>$15,000</td>
</tr>
<tr>
<td>Associated Travel Costs</td>
<td>$20,000</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>$150,000</td>
</tr>
</tbody>
</table>

*Note, it is proposed that from 2014, that Personal Protective Equipment, medical surveillance and first aid supplies are not funded from the Professional Development Budget*

Our Priorities

The Division’s learning and development priorities have been identified through:

- The ANU by 2020 Strategic Plan.
- Divisional strategic priorities outlined in the Facilities and Services Operational Plan 2012-2020 and Business Plans.
- Current and emerging priorities in the workforce.
- An assessment of our staffing capabilities.
The F&S Learning and Development Plan 2012 – 2014 is represented as below:

**Statutory Training Requirements**

The Division has a significant workforce that requires training to meet statutory obligations, particularly in relation to Workplace Health and Safety. The identified statutory training needs are:

<table>
<thead>
<tr>
<th>Mandatory/Statutory Programs</th>
<th>Training Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced First Aid</td>
<td>Security licence requirement with annual refresher</td>
</tr>
<tr>
<td>Chainsaw Operations</td>
<td>As required</td>
</tr>
<tr>
<td>Confined Spaces</td>
<td>Commencement with bi-annual refresher</td>
</tr>
<tr>
<td>Electrical Appliance Testing</td>
<td></td>
</tr>
</tbody>
</table>

**Specialist Programs**

- ANU Leadership Programs
- Career and Performance Development Conversations
- Customer Service
- Effective Writing
- Effective Communication
- PRINCE2
- Procurement
- Recruitment Panel Training
- Risk Management
- StarRez Booking System
- Supervisor Training and Development
- TEFMA Leadership Program
- TEFMA Conference

**All Staff Development**

- Code of Conduct
- Indigenous Cultural Awareness
- Mandatory Online Pulse Modules

**Career Development**

- ANU Internal Training Courses
- Coaching and mentoring
- External Training Courses
- Work Related Conferences
- Work Related Professional Memberships
<table>
<thead>
<tr>
<th>Hazardous Substances</th>
<th>As required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Safety Representative (HSR)</td>
<td>Commencement in role with annual refresher</td>
</tr>
<tr>
<td>Height Safety Awareness</td>
<td>Commencement with annual refresher</td>
</tr>
<tr>
<td>Manual Handling</td>
<td>Commencement</td>
</tr>
<tr>
<td>WHS White Card</td>
<td>Commencement, or prior to appointment with refresher as required</td>
</tr>
<tr>
<td>Occupational Strains and Liaison Officer (OSLO)</td>
<td>Commencement in role, refresher as required</td>
</tr>
<tr>
<td>Responsible Service of Alcohol</td>
<td>Security licence requirement</td>
</tr>
<tr>
<td>Senior First Aid</td>
<td>Commencement as First Aid Officer with three year refresher</td>
</tr>
</tbody>
</table>

### Specialist Programs: Operational and Business Plan Priorities

The Division’s Operational Plan and work area Business Plans outline the Division’s core learning and development priorities and themes. The identified training needs are in relation to:

- **PRINCE2 Project Management** – initial focus in 2012, then as required
- **Procurement and Contract Management** – conducted 2013
- **Management, Leadership and Supervision**
  - Having Powerful Conversations – conducted in Q4, 2013
- **Effective Writing** – focus in 2014
- **Effective Communication** – focus in 2014
- **Customer Service** – focus in Q4, 2013

### All Staff Development

Other identified all-staff training opportunities for Facilities and Services staff include:

- **ANU Online Pulse Mandatory Training Modules** – All staff completed in 2013
  - Bullying Harassment and Discrimination
  - Code of Conduct
  - Comcare Work Health and Safety
  - Indigenous Cultural Awareness
- **Division Online Pulse Mandatory Training Modules**
  - Innovations Building 124 Induction – due by 28 February 2014
  - Manual Handling – due by 28 February 2014
  - Slips, Trips and Falls – due by 28 February 2014
  - Career and Performance Development Process – due by Q4, 2013
  - Career Conversations – due by Q4, 2013
  - Procurement (if applicable)
  - ANU Induction (new staff only)
- **Code of Conduct information sessions** – Focus in 2013
- **Statement of Expectations sessions** – Focus in 2013

### Individual Career and Performance Development Plans – Statement of Expectations

An emphasis on learning and development is also aimed at improving the attraction, retention and career satisfaction of our staff. Individual staff members outline their personal career development plans through the Statement of Expectations (SoE) within the ANU’s Career and Performance Development Process on a yearly basis.
The career development component of the SoE will identify the individual staff member’s learning and development plan and will detail the capabilities required by the employee to perform their role. The career development plan may include reference to a variety of professional development opportunities required to assist staff to perform to the best of their ability.


Career Development

The Division is committed to strengthening the capabilities of our people and furthering their career opportunities through access to professional development. Staff should demonstrate a commitment to continuous improvement and be proactively responsible for their own development.

It is important for staff to keep in mind that professional development encompasses a variety of activities and training programs are only one source of learning and development. Development opportunities may also include:

- On the job training
- Coaching and mentoring by supervisors and colleagues
- Information and knowledge sharing through discussion and meetings
- Participating in committees, working parties, and/or steering groups
- Forging networks with colleagues across the Division and wider ANU
- Participating in work and team projects
- Undertaking higher duties or temporary transfers
- Reading journals, internet, newspapers, and
- Engaging in formal or informal mentor or mentee relationships.

Individual career development training may be subject to Divisional priorities, budget funding and a staff member’s performance. Optional training may include:

- Non-compulsory training that may assist staff to perform better in their role
- Training that may be useful for staff but not essential for their role, or
- Training that may help staff in their personal career development or prepare for future roles.

Staff must seek to practice, apply and share their skills and knowledge gained through attendance at professional development activities.

Management, Leadership and Supervisory Capabilities

Competent leaders, particularly senior management, work area managers and supervisors are critical to the Division’s ability to deliver on its overall purpose and strategic priorities. In recognition that leadership is required at all staffing levels, a priority must be given to the development and growth of leaders from within the workforce of the Division.

A priority for the Division, to facilitate and support our ongoing commitment to cultural change, is the development of our leadership capability, particularly in relation to the supervision of staff and performance management.

Staff will be provided with access to a combination of programs to further strengthen our capability in this area, such as:

- Leadership Conferences
- Career and Performance Development Conversations training
- Recruitment and Selection Panel Training
- ANU Leadership Programs
- Internal and external supervisor training programs
- Effective Communication Programs

Conferences and Professional Memberships

Conferences

- The Division will consider applications for attendance at conferences and seminars. These applications will be considered subject to the availability of budget funds and the following:
  - Staff must be able to demonstrate that their attendance at the conference will be of benefit to the Division.
  - Attendance at the conference must be supported by the relevant work area Manager and supervisor.
  - Specific outcomes of attendance at the conference are to be identified prior to approval being granted.
  - Staff will be required to share their knowledge for the benefit of the Division. Staff will be required to prepare a formal report or present their learning outcomes to other staff and/or management at an information session.

The Division will support attendance of up to four places per year at Tertiary Education Facilities Management Association (TEFMA) conferences. This attendance will be determined in accordance with Division priorities.

Application to attend such conferences is subject to submission of the Professional Development Policy as outlined below.

Professional Memberships

Professional memberships provide a range of networking and professional development opportunities to our staff. Applications for professional memberships will be considered where the membership is required to maintain the staff member’s professional status within their field of expertise. The membership must be directly related to the staff member’s role within the Division and will be subject to available budget funding.

Application and Approval for Professional Development Funding

All applications for professional development will be subject to General Manager, Corporate and Client Services approval, provided the development activity meets a specified, defined need and value for money is clearly evident.

Applications will be considered on the basis that the professional development program:

- Will enable the staff member to achieve outcomes set out in the F&S Divisional Plan and work area Business Plan.
- Is mandatory or essential to assist the staff member to perform their job to the standard required.
- Provides skills and/or knowledge which are expected to be of continuing value to the Division.
- Will assist the employee’s career development.

Any professional development, training or conference requests must be submitted at least 2 weeks in advance, but ideally as soon as possible. Early bird discount timeframes should also be considered with external training/conferences. No travel arrangements are to be made until the application has been approved by the General Manager Corporate and Client Services.

As far as practicable, the development activity should be identified through the annual Statement of Expectations process. Identification of the learning and development activity during the SoE process does not constitute Delegate approval.
ANU training offerings are to be considered prior to raising an application for a similar external learning and development activity.

**Professional Development Application Process**

1. Staff must complete the *Facilities and Services Application for Professional Development Form* for each individual learning and development activity. All applications must be endorsed by the Manager of the work area.

2. Completed forms should be submitted to F&S HR. If this activity requires travel and/or accommodation, please attach the *Approval to Travel form* with the Professional Development application.

3. F&S HR will organise General Manager, Corporate and Client Services endorsement. No learning and development activity should be booked or paid for without this approval.

4. F&S HR will advise staff member if their request for professional development has been approved.

5. The staff member will register and organise payment for the activity. The F&S Administration team will coordinate any travel/accommodation requests. Costs should be charged as below:
   - Statutory Training and Personal Protective Equipment: R23510 PPE.
   - All other training requests, memberships and travel: R23510 PD.

6. HR will organise payment of per diems through the payroll system if required.

7. After attendance at the professional development activity, staff are to complete and return the below to F&S HR:
   - Fringe Benefits Tax Declaration form
   - Professional Development Evaluation Form

**Statutory Training Courses**

A *Facilities and Services Application for Professional Development Form* must be completed for any statutory training where an attendance cost is involved. Staff must however, seek approval from their supervisor to attend ANU programs that require them to be absent from the workplace.

Internal ANU statutory training offerings are to be considered prior to raising an application for a similar external training course.

Any no show fees will not be charged to the learning and development budget, and will be charged back to the functional area.

**Online Training (Pulse)**

Staff members are not required to complete the application form for programs that are registered online through Pulse. Online Learning (Pulse): [http://hr.anu.edu.au/career/pulse-online-learning](http://hr.anu.edu.au/career/pulse-online-learning)

**ANU Internal Courses**

A *Facilities and Services Application for Professional Development Form* must be completed for ANU internal programs where an attendance cost is involved. Staff must however, seek approval from their supervisor to attend ANU programs that require them to be absent from the workplace.
Any no show fees will not be charged to the learning and development budget, and will be charged back to the functional area of the staff member.

ANU Internal Courses can be viewed here: http://hr.anu.edu.au/career/staff-development-portal

**Professional Memberships**

A *Facilities and Services Application for Professional Development Form* must be completed for all professional memberships where a cost is involved.

Facilities and Services Human Resources

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Updated: 16 October 2013