



# Training, Learning, Performance and Development Policy and Guidelines

## Current Version

<b>Service Area</b>	Disability, Aged, Community	<b>Version</b>	1.3
<b>Process Owner</b>	Governance Lead   Clinical Lead   CEO	<b>Date of Issue</b>	Feb 2023
<b>Approved by</b>	Chief Executive Officer	<b>Review</b>	Feb 2025

## Modification History

Version	Date	Author	Approved by	Description of change
1.0	5/2015	Natashia Telfer	Employsure	New policy
1.1	3/2019	Natashia Telfer	Employsure	Additional resources added
1.2	03/2021	Natashia Telfer	Employsure	Learning Pathway Created
1.3	10/2022	Natashia Telfer	Employsure	RN Transition Program implementation
1.4	2/2023	Natashia Telfer	CEO	Restructure of policies (content unchanged)

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## Training Performance, Learning & Development

### **PROCEDURE STATEMENT**

National recognises education and training as a core component of developing the capability of all employees and is committed to providing learning and development opportunities for employees in support of growth of their practice.

#### *Capability procedure Introduction*

We recognise that during your employment with us you may find yourself less capable of conducting your duties. This might commonly be because either the job changes over a period of time and you fail to keep pace with the changes, or you change (perhaps because of health reasons) and you can no longer cope with the work.

#### *Job changes/general capability issues*

If the nature of your job changes, or if National has general concerns about an employee's ability to perform their job, National will try to ensure that employees understand what is expected of them and receive adequate training and supervision. Concerns regarding capability will normally first be discussed in an informal manner and the employee will be given time to improve.

If an employee's standard of performance is still not adequate, you will be warned in writing that a failure to improve and to maintain the performance required could lead to your dismissal. We will also consider the possibility of a transfer to more suitable work if possible.

If there is still no improvement after a reasonable time and we cannot transfer you to more suitable work, or if your level of performance has a serious or substantial effect on the Employer to its detriment, you will be dismissed with the appropriate notice.

#### *Personal circumstance/health issues*

Personal circumstances may arise which do not prevent an employee from attending for work but which prevent them from carrying out normal duties (e.g. a lack of dexterity or general ill health). If such a situation arises, we will normally need to have details of your medical diagnosis and prognosis so that National has the benefit of expert advice.

Under normal circumstances, this can be most easily obtained by asking a doctor for a medical report. An employee's permission is needed before National can obtain such a report and National expects employees to co-operate in this matter should the need arise. When National has obtained as much information as possible and after consultation, a decision will be made about the employee's future employment in the current role or, where circumstances permit, in a more suitable role.

There may also be personal circumstances which prevent an employee from attending work, either for a prolonged period or for frequent short absences. Under these circumstances, National will need to know when you will become available. This may again mean asking a doctor for a medical report or by making whatever investigations are appropriate in the circumstances. When National



has obtained as much information as possible regarding an employee's condition, and after consultation, a decision will be made about future employment with National.

*Short service staff*

National retains discretion in respect of the capability procedures to take account of length of service and to vary the procedures accordingly. An employee with a short amount of service may not be in receipt of any warnings before dismissal but will retain the right to a hearing.



## Learning & Development Policy

### POLICY STATEMENT

National supports opportunities for professional development and fosters an environment of lifelong learning.

### SCOPE

This policy applies to all employees of National.

### POLICY

Learning & development covers training and development, orientation and induction. Training focuses on skills and knowledge directly connected to a particular position or occupation, whereas development refers to learning or the acquisition of skills that may or may not be related specifically to the employee's role.

### Types of Development

Development activities can be categorised according to the needs they meet:

- **Organisational needs:** inducting employees, promoting links between employees in different locations, recognising excellent employees, preparing employees for change, training employees for new duties and positions, learning from external experts and legislative requirements.
- **Occupational needs:** skills and knowledge connected with performing the duties of a specific position, maintaining professional expertise in the relevant occupation or discipline, extending professional expertise to encompass new developments in the area, and maintaining current professional registration.
- **Individual needs:** job satisfaction, skill development and professional career paths.
- If training is considered **mandatory** (See *Mandatory Training Policy*) for the successful completion of the employee's role, then this time will be counted as time worked paid at base rate.

National recognises that responsibility for performance and development lies with the individual employee and with National.

### **Employee responsibilities are to:**

- take ultimate responsibility for professional development
- seek and use opportunities for development and learning
- develop training and development goals that meet National's and the employee's needs, in consultation with National
- Assist as required, with workplace training and development initiatives, which may involve coaching other colleagues through on-the-job training.



***National's responsibilities are to:***

- determine the learning needs of employees as individuals and as a group, coordinate and develop an overall education plan for National, implement this plan, and evaluate its effectiveness
- ensure equity in the management of employee development
- discuss development needs with individual employees
- influence performance with mentoring and support
- provide feedback on performance
- through the Performance Review process, identify training and development needs, in consultation with the employee
- Ensure that relevant information arising from audits, grievances and disciplinary procedures are, in consultation with the employee concerned, incorporated into training.
- ensure the effective implementation, co-ordination and monitoring of this policy, including the provision and distribution of resources to support employees development
- Maintain records relating to external training activities, including the cost and duration of the training.



## RN Transition Program

### **POLICY STATEMENT:**

National recognises education and training as a core component of developing the capability of all employees and is committed to providing learning and development opportunities for employees in support of growth of their practice and on occasion, with further formal education, transition of employment positions may be offered.

### **SCOPE**

This policy applies to all employees of National.

### **POLICY**

National are committed to investing in our team and professional development. We endeavour to support those eligible for our Transition Program, supporting AINs/ENs transition to a RN role.

#### **Eligibility Criteria**

- 12 months employment in initial role
- Completion of formal education, followed by APRHA registration evidence submitted
- Merit. Individuals who display unwavering loyalty to National. This includes maintaining up to date availability, attending team meetings, providing productive feedback, being an exemplary team player and contributes to the greater outcomes of Team National
- Operational requirements including client need and current roster capacity and employee availability.

#### **Transition Conditions**

In line with transition program being offered, the following conditions apply and are reflected as contractual conditions of transitioning contract:

- Transparency with future career planning
- Commitment of 6 months within new transitioned role
- Undertake necessary training requirements
- In the event the new employee contract is terminated by employee prior to the obligatory 6 months, employee may be required to cover any incurred training expenses invested in the employee's professional development.

#### **Additional &/or Specialised Training**

Supporting National RN transitions may include specialised requirements. In some instances, employees will be required to undertake specialised training and competencies to ensure best practice is delivered in services. These are outlined in the relevant specialised policies and can include PEG, tracheostomy, complex bowel care, stoma care, catheter etc. Other training funded through National will be available to all staff. If it is found that the training will enhance the practice of the employee in the workplace, however attendance of employee is within employee's own time. Failure to attend, may result in any related costs being directed to employee. Individual applications from employees are to be referred to National for approval and will be decided on merit, taking into consideration employee length of service, the number of shifts worked regularly and whether the course will enhance performance and opportunities for the employee. For further information see *Training Skills Pathways*.

#### **Employment Requirements**

Employee is responsible for completing Mandatory training in line with the National Training Policy and employment conditions.



## Mandatory Training Policy

### **POLICY STATEMENT:**

National is committed to providing the highest quality care to all patients. To foster a culture of delivering safe, effective care all employees are required to attend training and education that is identified as Mandatory. Mandatory training refers to an identified set of essential skills and knowledge determined by legislative and accreditation agencies.

### **SCOPE**

This policy applies to all employees of National.

### **POLICY**

During the employment process, employees are requested to provide evidence of current mandatory training in line with employed position requirements. Where there are gaps identified education and training are arranged as a priority. National outsources mandatory training to a variety of reputable Training Organizations to meet the variety of learner needs.

Mandatory training is compulsory training required to be delivered to all employees as mandated by relevant: Commonwealth or state legislation, Code of Practice or regulation linked to legislation and *National* policies. Where National is an employee's secondary employment, and the employee receives training through other means such as primary employment or study, evidence must be provided to show the training has been undertaken within the 12-month period and filed accordingly. Management personnel, who have either qualification in training or related experience, deliver in-house training. National will audit employee completion of Mandatory Training and support employees to complete training and education as per the schedule articulated in this policy and Training Skills Pathway.

### **Service Delivery Additional &/or Specialised Training**

Participants with specialised requirements will only be assigned carers who hold the required training and experience, and the training will be sourced as required and/in demand with client/participant needs. In some instances, employees will be required to undertake specialised training and competencies to ensure best practice is delivered in services. These are outlined in the relevant specialised policies and can include PEG, tracheostomy, complex bowel care, stoma care etc. Other training funded through National will be available to all staff. If it is found that the training will enhance the practice of the employee in the workplace, however attendance of employee is within employee's own time. Failure to attend, may result in any related costs being directed to employee. Individual applications from employees are to be referred to National for approval and will be decided on merit, taking into consideration employee length of service, the number of shifts worked regularly and whether the course will enhance performance and opportunities for the employee. For further information see *Training Skills Pathways*.

### **ALL Employment Requirements**

Employee is responsible for completing Mandatory training.

National will cover costs and wages for all mandatory training however, employee is responsible for cost of and maintenance of HLTAID003 Provide First Aid, HLTAID001 Provide Cardiopulmonary Resuscitation, COVID-19 Infection Control, NDIS Worker Module and employee VETTING requirements including: ACT Police Check, Worker Screening: Working with Vulnerable People card at own expense. Failure to meet employment requirements may result in being stood down from shifts until such time training is completed.



*Service Delivery: Mandatory Training Schedule*

WHO	REQUIREMENTS	FREQUENCY
ALL	Induction including OH&S presentation	On commencement
ALL	NDIS Worker Orientation	Upon employment
ALL	HLTAID003 Provide First Aid	Upon employment, 3 yearly
ALL	HLTAID001 CPR	Upon employment and annually
ALL	COVID-19 Infection Control	Upon employment and annually
ALL	Work, Health & Safety	Annually
Service	Manual Handling	Annually
ALL	Elder Abuse/Mandatory Reporting	Annually
ALL	Fire Safety	Annually
ALL	Infection control	Annually
ALL	Workplace Bullying & Harassment	Annually

*Non-Service Delivery: Mandatory Training Schedule*

WHO	REQUIREMENTS	FREQUENCY
ALL	Induction including OH&S presentation	On commencement
ALL	NDIS Worker Orientation	Upon employment
ALL	HLTAID003 Provide First Aid	Upon employment, 3 yearly
ALL	HLTAID001 CPR	Upon employment and annually
ALL	COVID-19 Infection Control	Upon employment and annually
ALL	Work, Health & Safety	Annually
ALL	Fire Safety: Evacuation of office	Annually

***Failure to Comply with Training Requirements***

Failure to comply is a serious breach of employment obligations and poses risk to self, fellow employees and participants. Ample notice is provided when training is issued, as such, failure to complete training requirements will result in a formal warning.

Continued non-compliance will lead to being stood down from service until employee can meet obligations. Failure to uphold training can be deemed as a reportable incident in some cases and may lead to termination.

**References**

- Anti-Discrimination Act 1991
- Australian Aged Care Quality Agency,
- Accreditation Standards accessed from <https://www.aacqa.gov.au/for-providers/accreditationstandards> 25 February 2018
- Australian Standard, (AS4083), Planning for emergencies – Health care facilities. Building and Fire Safety Regulation 2008 Crime and Corruption Act 2001
- Disaster Management Act 2003
- Information Privacy Act 2009
- Multicultural Recognition Act 2016 NMBA, Professional Standards, <http://www.nursingmidwiferyboard.gov.au/Codes-Guidelines-Statements/Professional-standards.aspx> Accessed 25 February 2018
- Public Health Act 2005





Work Health and Safety Act 2011  
Work Health and Safety Regulation 2011  
Workers' Compensation and Rehabilitation Act 2003  
Industrial Relations Act 2016

## Training Allocation

In line with National Employment requirements, Training Policy and Learning pathways, all employees are required to undertake training on an annual basis. Below are the methods implemented for each requirements.

Employees are notified via the platform, when training and/or mandatory requirements are expected for renewal along with Administration Personnel and Management.

Once identified, check employee profile to seek if alternate employment or study may provide the training for National to follow up. If the training is required, log into Altura and check the status of current registered learners and availability to add additional learner. If available, add the outstanding employee to the system and appropriate modules to complete.

	Online Training Platform	Face 2 Face Training / Practical Assessment	External Provider @ Employee Expense
WVVP / Police Checks			
First Aid / CPR			
NDIS Worker Module			
COVID Module			
Manual Handling		NCC / CTS Face to Face training workshop help annually in March	
Infection Control			
Fire Safety			
Food Safety			
Elder Abuse/Mandatory Reporting			
Medication Management			
Tracheostomy	Theory only	Set2Learn	
Ventilation		Victoria Oakden	
Diabetes			
Enteral Management	Theory only	Set2Learn	
Epilepsy			
Dysphagia			



## Service Delivery: Training Skills Pathway

<p><b>Learning Goals</b></p>	<ul style="list-style-type: none"> <li>• Workplace induction</li> <li>• Holistically oversee clients and or participants within scope of practice</li> <li>• Understand and deliver Tracheostomy management</li> <li>• Understand and deliver PEG and Enteral management</li> <li>• Understand and deliver Wound Management</li> <li>• Undertake complex bowel care within scope of practice</li> <li>• Diabetes management</li> <li>• Injectable medications</li> <li>• Behaviour support training</li> <li>• Understanding of restrictive practices</li> <li>• Demonstrate Leadership skills and on call responsibilities</li> <li>• Risk assessments</li> <li>• Moving on Audits (compliance and governance system)</li> <li>• Incident management policy and procedures</li> <li>• ONGOING competencies to ensure best practice</li> </ul>
<p><b>Benchmark/units of competency</b></p>	<ul style="list-style-type: none"> <li>• Evidence of required mandatory training (certificate, competency, or observation)</li> <li>• Evidence of workplace competencies</li> <li>• Safe and appropriate tracheostomy care is attended</li> <li>• Safe and appropriate PEG / Enteral care and management is attended</li> <li>• Administrative documents completed within specified time frames.</li> <li>• Contribute to client and participant care planning</li> <li>• Performance appraisal</li> <li>• Reduction in related incidents</li> </ul>



Pathway continued...

<p><b>Instructions to facilitator</b></p>	<ul style="list-style-type: none"> <li>• Employee will undertake Orientation prior to commencing work (workplace introduction to office and SIL property, hours of work and expectations, policies and procedures, lines of reporting, uniforms etc).</li> <li>• Access to computer systems and logins required to perform tasks.</li> <li>• Access to policies and procedures.</li> <li>• Flexible work arrangements.</li> <li>• PPE – gloves, sanitizer, masks etc</li> <li>• Holds ACT Police Check, ACT WWVP card, NDIS Orientation Worker Module, COVID-19 Infection Control Training</li> <li>• AN/CSW hold a minimum Cert III and or studying to higher level such as Bachelor of Nursing relevant to training</li> <li>• Nursing staff hold a minimum EN and/or Bachelor of Nursing</li> </ul>
<p><b>Implications for the workplace</b></p>	<ul style="list-style-type: none"> <li>• Costs associated with training</li> <li>• Available resources within the scope of practices NCC requires to effectively meet participant needs. (eg Tracheostomy provider)</li> <li>• Availability of external training providers and lining up with client rosters to ensure effectiveness of client roster VS employee training</li> <li>• Disruption to client services</li> <li>• Decline in availability for rostering days of training</li> <li>• Long term increased productivity and scope of practice</li> <li>• Nurturing workplace culture and facilitating professional development opportunities</li> <li>• Clerical errors</li> </ul>
<p><b>Assessment methods</b></p>	<ul style="list-style-type: none"> <li>• Review of the perspective employees resume</li> <li>• Reference checks to be completed prior to offer of employment</li> <li>• Discussion at interview of their previous experiences and skills</li> <li>• Assess the individual LLN levels to identify gaps requiring additional support</li> <li>• Competency checklists for specialised training skills</li> </ul>



Pathway continued...

<p><b>Pre-Assessment</b></p>	<ul style="list-style-type: none"> <li>• ANs: Minimum Cert III within the healthcare sector and/or studying to higher education such as Bachelor of Nursing.</li> </ul>
<p><b>Formative assessment</b></p>	<ul style="list-style-type: none"> <li>• EENs: Diploma in Nursing</li> <li>• RNs: Bachelor Nursing of Nursing</li> <li>• Registered with Australian health Practitioners regulatory Agency</li> <li>• Resume review prior to offer of contract</li> </ul>
<p><b>Summative assessment</b></p>	<ul style="list-style-type: none"> <li>• Regular informal catch up with the employee (once a month) Formal meetings scheduled in calendar to gain feedback on each specific domain within the pathway.</li> </ul>
<p><b>Support needs</b> (such as learning styles, regular meetings, operational documents, safety etc.)</p>	<ul style="list-style-type: none"> <li>• Initial 3-month probationary period, if required extend to 6 months.</li> <li>• Induction Day conducted at main office – history of company, values and expectations / policies and procedures.</li> <li>• 3 supernumerary shifts as an observer with an experienced RN.</li> <li>• Meeting post 3 supernumerary shifts to gain insight and feedback on progress etc</li> <li>• Identify tools or resources required to assist with learning and performance.</li> <li>• Recap on WHS within the workplace.</li> <li>• Provide opportunities for questions about operational requirements / documents.</li> </ul>

