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### 1. Statement

Ipswich City Council actively supports, encourages, and develops its employees to adapt to changes and improve their own capabilities required for their current or future positions. Employees have a continuing responsibility to maintain and enhance their skills and expertise and keep up to date the knowledge associated with their area of work. To support employees, Council will assist by providing access to relevant training and development opportunities.

### 2. Purpose and Principles

This directive outlines Council's approach to learning and development and the expectations of departments, managers, and employees regarding how employees acquire and develop their capabilities and keep up to date the knowledge associated with their area of work.

Council is committed to:

- Ensuring our employees are competent to perform in their job role informed by the Corporate Plan and City's strategic vision
- Assisting employees by providing access to relevant training and development opportunities
- Providing programs and course material that embeds adult learning principles into its design and delivery
- Embracing diversity through designing and/or acquiring content that caters for the various learning styles
- Embedding a partnership model between People and Culture and Council departments by providing support, advice and expertise in the design and delivery of adult education.

Learning and development will be guided by the following principles:

1. Departments and People and Culture co-own capability development: we work collaboratively to share responsibility for defining, prioritising, designing, and resourcing required for capability-building programs.
2. Vocational education is strategically sourced: we work with our suppliers to develop and implement trades and course qualifications tailored to the capabilities required for our future workforce.

3. Our systems provide quality data: Job profiles for current and future roles inform key decision making required to achieve the outcomes for iFuture and the People and Culture Strategy 2021 - 2026
4. Enable 70/20/10: training is developed and implemented holistically with the focus on 10% formal training, 20% via interaction and collaboration and 70% application on the job.

### **How employees access development at council**

Employees access development at Council through:

- On the job learning and challenging tasks (70%):
  - Provided by the manager in line with an employee's development goals and job role competencies
  - Employees are supported by managers and peers to continually build capability on the job
  - Managers conduct Check-in Conversations to take genuine interest in the career aspirations of employees
  - Employees are provided with sufficient experiences and assignments that enable learning to be applied on the job
- Developmental relationships, such as coaching or learning through networks (20%):
  - Supported by the manager in line with an employee's development goals
  - Initiated by the employee to join networks and communities of practice
- Coursework and formal training (10%):
  - Departments coordinate training required specifically for the job role, such as 'Working at Heights'. Employees are nominated by their manager to attend.
  - Learning and development coordinate training required for employees that is not specific to any department, such as corporate induction, leadership development and governance requirements. Employees are nominated by Council in conjunction with their managers to participate.
  - Employees can initiate development through considering external study such as vocational or tertiary courses and apply for study assistance. LinkedIn learning is available to all Council employees via Ipswich Library for short courses such as MS Excel, MS Teams, Change Management or Project Management skills for example (many more).

### **Where to access development at Council**

- Employee:
  - [LinkedIn Learning via Ipswich Library](#)
  - [Study Assistance Administration Directive](#)
  - Learning in eHub (compliance modules)
- Managers: For one-off training requirements for an employee, consider LinkedIn Learning or partnering with a colleague, job shadowing or mentoring. If these are not options, managers can source external courses and pay via credit card if the course cost is under \$2,000 following the procurement process. If over \$2,000 please speak to Learning and Development to help source and coordinate a suitable solution.

- Department: Contact Learning and Development to assess the training requirement and provide advice and assistance in developing a solution. Departments are encouraged to join the Learning and Development Champion meetings held fortnightly for coordinators of training events specific for departments. Embrace the values of collaboration, communication, integrity, efficiency, and leadership in practice.

### 3. Strategic Plan Links

This administrative directive aligns with the following iFuture 2021-2026 Corporate Plan theme:

- A Trusted and Leading Organisation

### 4. Regulatory Authority

*Local Government Act 2009*

*Industrial Relations Act 2016 (Qld)*

*Public Sector Ethics Act 1994*

*Human Rights Act 2019 (Qld)*

*ICC Officers Certified Agreement 2018*

*ICC Local Government Employees Certified Agreement 2018*

*ICC LGE Waste Certified Agreement 2018*

*ICC Civic Centre Certified Agreement 2018*

### 5. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when approving and/or amending this administrative directive. When applying this administrative directive, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

### 6. Scope

This policy applies to all Council employees and contractors when they are engaged in Council work, in Council workplaces and in business hours/hours of work.

### 7. Roles and Responsibilities

Outlined below are the roles and responsibilities for the implementation of learning and development at Council:

Executive Leadership Team's responsibility:

- Ensure employees are competent to perform in their job role informed by the Corporate Plan and the City's strategic vision
- Assist employees by providing access to relevant training and development opportunities

People and Culture's responsibility:

- Facilitate coursework and training for content that affects all of Council, either external or in-house solutions ([Click here](#) to view a list of 'all of Council' training courses)
- Oversee the quality of coursework and training delivered to all of Council
- Be the conduit for the development of capabilities required for our workforce

- Manage Council's learning management system (LMS) to centrally capture Learning and Development activities
- Provide reports for auditing purposes on governance Learning and Development activities
- Coordinate departmental training initiatives to achieve efficiencies, collaboration, and communication across Council
- Triage and provide professional advice to subject matter experts (SME's) on how to provide coursework and learning journeys to our workforce
- Where required, design and develop bespoke training material (either facilitated and/or online) for all of Council training requirements
- Source external learning solutions and manage supplier relationships for all of Council training requirements where internal options are limited or not viable
- Provide training for the departments to use the LMS effectively
- Corporate Services fund and manage the logistics for development required for all of Council initiatives (for example, risk management *training for managers*)

Department's responsibility:

- Identify the current and future capabilities required to competently perform in a job role specific to their department
- In partnership with Learning and Development, source training to meet job role requirements
- Arrange the logistics of training specific to the department
- Use Council's Learning Management System (LMS) to record completion of training or licenses
- Fund and manage the logistics for capability development specific for job roles (*for example, Investigation training for Compliance employees in PRS*)

Manager's responsibility:

- Conduct two annual Check-in Conversations to encourage a culture where quality conversations, feedback and development occur in a timely and regular manner
- Manage and monitor the performance of an employee and ensure they are provided with development opportunities required to perform competently in their current and future job roles
- Take a genuine interest in the career aspirations of employees
- Ensure the employee is provided with sufficient experiences and assignments that enable the employee to apply learning to the job (70%)
- Provide on the job coaching and mentoring for employees to have support when applying new skills to a job role (20%)
- Use Council's Learning Management System (LMS) to record completion of training or licenses and monitor currency

Employee's responsibility:

- Active participation in Check-in Conversations with their manager to discuss performance and development

- Engage in development opportunities to perform competently in current and future role/s
- Maintain currency of knowledge, skill and/or ability in your line of work and competency
- Ensure any licenses required for the job role are current and valid.

**8. Key Stakeholders**

- People and Culture Branch
- General Managers
- Branch Managers
- Corporate Governance Branch

**9. Monitoring and Evaluation**

This directive will be reviewed in line with contemporary human resource management and employee and leader feedback.

**10. Definitions**

**CAPABILITY:** Being able to do things effectively and skilfully, and to achieve results. Able to achieve efficiently whatever one has to do; competent.

**70/20/10:** The 70-20-10 Model for Learning and Development is a commonly used formula within the training profession to describe the optimal sources of learning by successful managers. It holds that individuals obtain 70 percent of their knowledge from job-related experiences, 20 percent from interactions with others, and 10 percent from formal educational events.

**EMPLOYEE:** Any person employed directly by Ipswich City Council, regardless of their employment status and contractors undertaking duties on behalf of Council.

**11. Related Documents**

[Employee Code of Conduct](#)

[Study Assistance Administrative Directive](#)

**12. Administrative Directive Owner**

The General Manager (Corporate Services) is the administrative directive owner and the Manager, People and Culture is responsible for authoring and reviewing this administrative directive.