

Education and Training Command

Learning and
Development Policy
for New South Wales
Police Force
Employees

June, 2012



NSW Police Force

Title: Learning and Development Policy for New South Wales Police Force Employees

Subject Learning and Development

Command responsible: Education and Training Command

Available to: Unrestricted - All employees

Authorisation: Commissioner's Executive Team

Publication date: June, 2012

Current version number: Version 0.1 (03/08/2010)
Version 0.2 (17/01/2011)
Version 0.3 (2/2/2011)
Version 0.4 (10/5/2011)
Version 1.0 (01/11/2011)
Version 2.0 (13/03/2012)

Review date: December, 2012

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POLICY HISTORY

Version approval date	Summary of changes
0.1 (3 rd August, 2010)	First draft
0.2 (17 th January, 2011)	Second draft for field review
0.3 (2 nd February, 2011)	Third draft for field review
0.4 (10 th May, 2011)	Fourth draft
1.0 (1 st November, 2011)	Final draft for CET review
2.0 (13 th March, 2012)	Final endorsed by CET

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Purpose

This policy sets out a statement of commitment to learning and development for all employees within the New South Wales Police Force, including a set of principles to enable consistent decision making. *All employees* refers to sworn and un-sworn personnel. This policy is outcomes focussed, and its primary aim is to set directions for, and drive opportunities within, corporate learning and development including, but not limited to:

- Providing guidance in managing corporate performance, including the measurement of the key performance indicators for all employee learning and development.
- The promotion of a strategic, whole of organisation commitment to learning and development.
- The operation of contemporary information and learning management system technology as it relates to the learning and development function.
- The obligations of all employees in the learning and development function.
- Complement related corporate human resource policy.

Scope

This policy applies to all NSW Police Force staff. This document is designed to detail requirements around the participation in, and management of, learning and development within the organisation. It is designed to form the basis for the creation of related business rules and procedures to ensure transparency, equity and consistency in the learning and development function within the NSWPF. This policy is designed to drive learning and development and is to be viewed as the prevailing authority. The policy is not designed to apply to learning and development that is instigated and paid for by the individual, without any form of assistance by NSWPF.

Policy Statement

The NSW Police Force supports employee learning and development as a key strategy to improve individual and organisational performance and efficiency, assist in the achievement of corporate objectives and position the organisation to meet future operational capability demands.

All employees will have access to appropriate learning and development opportunities to develop their skills and knowledge in support of NSW Police Force goals and priorities.

Policy Objectives

- A strategic and transparent whole of organisation view is promoted with respect to the management and delivery of learning and development for all employees.
- All employees are provided with transparent, fair and equitable access to learning and development opportunities, in line with the Results and Services Plan, NSW Police Force Corporate Plan and local Command Business Plan benchmarks, and other relevant awards and legislation.
- Outline the obligations of all employees in the learning and development process.
- Promote participation in contemporary, organisation-wide learning, development and knowledge management technology platforms.

Policy Principles – Our commitment to learning and development is to ensure that:

- The provision of learning and development is dedicated to improving police operational capability.
- Learning and development strategies are designed to enhance employees' effectiveness in their current roles and/or support future career development, while building the capability of the NSW Police Force workforce as a whole.
- Learning and development priorities are informed by all levels of command planning, to ensure that activities are relevant, appropriate and support the NSW Police Force in achieving its objectives.
- The employee accepts primary responsibility for managing their own learning and development. The NSWPF will ensure access to corporate learning, development and knowledge management technology systems.
- Learning and development will be managed in a transparent, cost-effective and responsible manner by targeting and prioritising opportunities in line with the needs of the individual, command/business unit and organisation.
- The learning and development needs of all employees will be identified collaboratively between the individual employee, their supervisor and commander/manager. This will involve an analysis of their knowledge, skills and experience against the activities they perform in their jobs.
- Education and Training Command is the lead agency responsible for the provision of learning and development within the NSWPF.
- Agreed Training and Development Objectives in the Career Management System will guide access to learning and development opportunities.

- The New South Wales Police Force acknowledges that it is responsible for the delivery of any mandatory training to its employees, or others, as may be required by legislation from time to time.
- All managers and supervisors are pivotal to maximising employee learning and development.
- All functional commands within the NSWPF will work together to enable the organisations commitment to learning and development.
- All employees who are engaged in the design, development and delivery of learning and development activities on a full-time basis (eg. Instructor within Education and Training Command) will possess a requisite level of qualification and skill in teaching and assessment, as well as specialist knowledge in the subject area in which they are engaged.
- All employees will share and use information to enable the creation of organisational knowledge that informs better practice.
- Contemporary learning technology, including a learning management system, will be deployed by Education and Training Command to facilitate a blended approach to learning delivery.
- Learning and development will be implemented with regard to related NSW Police Force policies, including corporate human resource policies such as Equal Employment Opportunity and Occupational Health and Safety.

Policy Details

Preamble:

The following roles and responsibilities of employees, supervisors and managers relate specifically to the learning and development function within the NSWPF, and are not meant to have broader application.

Roles and Responsibilities:

Employee

- The employee is primarily responsible for managing their own learning and development. This includes taking an active role in learning management and performance management systems. The NSWPF has a shared level of responsibility by providing access to learning and development opportunities.

Supervisor

- All supervisors will assist in determining the learning and development needs of individuals, and providing opportunities for learning and development. In facilitating these opportunities, supervisors are to ensure learning and development activities are linked to operational needs and position profiles. In accordance with JSR 02, supervisors are responsible for complying with and monitoring mandatory requirements, including training provided by NSWPF to meet legislative and other requirements.

Training Administrators

- Training administrators are responsible for the administration of the learning and development function, including the management of expressions of interest for employee training, the facilitation of learning and development opportunities, the identification of training needs, assisting supervisors to identify learning needs, maintaining training records and the evaluation of training results and impact. This includes implementing cost-effective training, education and development initiatives for meeting the learning and development requirements of organisational personnel that are validated on the basis of a reliable training needs analysis. The position of Region Training Coordinator, Principal Tutor and Education and Development Officer are included in this role, as well as other human resource management professionals generally.

Training Instructors

- The primary duties of training instructors include researching, developing and delivering cost-effective training, education and development initiatives (including on-line learning) for meeting the learning and development needs of NSWPF personnel. Instructors are also responsible for the administration of the learning and development function, maintaining training records and the evaluation of training results and impact. Training instructors are primarily

attached to Education and Training Command but may also be attached to other specialist commands.

Commander/ Manager

- Commanders and managers are responsible and accountable for ensuring transparency for learning and development processes. This includes attendance of personnel at training and the cost effective management of the learning and development function. A primary focus for commander/ managers is achieving a best fit between organisational goals and individual needs.

Definition of Learning and Development:

Learning and development includes the provision of development opportunities and activities to extend and broaden the skills and knowledge of employees in relation to their role and responsibilities. Learning and development provides employees with opportunities to acquire, practise and apply new skills and knowledge, thereby enhancing individual, group and organisational capabilities. Both structured and unstructured learning facilitated and or assisted by the organisation in the course of paid employment, will be considered as learning and development for the purposes of this policy. Any form of training, education and or development instigated and paid for by the individual, without any form of assistance by NSWPF, will not be regarded as learning and development for the purposes of reporting against corporate performance indicators. The undertaking of such training can, however, be recorded in SAP upon notification and request from the individual.

For the purposes of this policy, learning and development includes structured and unstructured activities.

Structured learning and development relates to training, education and development activities which have a specified content or predetermined plan designed to develop employment-related skills and competencies. It consists of instruction, or a combination of instruction and monitored work.

This definition is typically used to refer to courses and other curriculum-based approaches that involve formal instruction to meet a set of predefined learning outcomes. Instruction may be delivered face to face or via flexible learning methods, such as on-line or distance learning, or a blended combination of both.

Unstructured learning and development consists of less formal activities which do not have a specified content or predetermined plan, but for which learning and development is a key outcome. Within the NSW Police Force, there may be specific forms of unstructured activity that can be recorded and measured (eg. HDA, job rotation); inclusion of these may assist the organisation in reaching its corporate performance target(s), and provide additional flexibility in meeting the specific needs of individual employees.

Structured learning and development events may address *subject matter* including, but not limited to:

- Specialised professional or technical based knowledge and skill acquisition required as part of the employee's current employment in the NSW Police Force.
- General communication, administrative, leadership, management skills and knowledge required as part of the employee's current employment or to prepare for anticipated future roles in the organisation.
- Induction, awareness and compliance training to cover the core legal requirements relating to employees' roles and responsibilities.

Structured learning and development for all NSW Police Force employees *may be conducted* through¹:

- Staff training, education and development activities conducted by the NSW Police Force or other relevant NSW Public Sector organisations.
- Educational and training courses conducted by generally recognised public or private educational bodies.
- Conferences, conventions, seminars, or similar activities conducted by professional, learned or other generally recognised societies, including Federal or State Government bodies.

Further, learning and development may also occur through:

- Formal mentoring programs, induction training, workplace coaching, study visits and higher duties placements conducted in accordance with NSW Police Force procedures.
- Training and education products provided in the online (web-based) environment.

For all employees, unstructured learning and development may include, but is not limited to:

- Work place coaching, and other forms of on-the-job learning.
- Higher duties allowance.
- Job rotation/secondments/study visits (other than formal HDA placement).
- Attendance at miscellaneous conferences, or seminars, including within the on-line environment.
- Staff development and team-building seminars or workshops conducted at Region or Command level.
- Self directed knowledge acquisition using corporate information systems.

¹ This section is based on general public sector standards as reflected in Section 85.1 – Staff Development and Training Activities: *Crown Employees (NSW Police Force Administrative Officers and Temporary Employees) Award 2009*.

Related Policies and Procedures

- *NSWPF Standards of Professional Conduct*
- *NSWPF Corporate Plan 2012-2016*
- *NSWPF Compliance Manual*
- *Crown Employees (Police Officers - 2009) Award*
- *Crown Employees (NSW Police Force Administrative Officers and Temporary Employees) Award 2009.*
- *Mandatory Training Policy and Procedures.*
- *Training Administration Manual, NSW Police Academy.*