

Portfolio Wide Learning and Organisational Development Strategy

Department of Communities and
Disability Services Queensland

Endorsed by Portfolio Governance Board

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Queensland Government
Department of Communities
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Introduction

Efficient and effective achievement of government outcomes by the portfolio agencies, the Department of Communities and Disability Services Queensland, depends on the capabilities of their people.

Capability building, which is central to organisational performance, requires a systematic approach to learning and organisational development (L&OD). Developing a systematic approach requires the same rigour and attention as any other business process. It also represents a significant investment of both current and future resources that need to be appropriately targeted to ensure that L&OD is aligned with organisational goals and the needs of staff.

In addition, there is a need to:

- Build the capacity of staff to deliver services, meet strategic needs and position the portfolio for the future.
- Enable the portfolio to attract, retain and maintain a skilled workforce needed to deliver services both now and in the future.

The L&OD strategy builds on what has already been achieved and sets a challenging agenda for the future.

Purpose

The purpose of this document is to outline and set L&OD directions for the portfolio for the next five years. The strategy provides:

- an overview of how L&OD is planned and managed within the portfolio,
- the principles that the strategy is based upon, and
- an overview of the strategy identifying the objectives and how each of the elements of the strategy will be achieved.

In general, the strategy provides a structured process for embedding a proactive and system-wide approach to planning and managing the L&OD function at all levels within the portfolio. The strategy has the flexibility to be integrated into each business unit's current L&OD practices. It can further develop and build on that approach, regardless of its current level of maturity. For some business units this will mean that they will focus on embedding the basic foundations of managing and planning for L&OD into business processes. For other business units, with more established or sophisticated approaches to L&OD, it may mean working towards 'Investors in People' accreditation - the internationally recognised standard for managing and developing people.

At a portfolio level, the strategy represents a changed role for the central L&OD function and the L&OD Committees. It recognises the:

- value of partnerships with external educational institutions to support the ongoing development of the workforce
- importance of the Australian Qualifications Training Framework in providing role relevant nationally recognised qualifications for large segments of the portfolio's workforce
- central importance of working with leadership and culture in order to create the transformative space needed to achieve the strategic outcomes of the portfolio.

At a regional and local level, the strategy works as a guide in making decisions on how best to manage and plan for L&OD needs in light of local circumstances. It clearly sets out responsibilities, roles and expectations of the portfolio in relation to planning for and managing the development of staff. The strategy is not intended to be prescriptive around the details or approaches that sit within these plans.

At a sector level, the strategy enables opportunities and partnerships to build networks, and cross sector and industry relationships, required to support an 'ecosystem' within the sector. Over time this approach would lead the portfolio to become part of an industry of choice. An industry of choice would be developed through collaborative action to foster effective workforce development to support improved attraction, development, utilisation and retention of skilled people throughout the sector and industry. This approach would link with and support existing portfolio initiatives such as the Strengthening Non-Government Organisation's (NGO's) strategy and project.

Portfolio Wide L&OD Framework

The Portfolio Wide L&OD Strategy is supported by a Portfolio Wide L&OD Framework. The Portfolio Wide L&OD Framework expands on the L&OD Strategy and provides the details on how the strategy will be implemented.

The Framework includes:

- an overview of the governance processes for managing the implementation of the strategy
- key roles and responsibilities
- linkages with other planning processes
- the five-year vision and year one priorities for implementation.

Aim

The aim of the Portfolio Wide Learning and Organisational Development Strategy is to have effective, targeted L&OD that builds the capacity of staff to deliver services, meets strategic needs and positions the portfolio as an employer of choice.

Objectives

- To align learning with current and future business needs.
- To integrate learning with organisational and other business processes.
- To create a culture that values learning and continuous improvement.
- To provide appropriate learning options.
- To manage learning effectively and equitably.
- To support application of skills in the workplace.
- To demonstrate the impact of L&OD on organisational performance.
- To support the development of our managers and leaders.

Principles

- All training, learning and development should lead to improvements in people and business performance.
- Learning is everyone's responsibility and is linked through strategic, business unit, and workforce planning and is identified in business unit L&OD action plans and individual learning plans contained in achievement plans.
- Strategic and business unit plans need to state that training and workplace learning are an essential part of business activity. Implicit in this commitment is the expectation that all employees are required to support and promote employee growth in line with business requirements.
- The investment in learning is a key business ratio used for external and internal benchmarking.
- Directorates and business units need to bid for and manage their own funding for workplace learning.

- The support and active participation of senior managers is seen as essential in both planning and managing L&OD, and as leaders of a culture of learning and continuous improvement.
- Enthusiastic involvement of line managers is considered vital, in both planning and managing L&OD and as role models in supporting a culture of learning and continuous improvement.
- The role of L&OD staff is one of facilitating change, managing L&OD activity, and building and supporting the overall learning culture rather than one of simply coordinating training.
- Effective L&OD is part of a coherent package of complementary human resource management (HRM) activities aimed at serving the various aspects of the employment relationship and a means of supporting high quality workplace learning.
- It is recognised that learning and development occurs in a variety of situations and supporting learning in the workplace and on the job are considered to be vital aspects of developing a culture of learning and continuous improvement.
- Learning and culture are seen as important vehicles for creating an atmosphere within the portfolio that provides staff with the permission to grow and improve.
- Learning is seen as an important part of the organisation's value system.
- Appropriate and on-going evaluation is part of the way L&OD is managed in the portfolio. Evaluation is undertaken to help ensure that the desired competencies and capabilities are gained, the anticipated business and people benefits are realised from L&OD, and to ensure that L&OD is seen as an investment in the long term future of the portfolio rather than a luxury.

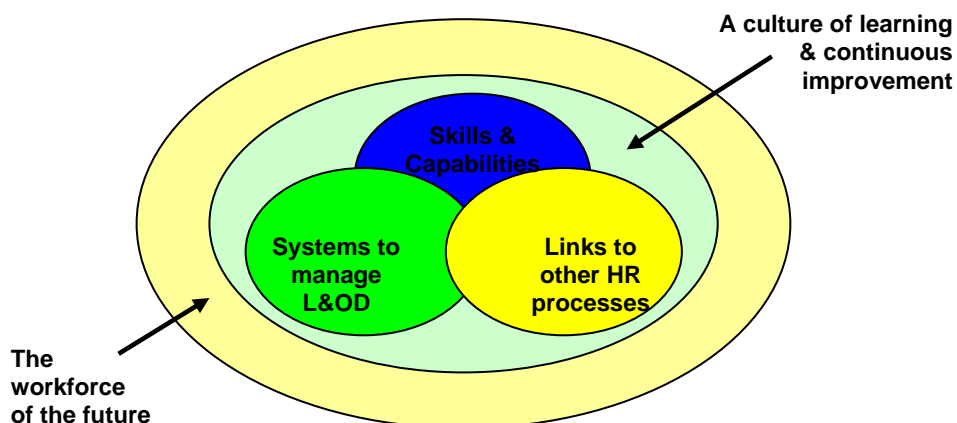
Elements of the strategy

The strategy has been constructed around five core elements:

- systems to manage L&OD
- skills & capability development
- linkages to other HR functions
- a culture of learning and continuous improvement
- the workforce of the future.

The five elements represent the key building blocks required for an organisational approach to L&OD that is proactive, has system wide application, is linked to strategic planning, will support cultural change and continuous improvement, and meets the needs of staff both now and in the future.

Five Core Elements



Drivers for the strategy

There are a number of significant drivers that have led to the need for a portfolio-wide approach to L&OD, including:

- A significant strategic commitment by the portfolio agencies to building, improving and strengthening organisational capacity.
- Organisational capacity, of which employee and organisational development are a core component, being identified as one of the essential building blocks of the portfolio's model of corporate governance.
- The identification of a high level of risk associated with staff having inadequate skills and knowledge to meet current and future business obligations.
- Increased expectations for more responsive and accessible government services have led to different ways of delivering services. In turn, these changes require new skills, changed work practices and changed cultures and at the same time the requirement for core service skills to be retained.
- An increased emphasis by the Government and Parliament on performance improvement and accountability.
- The community services industry and health industry expanding at a rate of between 2% and 3% per year for the last ten years.
- Increased demand for services due to a range of factors including: the ageing of the population, new social policies, rising consumer expectations and a range of new services made possible by advanced technology.
- Increased difficulties in recruiting and retaining: direct support staff, new entrants to the labour market, therapists, professionals, managers and support staff.
- Shifting attitudes of today's workforce towards L&OD requiring a changed response, reinforcing the need to provide continual L&OD in order to attract and retain staff, and the need to be seen as an employer of choice and an industry of choice.
- The changing size, nature, career intentions and patterns of new entrants and increased lateral engagement of older people, requiring a more structured approach to L&OD.

Enablers and Critical Success Factors

- leadership
- people management
- policy, strategy and processes
- engagement, consultation and partnerships with stakeholders and staff
- continued agency commitment and resourcing
- development of a culture of lifelong learning.

How the L&OD Strategy is to be used

The Strategy sets the L&OD directions for the next five years and is intended to assist directorates in planning for and managing the development of their staff. The L&OD Strategy does this by identifying each objective of the core elements.

- the objectives for that element
- what that will mean for the portfolio, and
- outlining how the objectives for that element will be achieved.

L&OD Strategy

Element	Objectives	What will this mean for the portfolio (the impact on stakeholders)?	How will we achieve this? (The outcomes identified in Framework)
Systems to manage L&OD	<ul style="list-style-type: none"> • To align L&OD with current and future business needs. • To integrate L&OD with organisational and other business processes eg HR, Strategic Planning, finances. • To manage learning effectively and equitably. • To demonstrate the impact of L&OD on organisational performance. 	<ul style="list-style-type: none"> • Portfolio is positioned as an employer of choice. • L&OD is considered part of planning and implementing new business practices. • L&OD strategies are articulated in other people management strategies such as achievement planning, recruitment and selection, and workforce planning. • L&OD is integrated with core portfolio business processes. • Regular monitoring and reporting of L&OD. • L&OD information management system is in place. • Capability framework against which staff can identify priorities. • The administration of L&OD activity is consistent with principles of equity and support portfolio Equal Employment Opportunity (EEO) plans. • Legislative requirements satisfied. • Strategic L&OD objectives of the portfolio will be achieved. • Increased workforce capability and job satisfaction. • Effective delivery and management of L&OD function, including vocational education. 	<ul style="list-style-type: none"> • A funding approach for L&OD with clear accountabilities that: <ul style="list-style-type: none"> ▪ focuses on addressing portfolio/ directorate priorities ▪ aligns with current and future business needs ▪ manages learning effectively and equitably ▪ demonstrates impact of L&OD ▪ integrates L&OD with organisational business processes. • Commitment to an ongoing level of funding for Strategic Learning Services [SLS] and the Operational Training Services [OTS] Units • Partnerships and networks that meet workforce development needs. • The portfolio L&OD approach that develops and matures over time. • Engagement of staff across the portfolio. • L&OD is integrated with other core portfolio business processes. • Developing systems to support the implementation and ongoing management of the L&OD Strategy. • Demonstrated impact of L&OD Strategy on organisation through: <ul style="list-style-type: none"> ▪ base line assessment of the starting point for the strategy ▪ development of reporting processes and guidelines for directorates ▪ establishing Key Performance Indicators (KPIs) and evaluation tools to assist directorates measure improvements in business outcomes through L&OD initiatives.

Element	Objectives	What will this mean for the portfolio (the impact on stakeholders)?	How will we achieve this? (The outcomes identified in Framework)
Skills & capability development	<ul style="list-style-type: none"> • To provide appropriate learning options. • To support application of skills in the workplace. • To demonstrate the impact of L&OD on organisational performance. • To support the development of our managers and leaders. 	<ul style="list-style-type: none"> • The portfolio will have the right people with the right skills at the right time, able to deliver on strategic objectives and outcomes. 	<ul style="list-style-type: none"> • Investing in skills and knowledge which will contribute to achieving the portfolio goals and improving service delivery. • Coordination and implementation of existing portfolio imperatives: <ul style="list-style-type: none"> ▪ Legislative (compulsory/ mandatory) ▪ Policy and procedures ▪ Management • Planning framework and investment guidelines for directorates to achieve their skill and capability needs. • Effective, targeted, professional L&OD that is aligned with business goals and meets the needs of staff throughout their career (including the Vocational Education and Training (VET) sector training). • Focused skill and capability priorities for L&OD informed by workforce planning, strategic planning, business unit planning and identified in the appropriate learning and development action plans.

Element	Objectives	What will this mean for the portfolio (the impact on stakeholders)?	How will we achieve this? (The outcomes identified in Framework)
Linkages to other HR functions	<ul style="list-style-type: none"> • To integrate L&OD with organisational and other business processes. • To support application of skills in the workplace. • To support the development of our managers and leaders. • To provide appropriate learning options. • To manage learning effectively and equitably. 	<ul style="list-style-type: none"> • The ability to attract, retain and maintain a skilled workforce. • That a central principle of the Achievement Planning process is career development. • Other units within HR will be actively supported by the L&OD Strategy. • Targeted and timely skills development is identified through workforce planning. • Leaders and managers have the skills to manage and develop a productive and healthy workplace culture. 	<ul style="list-style-type: none"> • A portfolio management development program. • Clearly articulate L&OD in other people management strategies (portfolio level). • Clearly articulate L&OD in other people management strategies (directorate level).

Element	Objectives	What will this mean for the portfolio (the impact on stakeholders)?	How will we achieve this? (The outcomes identified in Framework)
A culture of learning and continuous improvement	<ul style="list-style-type: none"> • To create a culture that values learning and continuous improvement. • To provide appropriate learning options • To support application of skills in the workplace. • To support the development of our managers and leaders. • To integrate learning with organisational and other business processes. 	<ul style="list-style-type: none"> • Staff sharing information, learning and corporate knowledge. • An organisational culture that encourages self-starters and allows permission to grow and improve. • Active leadership and commitment from senior managers to L&OD, including financial commitment. • People leaders actively lead and support a culture of learning. • A wide variety of learning options are available to meet the needs of most staff. • Greater use of a variety of learning approaches e.g. e-learning, action learning, blended learning. • Increase in staff retention assisted by greater learning opportunities for staff. • Leaders and managers balance the complex needs of Government, service delivery and the needs of staff. • Experienced and highly skilled staff valued for their knowledge. • Staff actively living a core organisational value identified in the strategic plan i.e. learning. 	<ul style="list-style-type: none"> • Development and implementation of a range of systems and learning options to support a learning and continuous improvement culture, including: <ul style="list-style-type: none"> ▪ A process for engaging managers and staff to identify the type of leadership and culture the portfolio wants to create. ▪ A Knowledge Management Strategy. ▪ Trialling Investors in People (IIP) in selected locations. ▪ Education process about what learning is and how we learn. ▪ Explore blended learning options. • As an expression of a culture of learning and continuous improvement, identifying a notional level of investment in L&OD for each FTE.

Element	Objectives	What will this mean for the portfolio (the impact on stakeholders)?	How will we achieve this? (The outcomes identified in Framework)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">The workforce of the future</p>	<ul style="list-style-type: none"> • To align learning with current and future business needs. • To provide appropriate learning options. • To support the development of managers and leaders. • To integrate learning with organisational and other business processes. 	<ul style="list-style-type: none"> • Anticipating and responding to emerging L&OD needs for the portfolio and community services sector. • The characteristics, capabilities and culture required for the future are identified, articulated and planned for. • Effective industry partnerships across the community services sector. 	<ul style="list-style-type: none"> • Development of collaborative partnerships with the community services sector • Developing industry partnerships with the tertiary and VET sector in relation to common occupational groups across the community services sector. • Use labour market analysis to determine future areas of critical labour and capability shortages. • Market L&OD as a key component in attraction and retention strategies.