



BUILDING CAPABILITY
**A framework for managing
learning and development
in the APS**

APRIL 2003

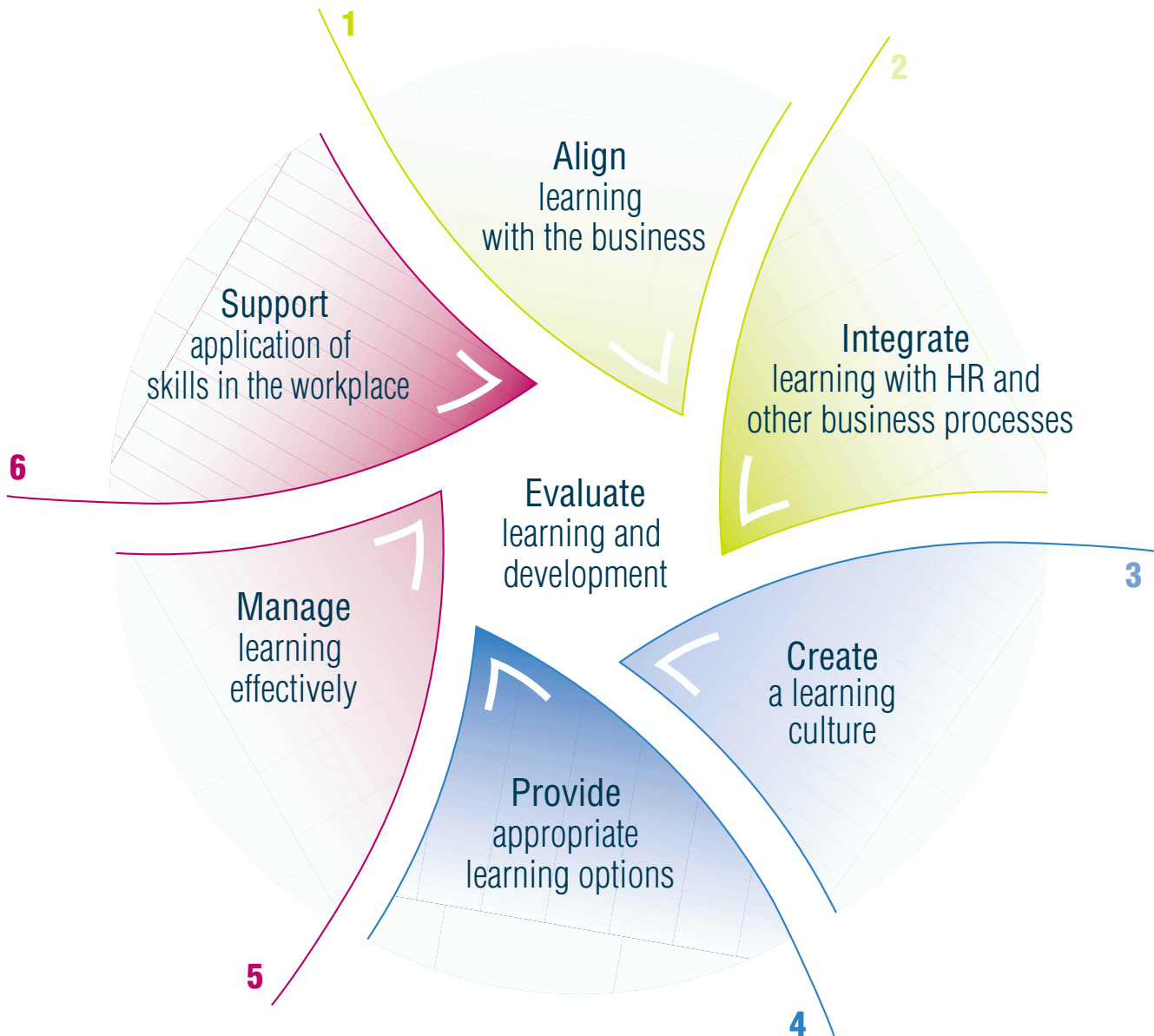


A SUMMARY FOR

- Senior Managers
- Line Managers
- Human Resource Practitioners



A framework for managing learning and development in the APS



*A framework for managing learning and development in the APS expands on the workforce planning model in the ANAO better practice guide *Planning for the Workforce of the Future*.*

All agencies are different. They vary, for example, in business focus, size, culture, geographical location, workforce profile, and capability requirements. As such, differences in approach will be warranted. Nevertheless, there are common principles that should be observed and which reflect better practice approaches.

Use the checklist (right) to assess your agency's progress

1 Align learning with the business

Agency capability requirements

- Do learning and development strategies and plans reflect agency capability requirements against business outcomes as identified in corporate planning documents?
- Are agency capability requirements identified and articulated in people management/work force plans?

Governance

- Does the organisation have a structured and accountable approach to the management of learning and development?

Agency culture

- Are processes in place to map the agency's culture against the desired culture and do learning and development plans and strategies reflect cultural realities and goals?

Funding mechanisms and processes

- Are learning and development strategies sufficiently and appropriately funded for short- and long-term future needs?

2 Integrate learning with HR and other business processes

Other people management strategies and plans

- Are there mechanisms in place to ensure that all people management strategies are coherent?

People management processes

- Do employees know and understand the agency's capability requirements?
- Are managers and employees aware of their roles and responsibilities regarding individual development and career management?

Agency core business processes

- Is learning and development considered a legitimate part of day-to-day business?
- Are existing business processes and forums used to advance learning and development goals?

HR Management Information Systems (HRMIS)

- Is there a system that provides for the collection and reporting of minimum baseline data, which is integrated with agency management information systems?

3 Create a learning culture

Leading by example

- Are senior and line managers creating a positive work environment, modelling learning for themselves and supporting learning and development in the agency?

Active commitment

- Is there appropriate promotion, recognition and resourcing of learning and development by senior management?

Blurring the lines between learning and work

- Do managers see learning and development as a legitimate and valued workplace activity?

7 Evaluate learning and development

Relevance

- Do learning and development investments address business, capability and individual needs?

Appropriateness

- Are learning and development investments appropriate in terms of time, cost, quality and integration with other strategies and practices?

Reaction

- Are learners satisfied with the accessibility and quality of learning and development?

Capability acquired

- Have learning and development improved individual and agency knowledge, skills, and competency?

Performance on the job

- Has learning been transferred to the workplace?

Outcomes

- Do you assess the outcomes of learning and development?

4 Provide appropriate learning options

Needs-based content

- Are learning and development options based on organisational, business unit and individual priorities and needs?

Appropriate interventions

- Are learning and development options cost-effective, relevant and action-oriented to facilitate transfer of learning to the workplace?
- Are learning and development options varied, timely, flexible, collaborative, and compatible with individual learning styles and adult learning principles?

5 Manage learning effectively

Value-for-money service delivery

- Do you know that your learning and development function is delivering value for money?

Effective stakeholder relationships

- Are stakeholder relationships with staff, managers, service providers, executive, Parliament effective?

Monitoring and reporting

- Are there systems in place to monitor and report on learning and development activities?

6 Support application of skills in the workplace

Supportive workplace environment

- Are mentoring and coaching by managers on the job a part of learning and development in the agency?

Opportunities to apply new skills

- Are there incentives in place to ensure that line managers encourage and provide opportunities to test and develop new skills?

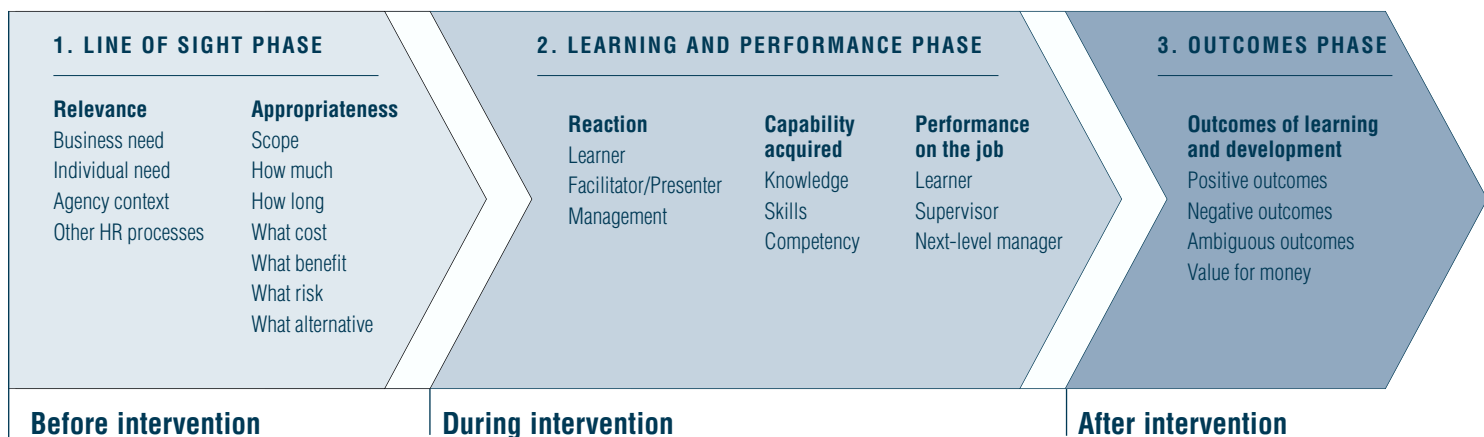
Opportunities to disseminate new knowledge

- Are there support and assistance systems available to advise and support managers and individuals in identified capability areas?
- Are staff encouraged to share learning in specific subject matter/specialist areas through knowledge networks?

On-the-job performance evaluation

- Do staff and managers translate performance management activities into development action plans?

A model for evaluating learning



Learning and development requires the same rigour and attention as any other management task. Well managed, learning and development can deliver the right people with the right skills at the right time to enable agencies to deliver government objectives and outcomes into the future.

Purpose

The purpose of *A framework for managing learning and development in the APS* is to:

- provide a better practice model for managing learning and development processes across the APS
- foster an APS learning culture for better business outcomes
- provide a source of audit criteria for any future ANAO work in this area.

Sources of further information

Key references:

- *Performance management in the Australian Public Sector: a strategic framework*, Management Advisory Committee, Canberra, 2001
- *Planning for the Workforce of the Future – a better practice guide for managers*, Australian National Audit Office, Canberra, 2001
- *Performance Management*, Australian Public Service Commission, Canberra, 2002
- *Organisational Renewal*, Management Advisory Committee, Canberra 2003.

Further reading is outlined in Appendix 3 of the guide.

Key websites

www.ahri.com.au	Australian Human Resources Institute
www.aim.com.au	Australian Institute of Management
www.aitd.com.au	Australian Institute of Training and Development
www.anta.gov.au	Australian National Training Authority – see www.anta.gov.au/tpg.asp for information on Registered Training Organisations
www.astd.org	American Society for Training and Development
www.edna.edu.au	Education Network Australia
www.iipuk.co.uk	Investors in People (IiP) Standard, U.K. see www.apsc.gov.au/training for information on IiP in the APS
www.workforce.com	Workforce Magazine (U.S.)

Network/interest groups

Australian Human Resources Institute	see AHRI website: www.ahri.com.au
ACT Learning and Development Special Interest Group (ACT L&D SIG)	see AHRI website: www.ahri.com.au
Canberra Evaluation Forum	email: canbevalforum@hotmail.com
HR Strategic Reform Group	Australian Public Service Commission website: www.apsc.gov.au
Institute of Public Administration Australia (IPAA)	www.ipaa.org.au
Leadership Development Network	Australian Public Service Commission website: www.apsc.gov.au

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