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## CALM BRIEFING PAPER 2/88

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### NEW ERA IN TRAINING AND EDUCATION FOR CALM

A new approach to training and education for CALM personnel has been approved in principle by the Policy Directorate.

Following the introduction of Broadbanding, there was a need to review and amend the previous promotional exam system for CALM Act Field Staff. The new approach is designed to replace the promotional exam system and can be applied to all job families, giving individuals greater scope to acquire new skills and knowledge in the course of their work.

The focus of the new approach is on relevant training. Courses and training programs must have relevance to CALM's objectives, relevance to jobs, and relevance to the individual.

This approach is based on a careful definition of the role, responsibilities, and areas of competence required by each job in CALM.

As well as catering for the needs of all personnel in their current jobs, this training approach will greatly assist planning a career structure within the many specialised occupational groups that make up CALM.

Skills and knowledge needed to gain promotion or transfer will be clearly delineated for each job, as will appropriate courses.

The objectives of the new system, as endorsed by the Policy Directorate, are as follows:

1. To ensure effective, efficient, and equitable training and education programs.
2. To ensure training and educational needs are carefully linked to the performance review and career development system.
3. To maximise productivity, satisfaction, and motivation of all CALM personnel.

### HOW THE NEW APPROACH WORKS

The Human Resources Branch will identify the competencies needed for each job. After that the knowledge, skills, and experience needed for satisfactory performance in that position can be defined.

Gaps in current skills can be identified, and a training program tailored for the individual. A wide range of training opportunities will be provided to enhance management and technical skills.

Training courses will also form part of the assessment for promotion. Competencies and skills will be matched against the selection criteria, as defined by the detailed job descriptions and in the Position Data Forms.

## **TRAINING COURSES**

Appropriate training may vary from on-the-job experience to seminars, courses or workshops. Courses will be carefully monitored, as will the individual's level of performance. In this way the value of the course as a learning experience can be evaluated.

Each course included in the new program will have to be properly structured, with training objectives (learning outcomes), course content (detailed syllabus), teaching strategies, and assessment procedures. These aspects of training will be reviewed by the Assistant Manager (Personnel) - Training and Development.

## **PUTTING THE NEW APPROACH INTO PRACTICE**

The Department's training records will be updated to accredit personnel with courses already completed.

The existing system of performance appraisals, the training and development manual, and the normal process of consultation between individuals and their manager are all incorporated in the new program.

This will ensure that personnel know precisely what is required of them in their current position, as well what is needed for any job they may aspire to.

Each member of CALM can prepare an annual training program, in consultation with their supervisor, thus allowing a more objective allocation of the training budget.

## **THE BENEFITS**

The new program has significant benefits, both for CALM as a corporation, and for CALM personnel individually.

Under the program relevant training is available for all jobs, including specialist positions. Individuals benefit by having the path to achieve their personal objectives clearly defined.

Continual review and evaluation of training success ensures not only that the corporate dollar is well-spent, but that education and training programs are clearly directed at meeting CALM's needs.

## **CURRENT POSITION**

The new approach as it relates to Field Staff is currently being considered as a proposal by the Field Officers' Association and its response is being awaited.

It is hoped that the details of a new system will subsequently be completed by members of the Association and the Human Resources Branch.

Detailed programmes will also be examined in consultation with other groups within CALM.

**Syd Shea**  
**Executive Director**

**Department of Conservation and Land Management**