

Personnel Training and Development Manual
1987/88

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DEPARTMENT OF CONSERVATION
AND LAND MANAGEMENT
WESTERN AUSTRALIA

Compiled by
Personnel Branch



Department of CONSERVATION
AND LAND MANAGEMENT

DEPARTMENT OF CONSERVATION & LAND MANAGEMENT

TRAINING & DEVELOPMENT MANUAL

1987/88

To be used by all personnel in consultation with their supervisors.

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PART 1

INTRODUCTION

The Training and Development Manual is intended to serve as a reference to assist all personnel seeking to improve their performance and develop their careers. The courses outlined in this manual should not be considered as exhaustive; there are many additional courses available to personnel wanting training and development. On the job training, job rotation, transfers, acting positions, are all additional ways of achieving training and development. The need to successfully train and develop personnel is recognised within the Department and is aimed at achieving the most efficient use of people while maximising the economic and administrative efficiency of the Department.

All personnel should consult regularly with their supervisors in establishing a development plan and seek out training courses which allow development to occur. The performance appraisal system forms an important, integral part of the process of establishing a developmental plan and should be used to ensure training needs are met.

Should any member of this Department require further assistance with establishing a development plan, attending training courses, or clarification of the material in this manual, they should contact any member of the Training and Development Committee or the Manager of the Personnel Branch.

PART 2

PROCEDURES

All personnel are encouraged to seek out training courses consistent with the goals set within the context of the performance appraisal review with their supervisor. When agreement has been reached as to a proposed training programme for the year, the following procedures should be followed.

1. It will be the responsibility of District, Branch and Section managers to prepare and monitor their own training budgets for Departmental inservice courses. The personnel branch has responsibility for budgeting for the payment of course fees to external training agencies such as A.I.M., T.A.F.E., I.F.A.P., etc.

2. Nomination to attend a training course should only be made after careful consideration of the training need, and the relationship of the training to the development plan that has been identified.

The enclosed nomination form should be completed and forwarded to the Manager, Personnel Branch, Como. After consideration of all other nominations and financial constraints, nominations to attend training courses will be made.

3. Personnel Branch will then forward nomination details to the relevant training course co-ordinating officer, or the external agency involved.

4. Following approval to attend and nomination, the supervisor responsible, and the person attending the course will be notified of the success of the application along with any further information about course attendance.

5. It is the responsibility of the supervisor to authorize and arrange travel. Accommodation arrangements will usually be made by the officer conducting a course and participants notified accordingly. Costs incurred in travel and accommodation will be paid from District, Section, Branch budgets.

6. There will be a requirement for all course participants to complete the course evaluation form - included in this manual, at the completion of the course.

The aims of this process are as follows:-

- (a) to ensure satisfactory course standards are maintained.
- (b) to ensure course material is relevant.
- (c) to monitor attendance at courses.
- (d) to provide the necessary information for keeping central records of attendance and successful completion of courses.

It is the responsibility of all course participants to complete and forward this information to the Manager Personnel Branch.

It will often be possible for the Conducting officer to ensure that the course evaluation forms are completed in the final segment of a course. This will ensure all evaluation forms are completed and forwarded to Head Office.

Officers conducting courses will have access to this information for their own evaluation of course effectiveness and modification as necessary.

DEPARTMENT OF CONSERVATION & LAND MANAGEMENT

NOMINATION TO ATTEND PERSONAL DEVELOPMENT ACTIVITY

APPLICANT'S NAME _____
Surname Christian Names

LOCATION _____

NAME OF COURSE _____

DATE _____ VENUE _____ FEE _____

REASON FOR ATTENDANCE _____

SIGNATURE _____ DATE _____
Applicant

ENDORSED _____ DATE _____ A/C NO _____

Forward to Manager, Personnel Branch, Como.

Application Approved

Not Approved

Signature Personnel Branch. HEAD _____ DATE _____

PART 3

SHORT COURSES - 1987

SHORT COURSES - 1987

1. TECHNICAL SKILLS

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
Advanced Fallers Course: For personnel required to:- fall very large trees, difficult to fall trees, falling trees in the fire situation, maintain and sharpen chainsaws.	Dept. John Evans. Manjimup	Manjimup Pemberton	TBA
Perup Field Ecology Course: For personnel in field work and planning and who require knowledge and skills in practical aspects of ecology.	Dept. Rae Burrows Manjimup	Perup	TBA
Basic chainsaw maintenance and handling All personnel using chain- saws must know sharpening procedure, general mainten- ance procedures, cross cutting, limbing and falling techniques, safe handling, hearing protection.	Dept/IFAP Tony Brandis Bunbury	As required	-
Driver Training: All personnel must demon- strate good knowledge of the traffic act, high level of skill in cab drill, steering, acceleration sense, skid control, driving light 4 x 4 vehicles, driving heavy duty fire trucks.	Dept. Tony Brandis Bunbury	As required	-
Law Enforcement: All CALM personnel are required to know the relevant parts of the CLM and Wildlife Conservation Acts and Regs, powers and limitations to powers, procedures of a law court, taking and presenting evidence, making a state- ment, role of Crown Law.	Dept. David Mell Kevin Morrison Como.	Karratha	NOV

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
Work Safety: The aims of the course are to provide knowledge and understanding of Departmental safety policy and to develop a high degree of safety awareness. The course includes accident investigation, use of Chemical Users Manual, Hazchem system, lifting and carrying, hearing protection, workers compensation.	Dept. Tom Wood Como.	As required	TBA
Search Techniques: The aim of this course is to provide personnel with knowledge and skills required in operational searches for lost persons or property.	S.E.S. Tony Brandis Bunbury.	Bunbury District	TBA
Cliff Rescue: For those working in areas where knowledge of rescue techniques is important.	Dept. John Watson Albany.	Albany Hopetown	TBA
South Coast Regional Seminar: Course aimed at personnel working within the south-coast region.	Dept. John Watson Albany	Albany Esperance	JULY 1 week
Softwood Silviculture: To train Forest Officers in all aspects of Softwood Silviculture. An indepth study of this topic.	Dept. John Kaye Bunbury.	Bunbury	TBA
Outdoor Expeditions Skills Course For those interested in learning about bush craft navigation, lightweight equipment, and low impact camping.	Dept. Drew Griffiths Murdoch House.	Pemberton	TBA

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
<p>On the Job Training: For those involved in conducting on the job training sessions. The course includes information on needs analysis, program development conducting the training session.</p>	<p>TAFE Ron Hallam SW College Bunbury.</p>	Bunbury	July 28-29
<p>First Aid Training: A basic first aid course for all personnel.</p>	<p>Dept. Arthur Pears Collie.</p>	As required	
<p>Overseers Training Course: The course aims to provide knowledge and skills such as supervision, training, communication.</p>	<p>Dept. Bruce Harvey Bunbury.</p>	Busselton	OCT
<p>Environmental Protection Training Course: A course for officers wishing to gain information about disease management and policy, minesite rehabilitation, hygiene logging practices- industry control, noxious weed and animal control.</p>	<p>Dept. Frank Batini Como.</p>	Busselton	
<p>Wildlife Officers Seminar: Intended for Wildlife officers of the Dept.</p>	<p>Kevin Morrison Como.</p>	Perth	JULY 27th for 1 week.
<p>Tower Access and Rescue Course: A Certificate Course aimed at providing the necessary knowledge and skills for those involved in tower maintenance.</p>	<p>Adventure West 15 Hepburn Way Balga. 6061 (09) 3428678</p>	Perth	3 day course
<p>Bird Banding: Learn the techniques and how to use the information gained from this type of program.</p>	<p>R.O.A.U. (Eyre Telegraph Station Cocklebidy Via: Norseman (090) 393450.</p>	Eyre	OCT 4-10

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
The Mammalian handful: If you would like a personal introduction to pygmy possums hopping mice, dunnarts.	R.O.A.U.	Eyre	NOV 1-7
Coxwain's Certificate: It is a requirement to have completed this certificate course if involved in using boats in the course of duty.	Marine & Harbours.	-	-
2. COMMUNICATIONS SKILLS			
Correspondence and Report Writing: Practical course emphasising grammatical accuracy, expression, syntax, style	TAFE/P GOOD Corporate Trng. Pty. Ltd.	Reg. Centres Perth.	TBA AUG 11 NOV 17
	AIM Course 043	Perth	OCT 1,2.
Personal Communication: For those wanting to become more effective as communicators	AIM 085	Perth	AUG 27,28
	AIM 086	Perth	AUG 24-25
Verbal Communication: This course is designed to improve verbal communication skills, including effective listening.	TAFE Ron Hallam SW College Bunbury	Bunbury	NOV 4,11
Developing effective Negotiating Skills For personnel wanting to improve their knowledge of and skills in the negotiating process.	AIM 020	Perth	JULY 27-29
Receptionists and Telephonists: Dealing with the public - how to impress	AIM 071	Perth	JULY 23 OCT 22
Interpersonal Skills: To develop the skills necessary for effective management.	TAFE Ron Hallam SW College Bunbury.	Bunbury	OCT 15

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
Effective Speaking: An introduction to public speaking.	AIM 042	Perth	SEPT. 9-11
3. MANAGERIAL SKILLS			
Introduction to Management To develop the skills and knowledge of those new to the management role.	AIM 003	Perth	JULY 20-24 OCT 12-16
Making meetings work: For the Manager wanting to plan and conduct successful meetings.	AIM 038	Perth	SEPT. 21
Time Manager Effectiveness To provide the means by which individuals can be more efficient and effective at work.	AIM 010	Perth	JULY 28,29 SEPT. 15,16
Leadership effectiveness: For those managers, executives wishing to strengthen their influence and effectiveness.	Corp. Trng. Pty. Ltd.	Perth	AUG 19-21 AUG 24-26 JULY 2 JULY 6
Stress Management: Participants will have an understanding of stress in the workplace, stress as a personal experience.	AIM 019 AIM 079	Perth Perth	AUG 18,25 SEP 22
TAFE		Bunbury	
Finance and Administration For those involved in administration wishing to gain a better insight into various aspects of the work load.	Dept. Frank Townsend	Metro	TBA
Records Management: For those requiring an understanding of the procedures involved in operating a successful records management program.	AIM 068	Perth	JULY 23,24

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
Improving work flow: At the completion of the course administrators will be able to review and improve office procedures.	AIM 067	Perth	AUG 24,25
New Age Thinking: To provide an insight into thought control, goal setting, motivation, leadership, time management, stress management.	Rod Properjon	Karratha Albany Geraldton Busselton S.O.H.Q.	OCT TBA TBA TBA TBA
Performance Coaching: To help managers learn the skills of coaching for improved effectiveness.	AIM 078	Perth	JUNE 25,26
4. HUMAN RESOURCE MANAGEMENT			
Interviewing Skills: The course aims at developing the skills common to all interviewers.	AIM 027	Perth	JUNE 22,23
Performance Coaching: To help managers learn the skills of coaching for improved effectiveness.	AIM 078	Perth	JUNE 25,26
Instructing, Training: For those wishing to improve their training skills and effectiveness.	Corp. Trng. Pty. Ltd. AIM 076	Perth	SEPT 2 DEC 8 AUG 3-7 OCT 26-30
5. COMPUTING			
Computer Useage	Dept. David Caddy Como.	Perth	As Req'd.

Computer training in the Department is provided for in the following ways:

- a) Training on systems running on the network and in particular the Department's Concurrent Computer.

eg. Hardwood, FMIS, Pine Budgets, General Ledger, Seeds,

Telephone, Kangaroo Management, NEM, etc.

On all such "systems", training is conducted within the Department. There are people in the Department responsible for looking after each "system". e.g. Timber Production section is responsible for the Hardwood and Pine systems, and the accounts section is responsible for the Budgets, General Ledger and other financial systems.

Contact the relevant section and upon request assistance or training will be provided.

Computer Services is usually notified of courses conducted by external agencies on packages which run on the network. eg. SPSS, SAS, etc. If such a course is run, Computer Services will try to notify those people who might be interested in attending.

It should also be noted that most systems and packages have in built Help facilities available on the screen.

b) Training on packages running on microcomputers. eg. Multimate, DBase III, Lotus 1-2-3.

- Most packages have tutorials associated with them. It is suggested that these tutorials be worked through.
- Computer Services has some tutorial cassettes and accompanying manuals for DBase III, Multimate, and Lotus 1-2-3. These are available for loan from the section.
- There are some very experienced users of packages within the Department, only too willing to assist novices.
- Each package has help facilities with it. These can usually be obtained by pressing a Function Key e.g. F1 or Shift F1.
- It is recommended that all new users of a microcomputer package should attend a course. These courses are run externally by a number of companies, and cost between \$100 and \$400 dollars. Course schedules are usually forwarded to Computer Services for the coming 2 or 3 months. Such courses include:-
 - Introduction to Microcomputers
 - Lotus beginners/advanced.
 - Word processing.
 - Multimate beginners/advanced
 - DBase III and DBase III+ beginners/advanced and others.

c) Training in computer related fields.

eg. Forms design, Project Leadership, Data Analysis, Program Testing, Networking, Data Communications.

All such courses are run by external agencies. Computer Services is usually notified of such courses being run 1 or 2 months before hand.

Any queries regarding training on computers can be directed to the Computer Services Branch.

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
Computers as a Tool in Parks and Recreation Seminar.	WA School of Parks & Recreation Bruce Guthrie (09) 443 3133	Kings Park	SEPT. 18

PART 4

HIGHER LEVEL ACADEMIC COURSES

OTHER COURSES

HIGHER LEVEL ACADEMIC COURSES

Associate Diploma in Park Management - Riverina CAE (NSW)

The aims of the course are to provide vocationally oriented management studies suitable for those working or intending to work in National Parks. The course offers streams in National Parks and Wildlife management, outdoor recreation management, and cultural resource management.

The course is based on 4 years (8 semesters) of part time external study. It is a nationally accredited award.

Some of the units require attendance at 2 day residential schools (at Riverina)

Further information:-
The course co-ordinator
Asoc. Dip. in Park Management
Riverina College of Advanced Education
Murray Campus
P.O. Box 789,
ALBURY N.S.W. 2640
(060) 215611

Bachelor of Applied Science - Computing Major - Curtin University Biology Major

The purpose of this (multidisciplinary science) course is to provide students with opportunities to combine a 3 year study program with support studies of their choice.

The course is a 3 year full time with a part time equivalent.

Bachelor of Business - Curtin University.

The course offers streams in public administration, personnel and industrial relations.

The course is intended to prepare students for work in clearly identified professional occupations in industry and commerce or in government administration.

Associate Diploma in Environmental Science - WACAE - Joodalup Campus

The course is designed to prepare individuals for occupations within the broad field of environmental management including wildlife and park management.

The course is taken full time over 2 years.

Associate Diploma in Recreation - WACAE - Bunbury

This course consists of 2 years full time (or part time/external studies equivalent) and involves taking 20 units of study.

Bachelor of Science, Bachelor of Environmental Science - Murdoch University.

Students involved in these programs are trained in the scientific approach to environmental assessment and management. They are also expected to acquire the wider perspective to appreciate the human factors involved in the administration and implementation of environmental policy.

The course is a 3 or 4 year full time course or the equivalent part time or external studies.

OTHER COURSES

Coxswains Certificate - Marine and Harbours Dept.

This certificate is the basic requirement for any employee of this Department who is required to use a boat in the course of his duties.

Further information about the course can be gained from the Marine and Harbours Department.

Scuba Divers Certificate

Several courses, run by professional divers are offered through various sports shops.

Park Management - Summer School - Canberra College of Advanced Education

This college runs this summer school each year. The 7 day course includes sessions on park planning, legal liability, fire management, public participation, marketing, park design, and techniques for managing people and resources.

No special qualifications are required but priority is given to those working in the field of park management. A quota of 28 residential participants has been set, so early enrollment is recommended. Cost is \$595 per head (1986).

Further information:
Mr. Garry Prosser,
School of Applied Sciences,
Canberra CAE,
P.O. Box 1,
BALCONNEN ACT
(062) 522517.

PART 5

DEPARTMENT OF CONSERVATION & LAND MANAGEMENT

COURSE EVALUATION

Your frank, responsible comments on the conducting and effectiveness of this course are sought. Please complete the answers to all the questions by circling the answer you consider to be the most appropriate. Any additional comments about the course will be welcomed; you may wish to add further notes in a separate letter to the Manager, Personnel Branch.

1. AIMS AND OBJECTIVES

These will be clearly stated at the beginning of the course by the person conducting the course. You should ensure that you understand these aims and objectives, and either note them down or get a photocopy of them.

(i) Were the aims clearly understood by you?

Yes				No
1	2	3	4	5

(ii) Did these aims and objectives appear to be relevant to you?

Yes				No
1	2	3	4	5

(iii) Were these aims and objectives successfully achieved?

Yes				No
1	2	3	4	5

COMMENTS _____

2. CONTENT

(i) Was the content of the course relative to the job you are expected to do?

Yes				No
1	2	3	4	5

(ii) Was there too much information for you to assimilate?

Yes				No
1	2	3	4	5

(iii) Were the tests you were given relevant to the course material?

Yes				No
1	2	3	4	5

(iv) Was the course conducted at level which you consider appropriate to you?

Yes				No
1	2	3	4	5

COMMENTS

3. COURSE ORGANISATION

(i) How well was the course conducted?

Excellent					Poor
1	2	3	4	5	

(ii) How well was the course planned?

Excellent					Poor
1	2	3	4	5	

(iii) Did the segments of the course appear to progress in a logical way?

Yes					No
1	2	3	4	5	

COMMENTS

4. PROGRAM STRUCTURE

(i) Were there too many segments?

Yes					No
1	2	3	4	5	

(ii) Were the sessions too long?

Yes					No
1	2	3	4	5	

(iii) Was there too much group work?

Yes				No
1	2	3	4	5

COMMENTS

5. PROGRAM/SESSION LEADERSHIP.

(i) Effectiveness of the course leader?

Yes				No
1	2	3	4	5

(ii) How effective were session leaders?

Excellent				Poor
1	2	3	4	5

COMMENT

6. USE OF AUDIO VISUAL AND OTHER TEACHING AIDS

(i) Did session leaders make good use of the overhead projector, slide projector, black board?

Yes				No
1	2	3	4	5

(ii) Was too much use made of these facilities?

Yes				No
1	2	3	4	5

(iii) Could more use be made of these facilities?

Yes				No
1	2	3	4	5

COMMENTS

7. Would you like to see changes made to the course program/organisation?

8. Would you recommend this course to other members of the organisation?

Please forward your comments to the Manager, Personnel Branch, Como.

Thank you for your co-operation.