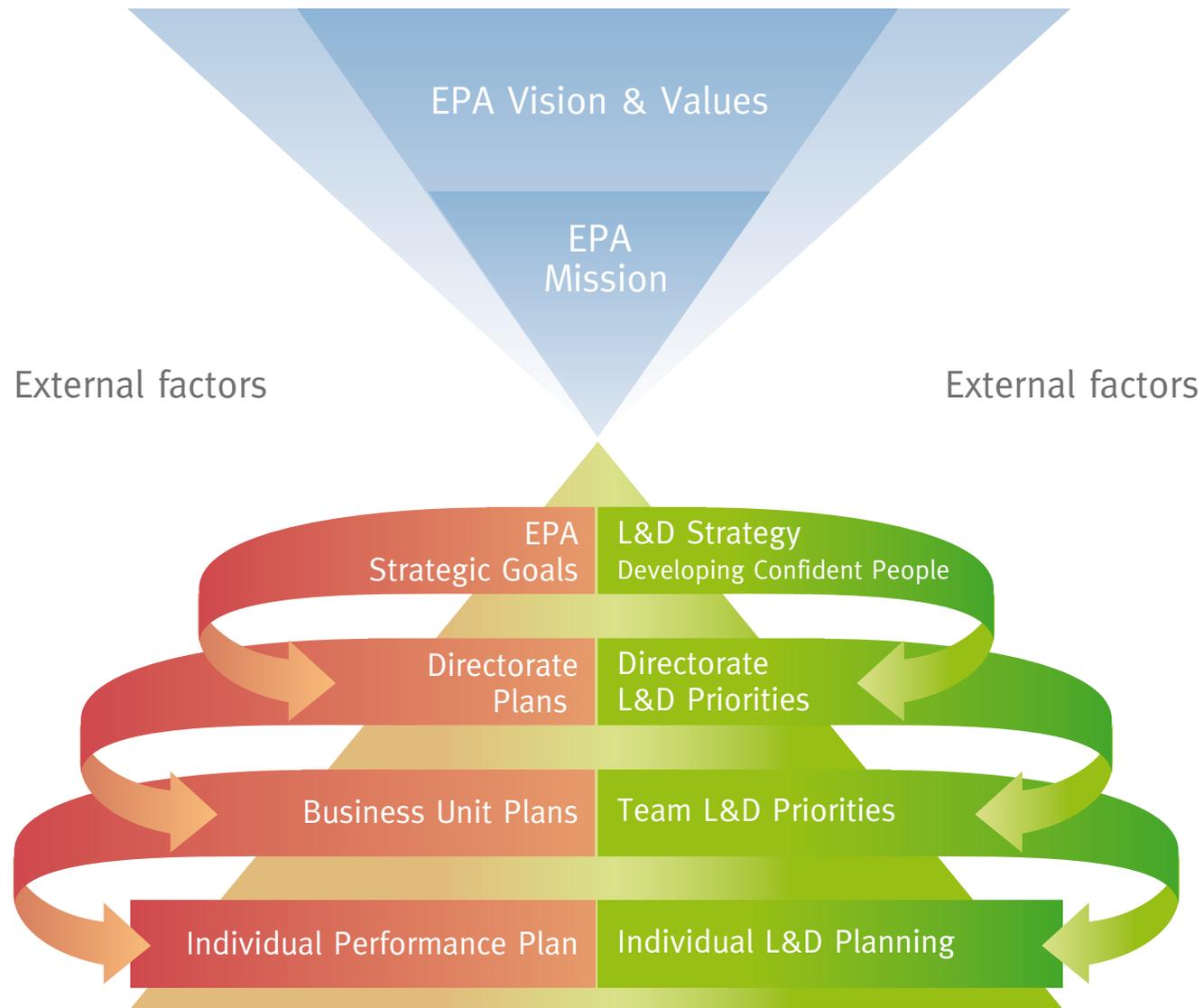


Developing confident people
EPA Learning & Development Strategy
2010 -2012





Confident people working together for the future



Background

EPA is committed to the professional development of all employees to:

- develop confident people who work together for the future
- ensure we have the capabilities to achieve our strategic directions and priorities
- improve performance and service delivery
- meet changing expectations of government, clients and the community
- effectively respond to new and emerging environmental challenges
- provide career opportunities.

This Learning and Development (L&D) strategy will enable, support and facilitate the implementation of EPA's strategic directions and priorities. EPA's L&D programs will support implementation of the Compliance Framework and client service business model and ensure EPA has the right skills, competencies and capabilities to effectively and successfully implement that model.

EPA's continued success depends upon:

- ability to successfully and effectively implement EPA's vision, purpose and statutory objectives
- ability to develop and deliver services that improve environmental outcomes for the Victorian community through collaborative partnerships with government, industry, community, clients and stakeholders
- development of a culture of continuous improvement, knowledge management and transfer, learning, collaboration and innovation
- effective leadership to ensure engagement of employees in developing directorate, business unit, and individual performance plans
- ability to develop the capabilities required to deliver our strategic objectives.

Achievement of EPA's strategic directions and business model requires a skilled, capable and professional workforce, able to adapt to changing priorities and objectives.

Objectives of EPA's L&D strategy

The purpose of EPA's L&D strategy is to:

- develop capable people to ensure that we can achieve our strategic directions and business model
- align investment in L&D with EPA's business needs
- promote organisational and individual performance excellence
- provide a framework against which L&D options can be evaluated and prioritised
- continue to develop our managers and leaders
- support development of a positive workplace culture that values learning and continuous improvement
- integrate learning with EPA's business frameworks
- provide career development opportunities for all staff.

This strategy directly connects L&D to EPA's strategic directions, business model and business planning processes ensuring that performance is aligned to our capability to successfully and effectively meet current and emerging needs and requirements.

Individual performance planning enables the setting of meaningful goals for performance, behaviour and learning that directly link to EPA's strategic directions and organisational needs, providing role clarity and direction. Individual performance planning, undertaken through EPA's Career Progression and Performance System (CPPS), can be enhanced through:

- alignment of knowledge, skills and competencies with organisational values, strategic directions and business plans
- identification of capability requirements at all levels - organisational, directorate, unit and individual.





The successful implementation of EPA's L&D strategy will achieve:

A work environment that...	People who...	Leaders who...
<ul style="list-style-type: none"> • Is well managed and supported by strategies for improving performance • Is sustainable, adaptive and resource conscious • Is supported by effective organisational systems and knowledge platforms • Reflects a positive workplace culture that recognises and values people's contributions • Supports effective client and stakeholder engagement and the delivery of our services • Encourages and facilitates communication and consultation 	<ul style="list-style-type: none"> • Understand and are committed to EPA's values and strategic directions • Work well with colleagues, clients and stakeholders • Draw upon their knowledge, skills and experience to improve the way they work • Understand how their work supports EPA's objectives • Are flexible, innovative and engaged with their work • Are productive and able to adapt to change • Actively participate in enhancing their learning and professional development 	<ul style="list-style-type: none"> • Model EPA's values and culture • Are committed to and effective in leading, managing and developing people • Build effective and sustainable client and stakeholder relationships • Guide the development and implementation of EPA's strategic directions and outcomes • Involve employees in decision making • Are respected by staff and EPA's clients and stakeholders • Are consultative and communicate effectively

Performance in these areas will be monitored and evaluated using a range of measures, including: CPPS, People Matter Survey, client engagement surveys, exit interviews and surveys, 360 feedback processes etc.



Developing EPA's organisational capability

Developing EPA's organisational capabilities will focus on three primary areas - developing the capabilities of 'our people', developing our capabilities of dealing with and supporting 'our clients and stakeholders' and developing our capabilities in managing and applying 'our business systems', as follows:

Our people

Enhancing individual capability - developing and enhancing knowledge, skills and experience through:

- General professional development
- Management and leadership development
- Specialist training and skill development
- Induction

Our clients and stakeholders

Enhancing our individual and collective capabilities to develop, improve and manage client and stakeholder relationships through:

- Community engagement
- Client relationship management
- Client service business model
- Understanding commercial business
- Understanding Federal, State and Local Government
- Customer service
- Supporting innovation

Our business systems

Enhancing organisational knowledge and engagement with EPA systems and processes, enabling people to work effectively and contribute to EPA's overall performance, including:

- Authorised Officer training
- Enforcement and compliance training
- Culture training and awareness
- EPA business systems and assurance frameworks including:
 - Environmental management system
 - Risk management
 - Corporate planning and budgeting
 - Information privacy/freedom of information
- People and Culture initiatives, such as:
 - Recruitment and selection training
 - Induction
 - Career, progression and performance system (CPPS)
 - Equity and diversity program
 - OH&S training (including Field Safety)



Accountability framework for learning & development

EPA is developing a workplace culture where employees understand the expectations of their behaviours and the contribution they make to EPA's success and where development of sustained organisational performance is supported by effective, targeted and coordinated L&D programs.

The following responsibilities have been identified to guide L&D at EPA:

Chief Executive Officer is responsible for:

- Communicating EPA's strategic directions and business model
- Providing leadership by actively role-modelling EPA's values and preferred culture
- Emphasising the importance of, and supporting and encouraging L&D
- Facilitating a culture of continuous improvement and stakeholder management and service.

EPA's executive management team is responsible for:

- Communicating strategic directions and for leading development of a performance driven culture
- Endorsing People & Culture tools and resources (including CPPS), designed to develop our people
- Ensuring targeted knowledge, skills and leadership development opportunities are provided to employees
- Identifying opportunities for and supporting succession planning and succession management strategies
- Providing leadership by actively role-modelling EPA's values and culture
- Contributing to the development and annual review of EPA's L&D strategy.

In addition, each director is responsible for:

- Reinforcing EPA's commitment to performance planning in their directorate
- Developing their own development plans, in consultation with the CEO, and ensuring the engagement of unit managers in the CPPS process
- Involving employees in developing directorate plans, increasing awareness of EPA's strategic directions
- Collaborating with People & Culture to identify the key capabilities required to achieve EPA's strategic directions.

The executive management team has a critical role in identifying and supporting the development of future leaders at EPA.

Managers are responsible for:

- Operating within the approved management accountability framework
- Actively role-modelling EPA's values and preferred culture
- Engaging employees in developing business plans, reviewing performance and developing unit level performance indicators
- Guiding employees in developing individual performance plans through the CPPS and ensuring participation of their direct reports in the system
- Providing input to the development and review of L&D initiatives at EPA.

Managers have a critical role in developing people.



All employees are responsible for:

- Engaging in unit-level discussions to develop and review unit business plans
- Engaging with their supervisor in:
 - Setting operational goals and performance standards
 - Identifying individual L&D needs the CPPS process
- Seeking and using opportunities for L&D
- Practicing and applying new skills and knowledge gained through L&D activities
- Sharing new knowledge and skills with peers and work unit
- Freely and openly participating in L&D evaluation measures and processes
- Taking responsibility for their professional development
- Adhering to EPA's values and preferred culture.

At a practical level the key performance development relationship is between the employee and their direct supervisor.

This shared responsibility is formally achieved through:

- The production of a jointly agreed individual development plan for each employee - the CPPS
- Implementation of the proposed L&D activities contained with the CPPS
- Monitoring progress towards the stated goals and performance targets, providing timely feedback and formally meeting at agreed points in the review process.

The People & Culture Unit coordinates and oversees L&D at EPA and is responsible for:

Developing, implementing, monitoring and reviewing EPA's L&D strategy

- Identifying key L&D, organisational values and talent management issues and providing advice on these matters
- Developing and managing an annual calendar of L&D programs and events
- Ensuring robust analysis of current and future EPA capability needs, so that L&D and workforce plans can be developed
- Linking L&D activities to performance planning processes including strategic and unit planning processes and the CPPS
- Improving and facilitating the implementation of EPA's performance management system
- Developing and managing the centralised L&D budget
- Identifying solutions to enhance leadership and management capability
- Negotiation and management of contracts with external suppliers for L&D products and services
- Review and evaluation of training providers
- Maintaining employee training records and skills database
- Coordinating Induction
- Providing regular reports to the executive management team.

The People & Culture Unit will authorise and coordinate delivery of all L&D programs and initiatives across EPA to:

- ensure consistency with the L&D strategy and corporate objectives
- ensure quality of delivery
- provide accredited training, wherever possible
- prioritise training in accordance with corporate priorities and objectives
- ensure effective and coordinated management of the training budget
- monitor and maintain the organisational learning and skills database.





Learning framework

L&D programs will be aligned to the broad themes of 'our people', 'our clients and stakeholders', and 'our business systems'.

To ensure L&D outcomes support our strategic objectives and within the framework above, training will be provided in the following key areas:

- What we do - EPA's strategic priorities and objectives
- How we do it - culture, client service business model
- Leadership - how we support and guide strategic directions.

	What we do	How we do it	Leadership & support
Our people			
Our clients & stakeholders			
Our business systems			



Enhancement and targeting of skills, competencies and capabilities through structured L&D programs which will take various forms, including but not limited to any of the following:

On-the-job initiatives	Formal development	Professional & community
<ul style="list-style-type: none"> • Coaching by supervisors, peers and subordinates • Shared information at staff meetings • Sharing work knowledge, such as internet research, with colleagues • Discussion at work of formal and on-the-job processes or case studies • Formation of 'knowledge networks' or learning sets across the organisation • Participating in a steering committee, working party or taskforce • Participating in inter-directorate projects and working groups • Team building strategies • Mentor programs - formal and informal • Reading, internet research • Secondments - internal and external (including external to VPS) • Higher duties 	<ul style="list-style-type: none"> • Seminars, forums • Internal programs • External programs • Accredited courses/forums • Tertiary courses - including single subjects • Conferences • Virtual learning on-line - group on-line • On-line learning (interactive tutorials) via intranet or internet • Distance education on-line • E-learning 	<ul style="list-style-type: none"> • Membership of professional and community organisations such as the Institute of Public Administration, Toastmasters etc • Refreshment of professional skills such as IT, legal, accounting, HR etc • Continuing professional development provided by professional associations • Formal industry/vocational accreditation • Professional networks

This will provide a targeted and coordinated program of L&D which will achieve the objectives of this strategy and facilitate and support achievement of EPA's objectives, priorities and business model, and provide enhanced skills and career development opportunities for employees.