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LEARNING AND DEVELOPMENT MENTOR PROGRAM POLICY

Purpose

This Policy outlines the specific requirements for evaluating and developing the performance of Complete Business Solutions Australia (CBSA) client's employees. This Policy applies to all CBSA clients engaged in the CBSA mentoring program. The Policy is not intended to override the terms of any contract that applies to an employee in their client's organisation.

Document Control

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Policy

CBSA partners with its clients to develop mentoring programs for individuals and teams within their client's organisation. CBSA offers programs tailored to the organisation's needs to aid the client in developing high-performing and effective teams.

Organisational Approach

CBSA will:

- work in collaboration with their clients to aid them in developing high-performing teams to meet their organisation's goals and learning needs
- play an active role in building rapport and establishing collaborative relationships to achieve joint outcomes.

CBSA's support and assistance will involve:

- ensuring the organisation's employees know what is expected of them in their role
- assisting the organisation's employees in achieving individual performance expectations through training and mentoring
- monitoring the organisation's employee performance throughout the mentoring program
- Assigning a CBSA HR Representative to work with the client's team.

Procedures

1. CBSA's responsibilities and procedures

CBSA will help our clients to:

- systematically work to develop teams and individuals
- facilitate individual and team brainstorming sessions to determine and document the needs of teams
- implement a mentoring program, ensuring regular mentoring sessions take place
- support and assist individuals being mentored
- seek feedback on mentoring sessions, evaluate own performance and act on feedback
- implement self-evaluation of employees and compare to the needs of the team



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- develop individual learning plans collaboratively with individuals based on self-evaluation and performance review, ensuring that goals relate to competency standards of the individual's job role
- conduct meetings to identify and document learning schedules
- deliver workplace training for individuals and teams, and allocate others to provide workplace training
- prepare for and facilitate workplace training
- develop timeframes and resources for workplace training in collaboration with the client
- assess the competency of individuals who participate in workplace learning
- evaluate the delivery of workplace training
- play an active role in building rapport and establishing collaborative relationships to achieve joint outcomes.

2. Aims of the mentoring program

The client mentoring program aims to support individuals and teams to develop into high-performance teams. The program will help clients to:

- understand expected outcomes of their role
- seek clarification of the key responsibilities of their role
- participate in development activities
- participate in discussions regarding performance goals and outcomes
- participate in workplace learning activities
- act on constructive feedback
- provide feedback on mentoring and workplace learning
- inform CBSA HR Representative of any issues relevant to delivering outcomes.

3. Mentoring program procedures

The CBSA HR Representative will use the following procedures and documents to support individuals and teams.

Ensure all documentation follows *CBSA's Style Guide*.

Training Needs Analysis (TNA)

1. Identify the learning needs of the individuals in the team, including the organisation's goals.
2. Complete a TNA on the individuals in the team.



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Mentoring meetings

1. Before a mentoring meeting, a *Questions for mentoring session form* must be completed to prepare for the discussion and ensure the questions are relevant to the learner's required competencies.
2. Interview individuals to identify and assess learning needs, collaborating to develop goals.
3. Implement practical communication skills, including:
 - a. vocabulary appropriate to the context and to establish a supportive learning environment
 - b. listening and questioning techniques to confirm or show understanding of different perspectives.
4. Refer to the *Communication policy* for CBSA procedures for meetings.
5. Meetings will be recorded and provided as a record to the client and confidentially filed at CBSA for our records.
6. Provide the client with a *Mentoring feedback form* to complete after the meeting.
7. The CBSA HR Representative is to evaluate the feedback for future improvements.

Individual Learning Plan

1. Develop a learning plan based on the competencies required for the individual's role.
2. Collaborate with the individual to ensure they agree with the learning plan. Date and signature are required.
3. Complete an *Individual Learning plan form*.

Facilitate training

Facilitate training based on the learning plan aligned with the organisation's requirements.

The CBSA HR Representative can provide training and external trainers can be organised. External training will need prior management approval. Please email Glenda Williams with requests.

Two types of training are offered.

Individual Workplace Learning Preparation Plan

- Learning programs are designed to help individuals achieve their goals and learning needs.
- Learning programs must meet the organisation's requirements.
- Use the *Individual Workplace Learning Preparation Plan form*.

Group Workplace Learning Preparation Plan

Group learning plans are appropriate when the whole team or part of a team benefit from group training sessions. Mainly where common goals and learning needs are the focus.

- Use the *Group Workplace Learning Preparation Plan form*.



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Workplace Learning Feedback and Evaluation

1. Participants of training sessions must be provided with a *Workplace learning feedback form*.
2. The participants will evaluate all training sessions for feedback and improvements to the CBSA mentoring program.
3. The CBSA HR Representative will evaluate the feedback for improvements on training delivery, meeting competencies, and future enhancements.

Competency Records

- All training will be documented confidentially for CBSA records using the *CBSA Competency completion form*.
- The HR Representative will provide participants with a copy of the competency completion form for their records.

4. Related documentation

- *Training Needs Analysis (TNA)*
- *Individual learning plan*
- *Questions for mentoring session*
- *Mentoring feedback form*
- *Individual -Workplace learning preparation plan*
- *Group Workplace learning preparation plan*
- *Workplace learning feedback form*
- *Competency completion form*
- *Communication policy*
- *CBSA Style Guide*

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