

PERSONAL & PROFESSIONAL DEVELOPMENT POLICY & PROCEDURES

Purpose

Complete Business Solutions Australia (CBSA) is committed to a working environment which enables staff to grow and develop their skills and knowledge. Personal and professional development supports CBSA's ongoing investment with development of its staff, to ensure they are growing in line with the organisation goals and objectives.

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Policy

1. Scope

Employees, managers and Human Resources (HR) should all collaborate to build a continuous professional development culture. It's an employee's responsibility to seek new learning opportunities. It's a manager's responsibility to coach their teams and identify employee development needs. And it's HR's responsibility to facilitate any staff development activities and processes.

This policy applies to all permanent, full-time or part-time, employees of CBSA. Employees with temporary/short-term contracts might attend trainings at their manager's discretion.

This policy doesn't cover supplementary employees like contractors or consultants.

2. Opportunities

Personal and professional development may include the following opportunities:

- Formal training sessions (individual or corporate)
- Employee Coaching and Mentoring
- Participating in conferences
- On-the-job training
- Job shadowing
- Job rotation

As part of our learning and development provisions, we can also arrange for subscriptions or educational material, so employees will have access to news, articles and other material that can help them become better at their job. There are two conditions for this:

- Subscription/Material should be job-related
- All relevant fees should not exceed a set limit per person

This list doesn't include software licences or other tools that are absolutely necessary for employees' jobs.

2.1 Individual training programs

CBSA has certain provisions regarding individual training programs. All employees that have worked for CBSA more than four months are eligible to participate in external training programs individually or in teams. We will set a budget for each employee at the beginning of a year, which we'll renew annually. Employees can be absent for training for up to 10 days per year.

Employees can choose to attend as many training programs as they want, provided they don't exceed the budget and day limit. If they do, they'll have to use their paid time off (PTO) and pay any extra fees themselves.

Employees are required to bring proof of attendance.

Any employee training that CBSA mandates (e.g. due to inadequacies of an employee's performance or changes in their job description) is excluded from the training budget and time limit. CBSA may take care of the entire cost.

All trainings should consider what employees need and how they can learn best. This is why, we encourage employees and managers to consider multiple training methods like workshops, e-learning, lectures and more.

2.2 Corporate training programs

We might occasionally engage experts to train our employees. CBSA will cover the entire cost in this case. Examples of this kind of training and development are:

- Equal employment opportunity training
- Diversity training
- Leadership training for managers
- Conflict resolution training for employees

This category also includes training conducted by internal experts and managers. Examples are:

- Training new employees
- Training teams in company-related issues (e.g. new systems or policy changes)
- Training employees to prepare them for promotions, transfers or new responsibilities

Employees won't have to pay or use their leave for these types of trainings. Attendance records may be part of the process.

2.3 Mentoring

CBSA supports and encourages mentoring. Mentoring is a voluntary, confidential relationship. A mentoring relationship is an effective and efficient staff development method that makes use of the CBSA workforces wealth of internal capability, benefits both parties involved, and produces a return on the relatively small investment of time and finances involved.

Specific objectives are to:

- emphasise that mentoring is a relationship that is entered into and developed voluntarily and is not a process to be imposed;

- ensure that mentoring, particularly in support of individual development and career advancement, is neither confused with nor substituted for supervisory responsibilities arising from the performance appraisal system;
- establish that mentoring relationships in whatever form are governed by existing policies on quality, equal opportunity, inclusiveness, code of conduct and privacy; and
- support and encourage the growth of more strategically managed mentoring activities within individual organisational units and across the organisation as a whole.

There is no intention to impose arrangements in organisational units where there is no requirement or to disturb existing arrangements that are functioning well.

2.4 Other types of training

Both employees and their managers are responsible for continuous learning. Employees should show willingness to improve by asking their managers for direction and advice. Managers should do the same with their own superiors, while encouraging and mentoring their subordinates.

Employees and managers are responsible for finding the best ways to achieve continuous professional development. They can experiment with job rotation, job shadowing and other types of on-the-job training (without disrupting daily operations). We also encourage employees to use their rights for self-paced learning by asking for educational material and access to other resources within allocated budget.

General guidelines:

- All eligible employees are covered by this policy without discriminating against rank or protected characteristics.
- Managers should evaluate the success of training efforts. They should keep records for reference and better improvement opportunities.
- All employee development efforts should respect cost and time limitations, as well as individual and business needs.
- Employees should try to make the most out of their trainings by studying and finding ways to apply knowledge to their work.
- Employees are encouraged to use up their allocated training budget and time.

Procedures

3. Responsibilities

Employees are ultimately responsible for their own development. This is achieved by working with their manager to identify and access development opportunities; however it is up to Human Resources in consultation with line managers to manage the Professional and

Professional Development policy and procedure. As such, HR are responsible for the following:

- Assessing training needs
- Maintaining budgets and training schedules
- Assisting with learning and development activities and strategies
- Promoting and participating in corporate training programs and Professional Development Plans

4. PPD Process

In order for employees to receive personal and professional development opportunities, they must complete the CBSA Personal and Professional Development process and form as follows:

1. Employee:
 - a. Complete a self-assessment of their skills and knowledge in relation to their goals, plans and activities.
 - b. Identify key gaps in skill and knowledge.
 - c. Suggest development opportunities to address gaps.
 - d. Submit drafted PPD form to their direct manager for consideration (review, feedback and approval).
2. Direct manager:
 - a. Review the self-assessment and suggested skill and knowledge gaps and recommended development opportunities.
 - b. Add comments/notes to add to, amend or implement the development plan suggested.
 - c. Complete the approval component of the form and submit to finance to facilitate payments if appropriate.
3. Employee:
 - a. Schedule/ implement approved training opportunities.
 - b. Undertake development opportunities.
 - c. Complete reflections component of the form and return to direct manager as an update on the success of development – identifying any additional development requirements as appropriate.

5. Mentoring

Two parties are required when entering into a mentoring arrangement. The Mentor and the Mentee. The roles of both parties are outlined below.

5.1. The Role of the Mentor

Mentoring usually involves a more experienced person guiding and sponsoring a less experienced person to achieve goals in an area in which the mentor has experience, which can involve:

- sharing expertise and experiences.
- suggesting solutions to problems.
- acting as a sounding board and providing alternative perspectives.
- exchanging feedback.
- introducing the mentee to people and networks to assist them in their career.

The mentor and mentee share the duty to observe the confidential nature of the relationship and the dialogue arising within it.

5.2. The Role of the Mentee

The role of the mentee can vary depending on the context and purpose of the mentoring relationship but will, in principle, include:

- taking responsibility for identifying and achieving their own development goals.
- initiating meetings with the mentor, managing meeting dates and times and negotiating the agenda for discussions within the relationship.
- listening, clarifying, reflecting back and discussing.
- sharing expertise and experience.
- sharing feedback with the mentor about how the relationship is progressing in order to improve the outcomes they are achieving from mentoring meetings.

6. Subscriptions

If employees want subscriptions, they should contact HR directly or ask their managers to do so. HR will preferably set up the subscription. In some rare cases, they might give formal approval to employees so they can do it themselves. Once employees make arrangements, they should inform HR of the cost and any other details in writing. Any relevant invoices should also be sent to HR.

-- End of Policy document --