



Making training work for your business

Integrating core skills of language, literacy and numeracy into general workplace training makes sense. The information in this pamphlet will help you plan for and build a successful integrated training program.

Integrated training helps businesses to:

- increase workforce flexibility and responsibility
- support productivity and efficiency
- build quality assurance and compliance processes
- improve workplace health and safety
- foster workforce confidence and morale

Not only does integrating core skill development into job-related workplace training improve things like productivity and safety, but it means that you can get funding support from the Australian Government's Workplace English Language and Literacy (WELL) program. WELL training, tailor-made for your workplace, will help employees meet current and future employment and training requirements.



Australian Government
Department of Education, Employment
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Developing a training plan

Successful training is built on solid planning. A realistic training plan will help you identify:

- what your organisation wants from training
- skills your workforce has now and needs in the future
- resources your organisation has available for training
- approaches to training that are appropriate for your organisation
- training opportunities.

Developing a training plan involves asking questions about your organisation's current skills, as well as its aims, values, culture and relationships. Consultation is important during development because the plan will need to be understood and supported by key people within the organisation.

Gathering input from workers in all sections and levels of the organisation can provide an opportunity to prepare employees for any changes that might arise from the training plan. Get key people involved and have them share their aspirations for the future. Other organisations can also help with the development of a training plan, including industry associations, unions, registered training organisations and human resource consultants.

The need and opportunity for WELL training is one of the things that may be identified when developing a training plan for your organisation.

Factors to consider when developing a training plan

1. TRAINING NEEDS ANALYSIS

Range of job functions – Do employees all need similar skill sets, or are there many different types of jobs within the organisation? Do employees need to work across a range of skill areas, or do they specialise in a narrow field?

Type of training required – Do technological changes and upgrades require constant retraining, or is the focus on induction training or regular refresher training? Does training need to meet legislative requirements?

Current situation – What are the skills of current employees and new recruits? What training is already provided to employees? What training products are used or available in the areas required by the organisation? Does existing training meet organisational needs?

2. ORGANISATIONAL CAPACITY

Training delivery – Are employees available for group training? Are there regular downtimes? Can some training be done online? Can training and assessment take place in the workplace?

Workforce capacity – Are workplace trainers and assessors available within the organisation – or can they be developed? Are there people within the organisation who can develop training programs or customise training products and materials? How well is the organisation positioned to respond to change?

Resource availability – What is the available training budget? Is any external funding available for training? Does the workplace have suitable facilities for training and assessment? Does the organisation already have training resources that can be used?

Administrative arrangements – Does the organisation have staff available to administer the training arrangements? If becoming an RTO is considered, can the organisation comply with the Australian Quality Training Framework (AQTF)?





3. ORGANISATIONAL CULTURE AND VALUES

Training content – Are there elements of the organisational culture that need to be included in a training program? Will training be used to institute organisational values? Is training needed to bring about organisational change?

Training methodologies – Should in-house training be used as a means to value and capture employee knowledge and experience? To what extent does the organisation want to be involved in the design and conduct of training for its employees? Is training intended to bring fresh ideas from outside into the organisation?

Value of training – Does the organisation aim to provide employees with career pathways, or to support their ongoing development? What returns on investment does the organisation expect from training?

4. DESIRED OUTCOMES FROM TRAINING

Purpose of training – Will training be used primarily to meet legislative requirements, or will it be used to achieve organisational goals, such as increased productivity or competitiveness, improved customer satisfaction or decreased staff turnover? Is training intended to bring about cultural change or position the organisation at the cutting edge of its field? What are the key drivers for change in the organisation?

Industrial conditions – Is training needed to help employees progress through the organisation? Do industrial awards or employment conditions include training requirements or require the achievement of particular qualifications?

5. EXISTING RELATIONSHIPS

Opportunities for collaboration – Do other organisations have similar training needs? Can the organisation reduce training costs by combining training programs with related organisations, or other local enterprises?

Links with training providers – Can the organisation build on any existing relationships with external training providers? Do local training providers offer training in any of the areas needed by the organisation?

The completed training plan brings all aspects of training within the organisation into a cohesive framework. Each training decision can then be made within the context of the organisation's needs, aims and capabilities, allowing more cost-effective and strategic choices to be made.

The training plan is also a valuable tool when discussing training options with external training providers. It will help to explain what the organisation wants from training and will enable the training provider to work out whether they can meet those needs.





Choosing an RTO

Registered Training Organisations (RTOs) provide training and assessment services within a national system of quality assurance. They are recognised by government to award national qualifications and statements of attainment.

If you are interested in WELL funding, the training must be conducted by an RTO. The RTO you use for WELL training must have trainers with appropriate qualifications to deliver language, literacy and numeracy to adults, but there are many other factors that you should consider.

Choosing the right RTO for your organisation's needs is an important step in implementing a successful training program. You may need to talk with a number of RTOs to decide which will best meet your needs.

RTOs could be:

- TAFEs, private commercial training companies, not-for-profit training services, adult and community education institutions, or other vocational education providers
- enterprises or businesses that undertake their own workplace training and assessment
- industry organisations that undertake workplace training and assessment.

RTOs vary in size, scope, training approach and expertise. Some are large established institutions with years of experience in developing training programs and materials for a broad range of industry areas. Others are small specialist enterprises targeting training for a niche market. Some RTOs have strong links with particular industries, regions or communities; some are able to deliver training across a wide geographic area; and some specialise in developing online training approaches.

An organisational training plan is a valuable tool when discussing training options with RTOs.

It will help explain what your organisation wants from training and will allow the RTO to work out whether they can meet those needs. Alternatively, developing a training plan with the assistance of an RTO is a good way to explore whether that RTO will be able to meet your training needs and work well with your organisation.

When choosing an RTO to implement training for your organisation you will need to find one that can meet your requirements. A suitable RTO will:

- have a scope of registration to deliver training that is relevant to your organisation – this means that any training they provide will be nationally recognised
- respond positively and flexibly when considering your organisational training plan
- expect to tailor training programs to meet your exact organisational needs
- provide training and assessment services that are regularly evaluated and reviewed in consultation with you
- be committed to providing quality products and services, as well as innovative solutions
- practise what they preach by providing training and professional development for their own staff and by encouraging them to learn from industry.





Building a training partnership

The key to successful training is developing and implementing a program that truly meets organisation, workplace and worker needs. To do this you need a good understanding of your organisation's training needs and workforce profile, and a strong partnership between your organisation and the training provider as you work together through the planning and establishment process.

A productive training partnership delivers benefits for both partners, but the training partnership should be based on clear, agreed goals and have a focus on longer-term outcomes.

Training partnerships can help organisations to:

- Navigate the VET system
- Align business strategy and human resource needs
- Manage the administrative work involved in training
- Access training that is flexible and customised
- Recognise the current skills of their workforce
- Identify and access funding available for training

Key steps in building a training partnership are:

- Identify a shared vision. Organisation and training provider mission statements and business plans can provide a useful starting point.
- Identify the capabilities of each partner. Consider staff skills and knowledge, access to equipment and resources and the capacity of administrative systems.
- Establish a steering/advisory group with clear roles and expectations. Include representation for each partner and champions who can support and problem solve.
- Select or hire a relationship manager whose job it will be to drive the partnership.
- Build a sense of team work by establishing open communication mechanisms and procedures for conflict resolution.



**For more information on the
WELL program
Telephone 133 873
Website www.deewr.gov.au/well**



Training Plan development checklist

Think about:

1. Training needs analysis
 - Range of job functions
 - Type of training required
 - Current situation
2. Organisational capacity
 - Training delivery
 - Workforce capacity
 - Resource availability
 - Administrative arrangements
3. Organisational culture and values
 - Training content
 - Training methodologies
 - Value of training
4. Desired outcomes from training
 - Purpose of training
 - Industrial conditions
5. Existing relationships
 - Opportunities for collaboration
 - Links with training providers



Australian Government

Department of Education, Employment and Workplace Relations



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Community Services and Health

Industry Skills Council

02 9270 6600

www.cshisc.com.au



Construction and Property Services

Industry Skills Council

02 6253 0002

www.cpsisc.com.au



ElectroComms and Energy Utilities Industry Skills Council Ltd (EE-Oz Training Standards)

02 6241 2155

www.ee-oz.com.au



ForestWorks Industry Skills Council

03 9321 3500

www.forestworks.com.au



Government and Community Safety

Industry Skills Council

08 8410 3455

www.governmentskills.com.au



Innovation and Business Industry Skills Council (Innovation and Business Skills Australia)

03 9815 7000

www.ibsa.org.au



Manufacturing Industry Skills Council

(Manufacturing Skills Australia)

02 9955 5500

www.mskills.com.au



SkillsDMC

Resources & Infrastructure Industry Skills Council

02 9299 3014

www.skillsdmc.com.au



Service Industries Skills Council (Service Skills Australia)

02 8243 1200

www.serviceskills.com.au



Transport and Logistics Industry Skills Council

03 9604 7200

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