GUIDELINE

for the South Australian Public Service

Planned Human Resource Development

MARCH 2001

Government
of South Australia

INTRODUCTION

Planned Human Resource Development is critical to the achievement of a skilled and efficient workforce. Developing people to their full potential will contribute significantly to an agency achieving its business outcomes.

Proper planning takes into account whole of government, agency and individual needs. It will ensure that developmental activities reflect the agency's strategic direction and maximise the learning outcomes for individuals.

The Guideline provides principles on which South Australian public sector agencies can base the development of policies and practices to ensure the planned provision of human resource development.

KEY RESULT AREA

This guideline is linked to the Planned Human Resource Development key result area of the Strategic Human Resource Management Framework for the South Australian Public Sector.

Planned Human Resource Development

Provide development opportunities for all staff on a planned basis, related to performance management, so as to meet government and individual needs.

(eg training and development planning and implementation, Public Services Training Package, Public Sector Management Course)

PRINCIPLES

1. Human resource development is approached strategically

A strategic approach to Human Resource Development ensures that individual skill development is linked to the agency achieving its goals.

Agencies should:

(a)   identify the skills needed to achieve business objectives

(b)   base decisions to develop their people on agency strategic and corporate objectives.

2. Employee skill profile is known and skill gaps are identified

A skill profile of agency employees enables an agency to compare existing skills against required skills, to identify skill gaps and plan current and future Human Resource Development. The agency's purpose and goals are used as the template against which to measure the skills of employees.

Agencies should collect information on skill profiles and skill gaps of employees. This can be done in a variety of ways including:

(a)   formal comparison of existing skills of employees against required skills

(b)   monitoring of individual performance plans

(c)   analysis of other data collected by an agency for example workforce management data and culture surveys

(d)   analysis of internal and external changes and trends which may require the development of new skills.

3. A Human Resource Development Plan exists

An overall Human Resource Development Plan exists which details human resource development priorities for the agency. Identified skill gaps form the basis of this plan.

The plan should:

(a)   include the identification of skill development priorities

(b)   identify funding for implementation of the plan through the corporate budget process

(c)   allocate responsibility for implementation and evaluation.

4. Development plans exist for individual employees

Individual development plans identify the specific skill development areas for each employee.

In particular:

(a)   the individual development plan should be framed in the context of expected performance

(b)   individual skill levels should be assessed against relevant criteria such as:

- agency skill profile
- job requirements and capabilities
- personal development needs

(c)   each employee should have an individual plan which clearly identifies their skills and those to be developed over a specified period of time as well as the best methodology to achieve this

(d)   shared responsibility for development should be demonstrated through agencies ensuring appropriate action is taken to support employees and by individuals initiating and participating in agreed development activities

(e)   where appropriate individual development should be linked to accredited programs.

5. *Development opportunities are equitable and accessible*

All employees have a right to participate in agreed development activities.

To ensure this, agencies should:

(a)   provide development opportunities in an accessible manner to maximise individuals' learning by offering a range of methodologies

(b)   prioritise development decisions in terms of their relevance to individuals' development needs and contribution to achieving agency goals

(c)   monitor development opportunities by:

- measuring the amount, type and distribution of development
- analysing and reporting on development against categories relevant to the agency.

6. *Agency investment in human resource development is evaluated*

To ensure that investment in skill development is efficient and effective agencies should evaluate Human Resource Development outcomes as well as inputs.

Evaluation for Human Resource Development should occur on a number of levels including:

(a)   assessing the contribution of Human Resource Development to the organisation's objectives against the level of achievement of the Human Resource Development Plan and the change in the agency's skill profile

(b)   measuring inputs such as expenditure or time spent on development to assess the equity of distribution of resources across the employee profile

(c)   assessing the Human Resource Development function itself

(d)   evaluating development activities and individual learning outcomes.

OTHER INFORMATION

Legislation

Public Sector Management Act 1995

- Part 2 General Public Sector Aims and Standards

- Part 4 Chief Executives, Section 14 Chief Executive's general responsibilities

- Part 5 Commissioner for Public Employment

- Part 7 Public Service Appointments (Apart from Chief Executives), Division 1 – Executive Positions, Section 37, Executive's general responsibilities

- Part 8 General Public Service Employment Provisions: Division - 5 Mental or Physical Incapacity; Division 6 - Unsatisfactory Performance; Division 8 - Conduct and Discipline; and Division 9 - Appeal Against Administrative Decisions

Publications issued by the Commissioner for Public Employment

- Background Briefing Paper: Current Directions in Competency Standards, and Competency Based Training and Assessment

- Background Briefing Paper: Recognition of Employee Performance

- Background Briefing Paper: Recognition of Skill Development

- Guideline for a Planned Workforce

- Guideline for Individual Performance Development

- Guideline for the Protection of Merit and Equity

- Guideline for the Recruitment and Employment of Non-Executive Employees

- Performance Management Implementation: Managers' Guide

- Performance Management in the South Australian Public Service: Information for Staff

- Performance Management Resource Manual

- Performance Management Training Kit

- Executive Employment Policy Handbook

About Guidelines

The Commissioner for Public Employment issues guidelines in accordance with Section 22 of the Public Sector Management Act 1995.

The guidelines detail the principles underpinning the eight key result areas of the Strategic Human Resource Management Framework for the South Australian Public Sector.

This guideline has been prepared in consultation with agencies with a view to facilitating agency level decision making. Where a requirement exists under legislation, or in government policy, the guideline indicates this.

Where necessary, the Commissioner issues PSM Act Determinations and supporting material. The determinations are binding, so as to ensure the effective implementation of Government public sector workforce policies and the personnel management standards of the Act, and the protection of key employment conditions. The supporting materials explain best practice in human resource management and provide additional information to agencies.