

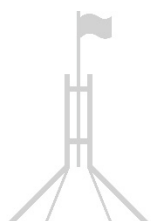


Learning and Development Framework for MOPS Act Employees

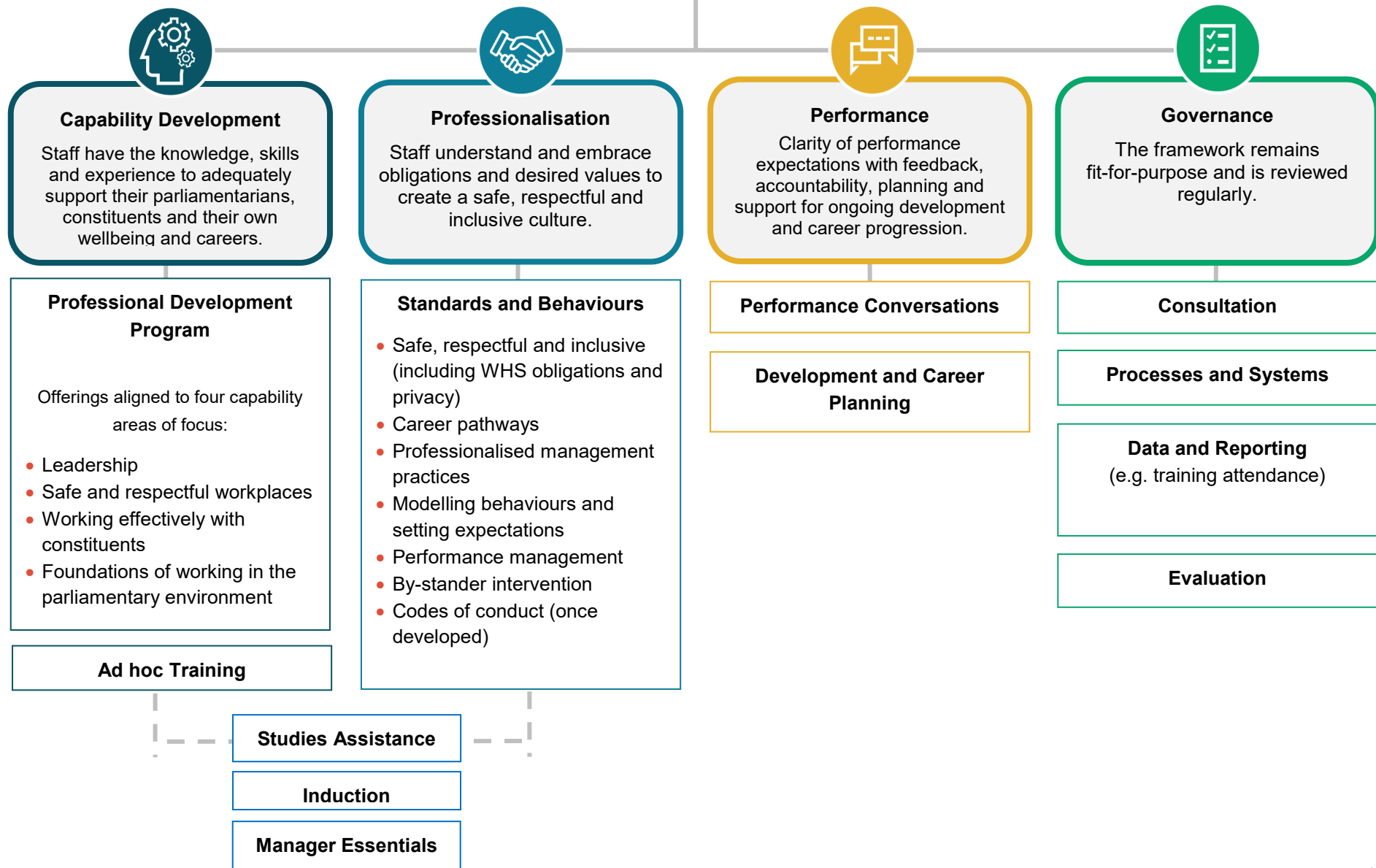
NB: This is a live document with appropriate amendments made to ensure deliverables remain fit-for-purpose. This framework is established and led by MOPS Education & Cultural Transformation Team (Ministerial & Parliamentary Services).

Contents

Learning and Development Framework	3
Purpose of the framework	4
Approach	4
Deliverables	4
Capability Areas of Focus	5
Leadership	5
Foundations of working in the parliamentary environment	5
Working effectively with constituents	5
Safe and respectful workplace	5
The Learning and Development Model	6
Evaluation of L&D Framework	7
Impact	7
Engagement	7
Framework Initiatives	8



Learning and Development Framework



Purpose of the framework

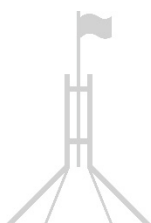
- Define core capabilities relevant to working in the parliamentary environment.
- Inform the design and delivery of professional development opportunities aligned to identified capabilities.
- Establish and maintain a culture of continual professional growth.
- Support uplift of capabilities, skills and competencies across the span of the workforce
- Identify career pathways whilst supporting staff in working towards performance and career goals.

Approach

The framework has been developed through analysis of a range of data and artefacts (including surveys of MOP(S) Act staff and submissions to reviews and leading practice research) that provide insight into the parliamentary workforce, environment, culture and capability requirements. This Framework aligns with government and departmental objectives, as well as recommendations of recent reviews into the parliamentary workplaces. Additionally, the framework has been developed to ensure application of contemporary evidence-based best-practice with an evaluation component of this framework sets out to ensure the framework and it's initiatives adapt to ensure they remain fit for purpose.

Deliverables

- Establish and maintain a range of accessible, contemporary learning and development (L&D) offerings across the L&D model that support growth of MOP(S) Act staff across identified capability areas of focus:
 - leadership
 - foundations of working in the parliamentary environment
 - engaging with constituents
 - safe and respectful workplaces.
- Implement a range of additional initiatives that support growth and reinforce desired behaviours.
- Establish and maintain regular consultation channels with MOPS staff, professional bodies and partners to ensure L&D remains effective.
- Establish and maintain internal processes to ensure effective governance of L&D services, covering procurement, design and delivery, systems, processes and evaluation.
- Streamline external processes to single platform to improve user-experience (for example ad hoc training requests, training enrolments, access to resources and studies assistance all available via the MOPS Learning platform).
- Establish and maintain an effective, evidence-based evaluation program for L&D services.



Capability Areas of Focus

Leadership

- Modern leadership practice
- Defining leadership approach
- Fostering a productive and respectful team environment and culture
- Reducing bias and promoting diversity and inclusive practices
- Leading through adversity and change
- Influencing behaviour through modelling
- Supporting the wellbeing and mental health of staff
- People management (i.e. recruitment, talent management, performance management & development)
- Fostering high performing, cohesive teams (including use of diagnostic tools)

Foundations of working in the parliamentary environment

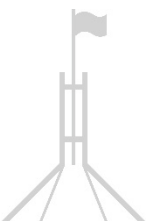
- Understanding parliament and government
- Office administration and budget
- Wellbeing and managing self
- Media relations, speech and presentation writing
- Working with stakeholders (including the APS)
- Research and policy
- Working in the digital age
- Career management

Working effectively with constituents

- Establishing and maintaining relationships with constituents
- Managing stakeholder relationships
- Supporting frontline staff
- Effective representation of parliamentarians
- Writing for various mediums (for example, speeches, question responses, social media).

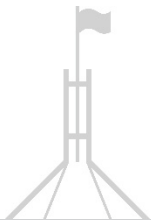
Safe and respectful workplace

- Preventing and responding to sexual harassment
- WHS: your obligations and responsibilities
- Diversity
- Contributing to a 'safe to speak' culture
- Mental health
- Understanding rights and responsibilities in the workplace
- Resolution options (formal and informal)
- Understanding what constitutes unacceptable behaviour
- Identifying and responding to serious incidents when they occur
- Effective performance conversations.



The Learning and Development Model

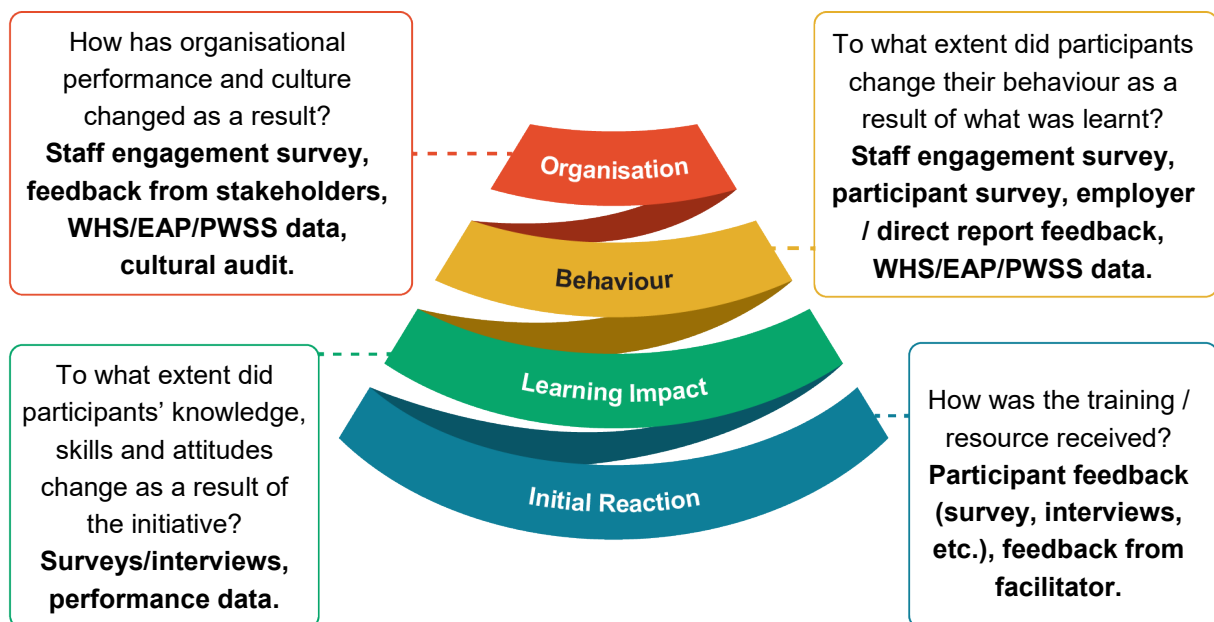
This model demonstrates the different methods available for learning and development:



Evaluation of L&D Framework

Each initiative delivered as part of the framework will have key learning outcomes for participants. An evaluation of each initiative will be built into a broader evaluation of the framework to measure its effectiveness, looking at **impact** and **engagement**. Evaluation outcomes will inform the ongoing evolution of the framework and its initiatives to ensure they remain contemporary and effective.

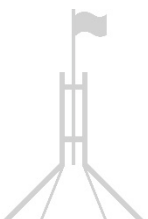
Impact



Engagement

Evaluate data on:

- participation numbers and number of offerings
- accessibility of training
- motivation for participation (i.e. for current or future role)
- volume of consultation with staff (evaluations, consultation panel meetings)
- user satisfaction with platforms and processes (for example, course registration, studies assistance)
- engagement level with professional bodies and networks/groups, education, etc.



Framework Initiatives

Initiative	Timeframe
Identify four key capabilities areas of focus for MOP(S) Act staff	Completed (October 2021)
Custom-built safe and respectful workplaces training, to be reviewed regularly to ensure it remains fit-for-purpose	Completed (November 2021) (review bi-annually) Refresher development in progress
Resources and training available to support internal systems and programs use (for example, PEMS, GovTEAMS)	Completed (November 2021) - ongoing
Targeted communication to MoP(S) Act employees to promote L&D offerings (includes emails to managers in relation to offerings to assist with staff development)	Commenced (July 2022) - ongoing
Develop and deliver Induction Program that informs employees about rights, responsibilities, obligations, employment framework, available support and resources	Completed (August 2022) - Ongoing roll out
Resources and guidance available to support social learning (i.e. mentoring, networking, coaching and diagnostic tools (teams and individual))	Completed (December 2022) - ongoing
Establish and facilitate L&D Community of Practice, encouraging participation of all entities that provide learning and development to parliamentarians and MOP(S) Act employees	Completed (January 2023) - ongoing
Plan and implement quarterly calendar for training. Courses sourced and tailored (where necessary) specific for different levels within MOPS using blended learning approach. Desired values and behaviours are embedded and echoed across L&D offerings	Completed (July 2022) - ongoing
Establish a consultation mechanism with MOP(S) Act staff to regularly consult on L&D matters (for example, test ideas, gain insight, needs analysis and feedback)	Completed (December 2022) - ongoing
Resources available to support people and office management functions, including talent management (including recruitment), performance and career management with creation and maintenance of a Management Toolkit (resources)	March 2023
Implementation of additional leadership initiatives (for example, showcase series – senior leaders modelling desired behaviours/attitudes (medium TBC – podcast, article, etc)	From March 2023
Custom-built leadership programs for MOP(S) Act staff	October 2023
Establish leaders as 'Champions' for specific change, cultural and capability initiatives	November 2023
MOP(S) Act employee Capability Framework (that includes mapping of capabilities to L&D activities and job functions)	Once new PWSS is established

Talent program (only once foundational elements of framework have been established)	Once new PWSS is established
Governance	
<i>Establish procurement processes for L&D offerings to ensure best-practice offerings and compliance (i.e. value for money, quality products/services)</i>	<i>Completed November 2021</i>
<i>Implement an evidence-based evaluation program to measure effectiveness of framework</i>	<i>Completed (July 2022)</i>
Establish processes that enable accurate research, data collection, analysis and transparent reporting to inform evaluation and refinement to ensure framework is fit-for-purpose	Ongoing
Amend policies and systems to better align with processes and support client-centric approach (e.g. one LMS as single point of access for studies assistance applications, ad hoc training requests and Professional Development Program offerings (courses and resources))	Once new PWSS is established

