Training Framework

The following depicts a training framework for TIP which, if implemented, will result in improved training outcomes and ESO Practitioner engagement. This in turn should attract and retain additional volunteers into ESOs.
Training Structure & Pathway

The following depicts a pathway for ESO Practitioners in an idealised training environment. Knowledge and skills are built over a period of time through both formal and informal learning approaches. Formal training qualifications would be expected at key points in the pathway. These have been detailed in draft job descriptions created for each of these positions. The direct recruitment of individuals into the “Training Compliance Officer”, “Training Systems Manager (Regional)” and “Training Systems Manager (National)” roles would be feasible.

BBSA acknowledges that the additional roles of Welfare Officer and Pension Officer do exist. It does appear, however, that the Advocate role has a higher degree of complexity and individual performing this role would need to have the foundation skills and knowledge addressed through Welfare and Pension training. For this reason, BBSA has identified the Advocate as the most likely role to progress into the training roles in an idealised training environment.

BBSA sees the “Senior Advocate” role as having a longer tenure which would translate into more experience. Additionally, the Senior Advocate would be the ideal role to coach and mentor ESO Practitioners through the On the Job Training (OJT) initiatives.
Draft Job Descriptions

Draft job descriptions have been provided for training positions within an idealised training environment in an APS setting. These can be adapted and incorporated into TIP, DVA or other organisational setting.

1. POSITION DETAILS

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2. POSITION CONTEXT

Position Summary
The Training Officer will plan, develop, implement, deliver and evaluate training and development programs for education within jurisdictions. The Training Officer will plan, develop and conduct competency assessments with trainees. Training and development programs should ensure that management and staff acquire the skills and develop the competencies required to meet organisational needs. The Officer will liaise regularly with internal and external clients, stakeholders and service providers to ascertain staff training needs and provide advice to senior management. In addition, the Officer will manage, train, support and develop staff within their team and operate in a manner consistent with the APS Code of Conduct and APS Values.

Reporting/Working Relationships

Special Conditions

3. QUALIFICATIONS/DELEGATIONS/SECURITY CLEARANCES

Mandatory
- Certificate IV in Training and Assessment

Desirable
- Diploma of Training and Assessment or
- Undergraduate degree in a relevant field e.g. teaching, human resources, organisational design etc.

4. DELEGATIONS/SECURITY CLEARANCES/LICENCES

Mandatory
None
### 5. PRIMARY OUTCOMES AND ACCOUNTABILITIES

#### ROLE FUNCTIONS

| Business | 1. Undertake routine liaison with internal and external clients, stakeholders and service providers.  
2. Provide detailed interpretive advice to clients and management representatives on legislative, regulatory or procedural matters.  
3. Contribute to a healthy and safe working environment, modelling and promoting ethical behaviour and practices consistent with the APS Code of Conduct and APS Values.  
4. Coordinate the activities of a program, project or initiative. |
| Leadership | 1. Manage staff in day-to-day activities and mentor, guide, train, support and provide regular feedback to team/individuals to achieve goals and contribute to team outcomes. |
| Specialist / Technical | 1. Plan, develop, implement, deliver and evaluate training and development programs to ensure management and staff acquire the skills and develop the competencies to meet organisation needs. |

### 6. CAPABILITIES

| Business Capabilities | 1. Understands the business  
2. Demonstrates innovation, collaboration and impact  
3. Contributes to a positive or constructive workplace culture |
| Supports Strategic Direction | 4. Supports shared purpose and direction  
5. Thinks strategically  
6. Harnesses information and opportunities  
7. Shows judgement, intelligence and common sense |
| Achieves results | 8. Uses relevant technology to achieve work objectives  
9. Identifies and uses resources wisely  
10. Applies and builds professional expertise  
11. Responds positively to change  
12. Takes responsibility for managing work projects to achieve results |
| Supports productive working relationships | 13. Shares expertise and knowledge with others  
14. Nurtures internal and external relationships  
15. Listens to, understands and recognises the needs of others  
16. Values individual differences and diversity  
17. Shares learning and supports others |
| Displays personal drive and integrity | 18. Compliance with instructions, procedures and legal obligations  
19. Demonstrates public service professionalism and probity  
20. Engages with risk and shows personal courage  
21. Commits to action  
22. Promotes and adopts a positive and balanced approach to work  
23. Demonstrates self awareness and a commitment to personal development |
| **Communicates with influence** | 24. Communicates clearly  
25. Listens, understands and adapts to audience  
26. Negotiates confidently |

### 7. JOB SPECIFIC CAPABILITIES

|  |  |

### 8. DELEGATE’S APPROVAL

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| Approved By: | Date: |
| Last Updated By: | Date/Time: |
1. POSITION DETAILS

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<tr>
<td>Classification Level</td>
<td>Compliance Officer</td>
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<td>Note: Compliance includes intelligence, analysis, auditing, investigations and authorisation</td>
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2. POSITION CONTEXT

Position Summary

The Training Compliance Officer will undertake a range of compliance activities in accordance with the relevant legislation, policy and procedures. The Officer will operate in a manner consistent with the APS Code of Conduct and APS Values while maintaining complex internal and external relationships with stakeholders. The Officer will analyse, evaluate and integrate a variety of information and assess the likelihood of impacts and outcomes. The Officer will provide appropriate advice and manage the resolution of issues and complaints. As a leader, the Officer will prioritise, schedule and allocate work for their team whilst also mentoring, training, supporting and developing individuals and providing regular feedback on staff performance.

Reporting/Working Relationships

Special Conditions

3. QUALIFICATIONS/DELEGATIONS/SECURITY CLEARANCES

Mandatory

- Certificate IV in Training and Assessment
- 3 years experience in a Vocational and Education Training environment or
- Experience in a training compliance role

Desirable

- Diploma of Quality Auditing
- Undergraduate degree in a relevant field
4. **DELEGATIONS/SECURITY CLEARANCES/LICENCES**

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5. **PRIMARY OUTCOMES AND ACCOUNTABILITIES**

### ROLE FUNCTIONS

| Business | 1. Develop and maintain complex internal and external relationships with stakeholders, providing appropriate advice and managing the resolution of issues or complaints.  
2. Analyse, integrate and evaluate a range of information and assess the likelihood of impacts and outcomes.  
3. Model and promote a healthy and safe working environment, modelling and promoting ethical behaviour and practices consistent with the APS Code of Conduct and APS Values.  
4. Manage or coordinate a program, project or initiative.  |
|-----------|-------------------------------------------------|
| Leadership| 1. Mentor, guide, train, support and provide regular feedback to team/individuals to achieve goals and contribute to team outcomes.  
2. Drive a continuous improvement culture within the organisation |
| Specialist / Technical | 1. Undertake a range of complex compliance activities in accordance with relevant legislation, policy and procedures.  
2. Provide technical advice and support to training and assessment staff and stakeholders on legislative, policy or procedural issues. |

### CAPABILITIES

#### Business Capabilities

| 1. Understands the business  
2. Demonstrates innovation, collaboration and impact  
3. Contributes to a positive or constructive workplace culture |
|-------------------------------------------------|

#### Supports Strategic Direction

| 4. Supports shared purpose and direction  
5. Thinks strategically  
6. Harnesses information and opportunities  
7. Shows judgement, intelligence and common sense |
|-------------------------------------------------|

#### Achieves results

| 8. Uses relevant technology to achieve work objectives  
9. Identifies and uses resources wisely  
10. Applies and builds professional expertise  
11. Responds positively to change  
12. Takes responsibility for managing work projects to achieve results |
|-------------------------------------------------|

#### Supports productive working relationships

| 13. Shares expertise and knowledge with others  
14. Nurtures internal and external relationships  
15. Listens to, understands and recognises the needs of others  
16. Values individual differences and diversity  
17. Shares learning and supports others |
|-------------------------------------------------|
| Displays personal drive and integrity | 18. Compliance with instructions, procedures and legal obligations  
| | 19. Demonstrates public service professionalism and probity  
| | 20. Engages with risk and shows personal courage  
| | 21. Commits to action  
| | 22. Promotes and adopts a positive and balanced approach to work  
| | 23. Demonstrates self awareness and a commitment to personal development  
| Communicates with influence | 24. Communicates clearly  
| | 25. Listens, understands and adapts to audience  
| | 26. Negotiates confidently  

7. JOB SPECIFIC CAPABILITIES

8. DELEGATE’S APPROVAL

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## 1. POSITION DETAILS

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## 2. POSITION CONTEXT

### Position Summary

The Training Systems Manager will provide expert advice on policy, legislation, systems and processes while promoting and managing complex relationships with internal and external clients, stakeholders and service providers at a regional level. The Training Systems Manager will research, analyse, review and evaluate programs, implement policies, procedures and processes, and initiate and drive continuous improvement and change.

The Training Systems Manager will have high level leadership capability and superior management skills that demonstrate an ability to achieve organisational objectives through successful planning techniques and by participating, contributing and collaborating within large teams. The Training Systems Manager will manage, mentor and evaluate team and individual performance and provide regular feedback to team members.

The Training Systems Manager will lead and manage a range of administrative activities that support the training business. These may include administration, compliance, analysis, learning and development, knowledge management, program management, policy, parliamentary services, finance, technology, people, training, quality management, research, service delivery, marketing, projects and internal reviews. The Training Systems Manager will promote a healthy and safe workplace environment and model ethical behaviour in accordance with the APS Code of Conduct and APS Values.

### Reporting/Working Relationships

### Special Conditions

## 3. QUALIFICATIONS/DELEGATIONS/SECURITY CLEARANCES

### Mandatory

- Certificate IV in Training and Assessment
- Undergraduate degree in a relevant field e.g. teaching, human resources, organisational design, management etc.
### 4. DELEGATIONS/SECURITY CLEARANCES/LICENCES

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### 5. PRIMARY OUTCOMES AND ACCOUNTABILITIES

#### ROLE FUNCTIONS

**Business**

1. Promote and manage relationships with internal and external clients, stakeholders and service providers.
2. Provide expert advice on policy, legislation, systems and processes.
3. Research and analyse a range of complex issues and develop, review, evaluate and implement policies, procedures, processes, documents and tools.
4. Implement, lead, manage and review a program, project or initiative and drive continuous improvement and change.
5. Provide input to strategic plans and undertake operational business planning.
6. Lead and exemplify a healthy and safe working environment, modelling and promoting ethical behaviour and practices consistent with the APS Code of Conduct and APS Values.

**Leadership**

1. Provide leadership and manage staff in day-to-day activities including developing, coaching and mentoring staff and building commitment to shared goals.
2. Demonstrate collaboration, participation and contribution to the team and organisational objectives.

**Specialist / Technical**

1. Lead, manage, monitor, review, and evaluate team and individual performance and provide regular feedback to team members.

### 6. CAPABILITIES

**Business Capabilities**

1. Understands the business
2. Demonstrates innovation, collaboration and impact
3. Contributes to a positive or constructive workplace culture

**Shapes Strategic Thinking**

4. Inspires a sense of purpose and direction
5. Focuses strategically
6. Harnesses information and opportunities
7. Shows judgement, intelligence and common sense

**Achieves results**

8. Uses relevant technology to achieve work objectives
9. Builds organisational capability and responsiveness
10. Marshals professional expertise
11. Steers and implements change and deals with uncertainty
12. Ensures closure and delivers on intended results

**Cultivates productive working relationships**

13. Shares expertise and knowledge with others
14. Nurtures internal and external relationships
15. Facilitates cooperation and partnerships
16. Values individual differences and diversity
17. Guides, mentors and develops people
| Exemplifies personal drive and integrity | 18. Compliance with instructions, procedures and legal obligations  
19. Demonstrates public service professionalism and probity  
20. Engages with risk and shows personal courage  
21. Commits to action  
22. Displays resilience  
23. Demonstrates self awareness and a commitment to personal development |
|----------------------------------------|---------------------------------------------------------------------------------------------------|
| Communicates with influence            | 24. Communicates clearly  
25. Listens, understands and adapts to audience  
26. Negotiates persuasively |

7. **JOB SPECIFIC CAPABILITIES**

8. **DELEGATE’S APPROVAL**

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1. POSITION DETAILS

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2. POSITION CONTEXT

**Position Summary**

The Training Systems Manager will provide expert advice on policy, legislation, systems and processes while promoting and managing complex relationships with internal and external clients, stakeholders and service providers at a national level. The Training Systems Manager will research, analyse, review and evaluate programs, implement policies, procedures and processes, and initiate and drive continuous improvement and change.

The Training Systems Manager will have high level leadership capability and superior management skills that demonstrate an ability to achieve organisational objectives through successful planning techniques and by participating, contributing and collaborating within large teams across Australia. The Training Systems Manager will manage, mentor and evaluate team and individual performance and provide regular feedback to team members and team leaders.

The Training Systems Manager will lead and manage a range of administrative activities that support the training business. These may include strategic planning, administration, compliance, analysis, learning and development, knowledge management, program management, policy, parliamentary services, finance, technology, people, training, quality management, research, service delivery, marketing, projects and internal reviews. The Training Systems Manager will promote a healthy and safe workplace environment and model ethical behaviour in accordance with the APS Code of Conduct and APS Values.

3. QUALIFICATIONS/DELEGATIONS/SECURITY CLEARANCES
### Mandatory
- Certificate IV in Training and Assessment
- Undergraduate degree in a relevant field e.g. teaching, human resources, organisational design, management etc.

### Desirable

### 4. DELEGATIONS/SECURITY CLEARANCES/LICENCES
#### Mandatory

#### Desirable

### 5. PRIMARY OUTCOMES AND ACCOUNTABILITIES

#### ROLE FUNCTIONS

##### Business
1. Promote and manage relationships with internal and external clients, stakeholders and service providers.
2. Provide expert advice on policy, legislation, systems and processes.
3. Research and analyse a range of complex issues and develop, review, evaluate and implement policies, procedures, processes, documents and tools.
4. Implement, lead, manage and review a program, project or initiative and drive continuous improvement and change.
5. Provide input to strategic plans and undertake operational business planning.
6. Lead and exemplify a healthy and safe working environment, modelling and promoting ethical behaviour and practices consistent with the APS Code of Conduct and APS Values.

##### Leadership
1. Provide leadership and manage staff in day-to-day activities including developing, coaching and mentoring staff and building commitment to shared goals.
2. Demonstrate collaboration, participation and contribution to the team and organisational objectives.

##### Specialist / Technical
1. Lead, manage, monitor, review, and evaluate team and individual performance and provide regular feedback to team members.

### 6. CAPABILITIES

#### Business Capabilities
1. Understands the business
2. Demonstrates innovation, collaboration and impact
3. Contributes to a positive or constructive workplace culture

#### Shapes Strategic Thinking
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14. Nurtures internal and external relationships  
15. Facilitates cooperation and partnerships  
16. Values individual differences and diversity  
17. Guides, mentors and develops people |
|------------------------------------------|----------------------------------------------------------------------------------|
| Exemplifies personal drive and integrity | 18. Compliance with instructions, procedures and legal obligations  
19. Demonstrates public service professionalism and probity  
20. Engages with risk and shows personal courage  
21. Commits to action  
22. Displays resilience  
23. Demonstrates self awareness and a commitment to personal development |
| Communicates with influence               | 24. Communicates clearly  
25. Listens, understands and adapts to audience  
26. Negotiates persuasively |

7. JOB SPECIFIC CAPABILITIES

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