

# Training and Development Policy

## Intent

The Assetlink Group (“Assetlink”) incorporating Assetlink Services Pty Limited, AssetFuture Pty Limited and AssetProjects Pty Limited, Training and Development Policy describes Assetlink’s commitment to ensuring that all of our team members (regardless of cultural background, gender or ethnicity) will receive training and development in order to gain the knowledge and skills required to succeed at their roles and duties in a safe and productive way, adhering to the Assetlink Way.

## Principles

This will be achieved through a combination of e-learning, on the job training, and where practicable and / or mandated by the client - face to face facilitation. The Training and Development (T&D) team will provide support, guidance and access to materials to ensure managers are able to provide a high quality and appropriate learning environment for their teams.

## RACI

Responsible	The responsibility for this policy sits with all Managers and the National Training Manager.
Accountable	The final authority for this policy lies with the Managing Director.
Consulted	When making changes to this policy consultation should be carried out with Managers and the People & Culture Team.
Informed	All changes to this policy should be communicated to all team members and relevant contractors.

It is the responsibility of the National Training Manager together with managers and supervisors to implement, maintain and communicate this policy. Final authority lies with the Managing Director.

## Operation and Incidence

Assetlink will:

- Continuously review training programs to ensure information is up to date, relevant and available in a timely manner.
- Ensure delivery of training content is formatted to engage the target audiences.
- Provide effective training materials to help managers equip our team members with the knowledge and skills necessary to succeed at their roles and duties in safe and productive manner.
- Ensure all of our new team members attend appropriate and required training programs in order to deliver:
  - Required WHS training.
  - All statutory driven training.
  - Company mandated training regarding customer service, Signature Behaviours and disciplinary processes.
  - Client mandated training.
  - Site specific training.

- Provide appropriate sign off tools such as “Job Induction Checklists” in order to ensure a satisfactory role specific orientation
- Provide ongoing learning opportunities for all team members.
- Ensure that all training is logged and tracked for the purposes of audit, compliance and consistency.
- Continuously review T&D programs to ensure information is up to date, relevant and available in a timely manner
- Ensure delivery of T&D content is formatted to engage the target audiences
- Provide effective T&D to equip our team members with the knowledge and skills necessary to fulfil their roles and duties
- Encourage all of our team members to attend T&D programs in order to develop personal and professional development
- Provide learning opportunities for all team members
- Have efficient systems in place to ensure that all new team members are included in our T&D system
- Provide T&D to team members for new and relevant issues, which may arise in our community or industry as a result of evolution.

Assetlink’s commitment to training is based on providing our team members with the knowledge and skill they require to fulfil their roles and duties to the Assetlink standard.

## Leadership Development

Assetlink understands that our culture and performance are dependent on our leaders at all levels. Leaders are the keystone of people and culture development. Our program has the following dimensions; development programs, succession planning, capability measurement, recognition, and accredited training.

### Self-awareness

It is impossible to lead effectively if we are not fully self-aware. We are all shaped by our: attitudes, values, beliefs, and experiences. All Assetlink leaders will undertake a program in self-awareness.

### Self-management

All leaders need to be equipped with the skills necessary to move from technical to leadership roles. These skills are rarely natural. All Assetlink leaders will receive training in resilience, and access to coaching and mentoring.

### Engagement Training

All leaders will receive practical skilling in engagement. This will cover the interplay between emotional and rational drivers, and the key leverage points for engagement.

### Relationship Management

All of us work as teams and the Assetlink Way is underpinned by respect for each other. All leaders will receive training in teamwork and communications.

### Succession Planning

Assetlink will actively develop internal talent. Every six months a formal talent review will be undertaken. This will ensure that: all leaders are managed consistently, gaps in training are managed, and internal succession is seen as our preferred method of advancement.

### **Leadership Capability**

If local leaders do not embrace and live our values and direction, it is highly unlikely that our team members will. Every six months the HR Department will conduct a pulse survey to measure leader capability.

### **Leader Recognition**

The Assetlink Reward and Recognition Procedure will provide a vehicle for recognising outstanding leaders.

### **Accredited Leadership Training**

All Assetlink leaders will have access to an accredited training and development program.

## **Organisational Development**

Assetlink has:

- A clear and effective plan for the development of team members across the organisation – a plan that is aligned to our business strategy and addresses our key business objectives
- A plan which addresses market conditions and trends, takes into account customer feedback and expectations, and positions our business to confidently move into the future with capable, higher performing employees
- Identified critical job roles and skills that contribute most to our success, and we have a clear plan to develop them
- Talent development will be undertaken in a structured way utilising the Competence and Potential axes.
- An organisational development strategy that is ‘cascaded’ down the organisation to ensure manager/employee learning and development are closely linked with business outcomes
- A plan that takes into account new team members, how to develop them from day one, thus reducing their time to productivity and high performance. This recognises that our business performance and team member capability are critically linked.

Assetlink provides professional development, training and support for:

- Organisational development activities including planning and change management, quality management and performance management
- Building organisational knowledge through relevant seminars on industry issues, policies and systems
- Enhancing management and leadership capabilities, individual capabilities and team development
- Business units in their planning, quality management and change processes.

Assetlink also:

- Provides support for professional network forums for various team member groups.
- Reports on organisation wide team member development and training activities.
- Provides advice and support to employees on career options.

End of Policy