



## Procedure 3.12 - Learning & Development

---

### 1.0 Application

This procedure applies to all NQBP Employees excluding Contractors.

### 2.0 Procedure

This procedure outlines the process for identifying and agreeing on learning and development activities. The approval process and study assistance is also outlined.

#### 2.1 Individual Development Planning (IDP)

Individual development planning occurs in July/August each year. The purpose is to discuss the employee's competency gaps and agree on development activities. Career goals and proactive development is also discussed.

##### *Employee*

Each employee identifies their development needs and wants. The skills, knowledge, competencies, licenses or qualifications that are required and/or desired for achievement of current role requirements are identified. This may include known new skills or competencies that are planned for the employee's role in the future.

##### *Supervisor/Manager*

The supervisor/manager should identify skill gaps and areas of competency that may require improvement for the achievement of performance objectives and goals. Additionally, the supervisor/manager should reflect on the employee's strengths for consideration of longer term career movement. It is important to ensure that the discussion on development is achievable and realistic for the employee as well as addressing needs of the business.

##### Discuss and complete the IDP

A meeting should be held to discuss the individual development needs and agree on the IDP activities. Below is a list of development activities;

- Coaching and mentoring time with your manager or other person;
- Developmental projects;
- Development assignments;
- Exposure to new work activities/projects;
- Opportunity to gain experience to develop new skills;
- Networking events;
- Professional membership;
- Formal study;
- Training to develop specialist or new skills; and

When creating Development Activities, the 70:20:10 rule should apply. This involves 70% of activities to be on the job experiences, 20% of activities to comprise of feedback, coaching and information gained from others, and 10% of activities to be training programs.

© North Qld Bulk Ports Corporation Limited ACN 136 880 218		Document Type	Procedure	Procedure Sponsor	DLPG
Version Control	Only electronic copy in RM8 is controlled. To ensure any paper copy is current, please check the policy document list on ERIC.			Revision	2
				Document Number	E16/15600
				Page	Page 1 of 7
Approval	This procedure requires subject matter expert approval except where substantive changes may impact on the rights and obligations of directors.			Date Approved	28/06/2016

## Procedure 3.12 – Learning and Development

---

Questions to assist in determining development actions are:

- What development is needed to be able to achieve the business strategy?
- What actions can be taken to improve, learn and develop?
- What results are needed to be achieved?
- What does the employee need to start, stop doing and/or what knowledge, skills or experience is needed?
- What activities should the employee get experience or exposure in to aid their development

The agreed outcomes of this discussion are documented on the IDP. The employee is to keep a copy of the IDP and a copy is sent to Human Resources.

### 2.2 Attending Employee Learning and Development activities

#### Approval Process

The business will budget for employee learning and development needs annually.

The Learning and Development must be approved via the online system. Where this access isn't available, approval can be gained via a manual form.

#### Approval by Employee's Manager

Prior to approval, the employees Manager will:

- Assess the cumulative costs of the activity;
- Check that the activity meets the agreed employee development plan for that individual;
- Assess the broader organisational impact of the event/activity;
- Review individual expenditure for training;
- Review the department's budget/expenditure on training; and
- Consider appropriateness of the training.

The supervisor/manager should check that the activity meets a development/skill need and that it is part of the employees agreed development plan. Consideration of the cost of the activity includes the cost of the training as well as travel and accommodation. The supervisor/manager should also assess how quickly the employee will be able to apply the skills/knowledge learnt in the training to their role to ensure the knowledge and/or skill is retained and applied.

#### Approval by HR Manager

Training and development activities that are not outlined as part of the employee's development plan will need to be approved by the Manager HR/IR. That is, any course, conference or other training or development activity that was not previously outlined as part of the budgeted training, will require HR approval.

The Manager HR/IR is also responsible for maintaining an overview of individual training activities that are planned so as to identify and schedule training courses that may benefit a group booking (for reduction of training costs).

The Manager HR/IR will seek the Chief Executive Officer (CEO) approval for employee development proposals where it is above the Manager HR/IR's delegation.

#### Training Booking and Registration

Training or development activities must be approved prior to submitting registration, payment or arranging any travel. Any booking of travel and accommodation is carried out in accordance NQBP's Travel policy.

© North Qld Bulk Ports Corporation Limited ACN 136 880 218		Document Type	Procedure	Procedure Sponsor	DLPG
Version Control	Only electronic copy in RM8 is controlled. To ensure any paper copy is current, please check the policy document list on ERIC.			Revision	2
				Document Number	E16/15602
				Page	Page 2 of 7
Approval	This procedure requires subject matter expert approval except where substantive changes may impact on the rights and obligations of directors.			Date Approved	28/06/2016

## Procedure 3.12 – Learning and Development

Conferences and/or seminar attendance will preferably be local. Interstate travel should be infrequent. Daily attendance will be treated as a standard work day (i.e. no payment for outside of business hours).

### 2.3 Study Assistance

Study Assistance refers to development activities that are formal, structured and planned. They are courses provided by an external organisation (eg. University):

- At a tertiary level of education;
- Generally of a period greater than 6 months and/or above a monetary value of \$5,000
- Focused on developing a range of competencies (Vocational Educational and Training sector) or a range of knowledge and skills (Higher Education sector, where programs can be undergraduate or postgraduate);
- Provided by registered and approved institutions or Organisation's such as universities or colleges;
- That has a formal assessment process; and
- Results in an accredited qualification, which are generally nationally recognised.

Study assistance is an employee benefit that aims to support an employee's development. It can take the form of:

- Full or partial reimbursement of compulsory tuition and administrative fees; and/or
- Time away from work to attend classes; and/or
- Time off to attend 'residential'; complete assignments and prepare and sit examinations.

The purpose of providing Study Assistance is to:

- Enhance current and future job performance to significantly benefit the Organisation;
- Ensure we have sufficient professional and technical skills in the Organisation;
- Prepare employees for likely future roles (where this has been agreed between the employees and their manager);
- Assist in the retaining and development of high potential employees for succession planning purposes; and
- Develop highly skilled people within the Organisation.

#### Criteria for approval

Applications are reviewed in detail against the following list of criteria:

- Employee job performance at least above average;
- The course is relevant to the Organisation's needs;
- The course will enhance the employee's current job performance and lead to significant benefits for the Organisation;
- The course will develop knowledge and skills that are needed by the Organisation;
- The subjects/units to be completed are relevant to current or likely future roles;
- The applicant appears to be committed to pursuing a career in NQBP;
- The Employee is seen as being of high potential by management and is assessed accordingly within the succession planning process;
- Time away from NQBP is limited and likely not to affect the ability to achieve work requirements. (This means that most of the courses/subjects should be in out-of-work time). The course will prepare the employee for a likely future role as agreed between the employee and management; and
- Sufficient funds are available in the budget.

The criteria above will be reviewed annually to ensure the employee still meets the criteria and is on track with both the course and meeting performance objectives. Where NQBP is of the

© North Qld Bulk Ports Corporation Limited ACN 136 880 218		Document Type	Procedure	Procedure Sponsor	DLPG
Version Control	Only electronic copy in RM8 is controlled. To ensure any paper copy is current, please check the policy document list on ERIC.			Revision	2
				Document Number	E16/15602
				Page	Page 3 of 7
Approval	This procedure requires subject matter expert approval except where substantive changes may impact on the rights and obligations of directors.			Date Approved	28/06/2016

## Procedure 3.12 – Learning and Development

view that it will not continue providing Study Assistance, it will provide a minimum 3 months' notice. Where a semester has already commenced, NQBP will commit to pay costs for the semester, following the usual criteria for payment.

### Types of Study Assistance

- Reimbursement of Costs

Each application is reviewed in detail against the approval criteria. The level of reimbursement of fees could be 100%, 75% to 50%, 25% or none.

Compulsory tuition and administrative fees will be reimbursed for approved applicants, after successful completion of the course/unit/subject. Employees must produce original documentation from the tertiary institution that shows they have passed the course/unit/subject of study.

No reimbursement will be made for the costs of books, texts, photocopying or any other expense associated with the study other than the course fees.

Employees who receive Study Assistance in the form of fee reimbursement and who subsequently resign from NQBP within a certain period will be required to repay NQBP for that assistance or a portion of it.

The guidelines for company support and course reimbursement are outlined in the table below.

Category	Guidelines	Support provided by the Company
Fully Supported	Qualification must be of direct, immediate relevance to the employee's current role.  The employee is considered a high potential for a key or senior position	100% fees on successful completion of the subject.  Study leave – one day per subject  Exam attendance provided
Partially Supported – Relevant to current and future roles	Qualification is of general benefit to the employee's current and/or potential future role. Directly relevant to the employee's normal career progression.	Between 50% to 75% of fees covered on successful completion of subject  Study leave – one day per subject
Partially Supported	Little immediate benefit to the Corporation, but of potential future benefit. Employee satisfactory performer but reasonable potential.	25% fees covered on successful completion of subject.  No study leave or exam attendance provided. Attendance in own time or on RDO, annual leave etc.
Not Supported	No foreseeable benefit. The employee is undertaking a course of study that has no relevance to an existing role or any potential future role.	No support provided.

© North Qld Bulk Ports Corporation Limited ACN 136 880 218		Document Type	Procedure	Procedure Sponsor	DLPG
Version Control	Only electronic copy in RM8 is controlled. To ensure any paper copy is current, please check the policy document list on ERIC.			Revision	2
				Document Number	E16/15602
				Page	Page 4 of 7
Approval	This procedure requires subject matter expert approval except where substantive changes may impact on the rights and obligations of directors.			Date Approved	28/06/2016

## Procedure 3.12 – Learning and Development

Note: It is at NQBP discretion, on the assessment of the course if all the support in a category is provided e.g. NQBP may provide a lower percentage of fee support or partially support a qualification but provide no study leave.

- Time Off

Paid time off to attend classes will be granted only in circumstances where it is absolutely essential to the organisation that the employee complete the course and the subjects/units, and:

- The subjects that need to be studied are not available outside of normal working hours; and
- Are necessary for the completion of the course.

Operational requirements must take priority in determining when such classes are attended.

Leave to attend classes during work time may be allowed on a "flexi time" basis but requires prior management agreement and is not an automatic entitlement.

All requests for time off must be submitted on the Study Assistance Request form.

- Study Leave

Eligible employees can access 1 day of study leave per subject (Maximum of 5 per annum) non-cumulative unpaid study leave as determined and agreed by NQBP. This leave is typically used for exam preparation, assignments etc. Study Leave must not adversely affect operational efficiency.

All requests for Study Leave (to obtain approval for a day off) must be pre-approved via the Study Assistance Request Form prior to beginning study in a course.

An Application for Leave form must then be submitted to the manager during each semester to request the specific date for leave and provided to payroll for processing and records.

Employees may also choose to take study leave as a paid RDO or where it applies, time off in lieu.

- Exam Attendance

Eligible employees can access to paid leave to sit compulsory exams plus travelling time (where local), for approved courses.

All requests for Exam Leave (to sit exams) must be pre-approved via the Study Assistance Request Form prior to beginning study in a course.

A copy of the exam advice must be submitted with an Application for Leave form to the manager, during each semester the employee is expected to attend exams, where exam time options are available the employee should opt for an out of work time.

Where an exam is scheduled for the morning, it is NQBP's expectation that the employee will attend work in the afternoon.

- Residential School Attendance (only in exceptional circumstances)

All requests for Residential School Leave must be submitted on the Study Assistance Request form prior to beginning study in a course. An Application for Leave form must then be submitted to the manager for leave on the specific dates of the residential.

© North Qld Bulk Ports Corporation Limited ACN 136 880 218		Document Type	Procedure	Procedure Sponsor	DLPG
Version Control	Only electronic copy in RM8 is controlled. To ensure any paper copy is current, please check the policy document list on ERIC.			Revision	2
				Document Number	E16/15602
				Page	Page 5 of 7
Approval	This procedure requires subject matter expert approval except where substantive changes may impact on the rights and obligations of directors.			Date Approved	28/06/2016

## Procedure 3.12 – Learning and Development

Additional costs associated with compulsory residential beyond tuition and administrative fees, such as accommodation, food and travel, will be reimbursed at the same rate as the compulsory tuition and administrative fees, on successful completion of enrolled subjects. A Study Reimbursement Form must be submitted with relevant documentation, e.g. invoices and results, to obtain reimbursement of costs.

- The application process for Study Assistance

The Employee should:

- Review the approval criteria to assess eligibility;
- Identify an appropriate course of study that he/she wishes to undertake and get all details possible, including costs and requirements to attend subjects in work time;
- Complete the Request for Study Assistance form;
- Ask their manager to review their application to gauge their support for it.
- If Study Assistance has been approved the employee must pay the course fees up front. On successful completion of the course/unit/subject the employee must complete a Study Reimbursement Form, attach a copy of their results and invoice or payment advice, and send it to HR. Reimbursement will then be made directly into the employee's bank account.

Where the manager supports the application:

- The application should be sent to the Executive Manager for approval. The Executive Manager completes their 'Assessment of the Employee to the criteria', rating each criteria, and sends this to the Manager HR/IR;
- The Manager HR/IR reviews the application, also rates the employee against the criteria and sends it with their recommendation to the Chief Executive Officer;
- If approval is obtained, the employee should enroll in the course and complete the agreed subjects/units;

- Leaving the Company

Repayment of Study Reimbursements	Amount repayable
0 to 12 months from reimbursement date	100%
13 to 18 months from reimbursement date	75%
19 to 24 months from reimbursement date	50%
25 months <	0%

Where an employee resigns or is dismissed for misconduct or poor performance and has received study assistance in the form of fee reimbursement the amount owing will be deducted from their final pay. NQBP will seek to recover from the employee any outstanding amount.

- Other details

Unpaid Study leave will not accrue annual leave, long service and personal leave, nor accumulate year to year.

Any costs incurred for studies completed prior to approval under the scheme will not be reimbursed.

© North Qld Bulk Ports Corporation Limited ACN 136 880 218		Document Type	Procedure	Procedure Sponsor	DLPG
Version Control	Only electronic copy in RM8 is controlled. To ensure any paper copy is current, please check the policy document list on ERIC.			Revision	2
				Document Number	E16/15602
				Page	Page 6 of 7
Approval	This procedure requires subject matter expert approval except where substantive changes may impact on the rights and obligations of directors.			Date Approved	28/06/2016

## Procedure 3.12 – Learning and Development

---

### 3.0 Learning and Development Policy, Procedure and Legislative Framework

NQBP is a Government Owned Corporation and a port authority and is required to comply with its own policies, prescribed applicable legislation and State Government policies and procedures. This procedure should be read in conjunction with:

- (a) Policy 3 - Human Resource Management;
- (b) *Fair Work Act & Regulations 2009* (Cth)

### 4.0 Procedure Review Date

This procedure should be reviewed by 30 June 2019.

### 5.0 Definitions

**NQBP:** means North Queensland Bulk Ports Corporation Limited ACN 136 880 128.

**NQBP Employee:** means employees and Contractors of NQBP but does not include NQBP directors.

**NQBP Personnel:** means NQBP officers (for example NQBP directors) and NQBP Employees.

© North Qld Bulk Ports Corporation Limited ACN 136 880 218		Document Type	Procedure	Procedure Sponsor	DLPG
Version Control	Only electronic copy in RM8 is controlled. To ensure any paper copy is current, please check the policy document list on ERIC.			Revision	2
				Document Number	E16/15602
				Page	Page 7 of 7
Approval	This procedure requires subject matter expert approval except where substantive changes may impact on the rights and obligations of directors.			Date Approved	28/06/2016