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## Employee Development Policy

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### 1. Purpose

This policy outlines the employee development requirements for the WA Country Health Service (WACHS) workforce in accordance with legislation, statutory requirements, Department of Health Policy Frameworks and industry standards.

### 2. Policy

This policy applies to WACHS staff employed against permanent full-time equivalent (FTE), including substantive employees, staff with temporary or fixed-term contracts and students.

This policy does not apply to nurses and midwives, casual employees, volunteers, agency staff or other contractor-engaged workers who are not required to participate in the development cycle. If a member of this cohort chooses to participate in the development cycle, this policy may be applied.

#### 2.1 Guiding Principles

The following guiding principles support this policy:

- employee development should be exclusively used to discuss the careers and professional growth of employees and should not replace other performance management processes (i.e., performance reviews/appraisals, supervision, routine meetings and/or circumstances where MP 0041/16 [Managing Unsatisfactory and Substandard Performance Policy with Explanatory Notes, PIP and Template Letters](#) applies).
- employee development is available to all WACHS staff; however, staff have the option to participate or not in the process.
- employee development support should align with the individual's scope of practice, professional development requirements and standards relevant to the role.
- all WACHS staff should be afforded equitable access to development opportunities.
- employee development discussions should be regular, with the frequency to suit staff and managerial availability and any professional development requirements.
- employee development should be holistic and consider the individual's professional and personal goals.
- employee development should be realistic and not burdensome on WACHS staff.
- employee development discussions are a component of the WACHS staff induction and should be offered within the first three months of commencement unless otherwise stated – refer to the WACHS [New Staff Induction Policy](#).
- any development training and opportunities should be completed by WACHS staff within work hours, and any professional development or study leave taken should be compliant with the relevant industrial agreements.

**Note:** Employee development is available to applicable WACHS staff, noting participation may not be required for some occupational groups. Participation is recorded via the approved record-keeping medium.

## 2.2 Record Management

All employee development documentation should be stored securely in accordance with the relevant record keeping policy and within the approved Electronic Documents and Records Management System.

## 2.3 Participation

Participation is defined by:

- staff annually choosing to opt in or out of the employee development process
- recording their participation decision on the approved record-keeping medium.

Participation is to be recorded as one of the following:

- opt in for 12 months
- opt out for 12 months.

Participation is encouraged as employee development is an important function in culture and engagement as it helps employees to feel valued and successful. Higher rates of participation across different areas and teams are to be noted and recognised.

When an employee opts to participate, they are required to:

- take an active role to initiate and drive their individual development process, including identifying development goals and working towards outcomes,
- link development goals to scope of practice, professional development requirements, standards, capability, and/or competency frameworks relevant to their role and career goals,
- complete and submit an Employee Development plan to managers for review,
- indicate if their Employee Development plan is completed independently or as part of a joint discussion with their manager (Note: All nurses and midwives are offered the opportunity to meet with their manager for the purposes of development planning, however a meeting is not mandatory as per the Professional Practice Framework and Continuing Professional Development requirements of the Nursing and Midwifery Board), and
- submit completed documentation in the approved record-keeping medium and ensure records are stored and maintained in accordance with requirements.

When an employee opts **not** to participate, they are required to:

- record their decision with a justification to opt out of the process in the approved record-keeping medium, and
- notify their manager of their decision to opt out for 12 months.

Performance development reporting is a key requirement of the Public Sector Standards in Human Resource Management.

## 3. Roles and Responsibilities

The **Senior Managers and Executive Directors** are responsible for:

- leading and enabling a culture of growth, continuous improvement, achievement and excellence by driving employee development and continuous feedback
- endorsing systems and tools that enable employee development
- monitoring their portfolios to ensure employee development participation.

The **WACHS People, Capability, and Culture Directorate** is responsible for:

- providing advice and support to line managers/supervisors and employees on the Employee Development Policy and process
- monitoring participation levels in the employee development process and informing line managers/supervisors of participation gaps
- promoting the recording of completed development sessions through the approved record-keeping medium.

The **Manager/Supervisor** is responsible for:

- engaging with the employee development process to develop and support the careers and professional growth of their staff
- understanding the intent and guiding principles of employee development,
- monitoring and managing participation
- ensuring records are stored and maintained in accordance with requirements
- collaborating with staff to develop their professional capabilities in accordance with scope of practice, professional development requirements, standards, capability and/or competency frameworks relevant to their role and career goals
- applying industrial instrument provisions or entitlements related to professional development and/or study leave where relevant
- ensuring opportunities for education, training, and development are allocated in an equitable manner to all employees
- documenting any outcomes and ensuring support provided is completed using WACHS processes and tools.

**Employees/Staff** are responsible for:

- recording their participation decision via the approved record-keeping medium
- deciding whether to opt in or out of the employee development process
- documenting any outcomes (including certificates of attendance/competency).

**All staff** are required to comply with the directions in WACHS policies and procedures as per their roles and responsibilities. Guidelines are the recommended course of action for WACHS and staff are expected to use this information to guide practice. If staff are unsure which policies procedures and guidelines apply to their role or scope of practice, and/or are unsure of the application of directions they should consult their manager in the first instance.

## 4. Monitoring and Evaluation

The WACHS PCC directorate is to monitor policy implementation. Key activities to include:

- monitoring participation rates (i.e., staff recording their decision to participate or not in the Employee Development process)
- regular feedback from PCC regarding the implementation of the Employee Development process
- reporting and reviewing the participation rates of the Employee Development process monthly at regional/corporate executive meetings and quarterly at WACHS Board meetings.

Evaluation of this policy is to address:

- evidence of meeting any relevant legislative requirements, statutory requirements, WA Health Policy Frameworks, and industry standards
- staff satisfaction on the employee development support provided.

## 5. References

Nil.

## 6. Definitions

| Term                          | Definition   |
|-------------------------------|--|
| <b>Employee development</b>   | <p>Employee development is focused on the career progression and professional growth of employees.</p> <p>Separate to a performance review/appraisal, employee development highlights professional goals and how the organisation and line manager can support the employee's development to get there.</p>  |
| <b>Performance management</b> | <p>Performance management is a term used to describe what managers do to ensure members of their teams achieve the levels of performance expected of them and encompasses the following:</p> <ul style="list-style-type: none"> <li>• <b>performance reviews/appraisals</b> – this is an annual formal assessment where an employee's job performance is evaluated by their manager or supervisor and is tied to Key Performance Indicators (KPIs), performance expectations, deliverables based on team, department and/or organisational goals, as well as standards relevant to the role, including mandatory training. Performance review programs enable an organisation to ensure members of its clinical workforce meet their professional registration and continuing professional development requirements. Issues affecting an individual's performance are identified and addressed as part of this process, including goals for quality improvement, further education, and training.</li> <li>• <b>regular performance check-ins</b> – this involves routine meetings where managers regularly check in with staff and coach them in improving their performance in accordance with KPIs, set deliverables, and/or standards relevant to the role.</li> <li>• <b>managing substandard performance</b> – this process involves ensuring the employee is given adequate information about the job requirements, the evidence of substandard performance, and the employee is then given an opportunity to respond.</li> </ul> |

## 7. Document Summary

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|---|---|
| <b>Coverage</b>   | WACHS-wide  |
| <b>Audience</b>   | All staff   |
| <b>Records Management</b>   | Non Clinical: <a href="#">Corporate Recordkeeping Compliance Policy</a>   |
| <b>Related Legislation</b>  | <a href="#">Health Services Act 2016</a> (WA)   |
| <b>Related Mandatory Policies / Frameworks</b>                                      | <ul style="list-style-type: none"> <li>• MP 0041/16 <a href="#">Managing Unsatisfactory and Substandard Performance Policy with Explanatory Notes, PIP and Template Letters</a></li> <li>• MP 0111/19 <a href="#">Performance Management Policy</a></li> <li>• WACHS Mandatory Training Policy (under development)</li> </ul> |
| <b>Related WACHS Policy Documents</b>   | <ul style="list-style-type: none"> <li>• <a href="#">New Staff Induction Policy</a></li> </ul>  |
| <b>Other Related Documents</b>  | <ul style="list-style-type: none"> <li>• WACHS Strategic Plan 2025-2030 (under development)</li> </ul>  |
| <b>Related Forms</b>  | <ul style="list-style-type: none"> <li>• Employee Development Plan (under development)</li> </ul>   |
| <b>Related Training</b>   | Nil   |
| <b>Aboriginal Health Impact Statement Declaration (ISD)</b>                         | ISD Record ID: 4196   |
| <b><a href="#">National Safety and Quality Health Service (NSQHS) Standards</a></b> | Nil   |
| <b><a href="#">Aged Care Quality Standards</a></b>                                  | Nil   |
| <b><a href="#">Chief Psychiatrist's Standards for Clinical Care</a></b>             | Nil   |
| <b>Other Standards</b>  | <a href="#">Public Sector Standards in Human Resource Management</a>  |

## 8. Document Control

| Version | Published date | Current from | Summary of changes   |
|---------|----------------|--------------|--|
| 3.00    | 12 May 2025    | 12 May 2025  | <ul style="list-style-type: none"> <li>updated guiding principles</li> <li>changed compliance requirements (i.e., from 80% of all staff needing to complete the process to the process being optional for all WACHS staff)</li> <li>updated definitions to add clarity.</li> </ul> |
| 3.01    | 27 May 2025    | 12 May 2025  | <ul style="list-style-type: none"> <li>updated definitions</li> </ul>  |
| 3.02    | 23 June 2025   | 12 May 2025  | <ul style="list-style-type: none"> <li>edit of definitions</li> </ul>  |

## 9. Approval

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| <b>Policy Owner</b>  | Executive Director of People, Capability and Culture |
| <b>Co-approver</b>   | Nil  |
| <b>Contact</b>   | Senior Organisational Development Consultant         |
| <b>Business Unit</b>   | People, Capability and Culture                       |
| <b>EDRMS #</b>   | ED-CO-17-33353                                       |
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