

Employment based training and the National Training Framework

John Pardy, Monash University
Lina Robinson, Service Skills Australia

National Training Framework

- ▶ Elusive policy goal of “national consistency”
- ▶ Frustrated by local demands- States and territories
- ▶ Another fragmenting factor in the goal of national consistency are business and enterprise approaches to workforce development

Employment based learning

- ▶ Employees learning at work are inducted into the companies cultures and ethos
- ▶ Expansion in employment based learning
- ▶ Education and training through a workforce development approach of human resource strategy seeks to achieve the businesses goals by skilling the individual

Enterprise Registered Training Organisations

- ▶ Enterprise delivery & employment based learning represents a “third force” in VET provision
- ▶ Main business is not education and training
- ▶ ERTOs operate as workforce development enablers embedded within the business functions of their own enterprise
- ▶ Training effort can at times remain invisible in broader VET sector data sets

Case study research

- ▶ Two case studies of two national enterprises
- ▶ Two structured interviews with National training managers of large retail enterprises
- ▶ Outlining their respective approaches to training and development of their workforce
- ▶ Case studies provide insights into enterprises engagement with the National Training Framework (NTF)

Interview questions

1. How does learning and development occur in your organisation?
2. What informs the learning and development approach?
3. What is included in the learning and development approaches?
4. What are the outcomes?
5. Is the National Training Framework (NTF) used by your organisation? Why/why not?
6. What are the benefits of your organisation’s approach to learning and development?

Pharmacy

- ▶ 70 outlets nationally and 1200 employees
- ▶ An RTO that delivers community pharmacy qualifications
- ▶ Enterprises places great worth in training to fulfill the business's strategic and commercial goals
- ▶ Training manager viewed a qualification as a starting point for building a training program

Pharmacy

- ▶ Training manager expressed that the training carried out went well beyond what is stipulated by the Training Package
- ▶ This enterprise's understanding of the Training Package is ambivalent- provides recognition of enterprise skill needs but they don't see beyond their own enterprise needs
- ▶ Training in this enterprise was described as learning "how we do business"

Pharmacy

- ▶ Workplace training is a core competency required of every manager, assistant manager and supervisor in the enterprise
- ▶ Employment based training within the enterprise it was felt promotes the concept of a learning environment and culture of which peer mentoring is central
- ▶ The enterprise has developed pathway opportunities into higher education masters degree programs in retail management

Hardware

- ▶ 170 retail outlets and 27,000 employees
- ▶ Employ people on the basis of a "cultural fit" not on the basis of a qualification
- ▶ Do not use the Training Package as they use their own framework to skill and shape its workforce to its own corporate identity
- ▶ The enterprise use, peer mentoring, a buddy system in what they describe as "skill builder" program connected to a branded customer experience

Hardware

- ▶ Developed their own learning management system based on an eighteen month period of training that moves through four stages of:
 - ▶ Induction
 - ▶ Getting up to speed
 - ▶ The next step
 - ▶ Rounding it all off

Hardware

- ▶ Employees don't achieve a qualification but their future employability rests on the strength of the enterprises brand and standing reputation
- ▶ Engagement with the NTF is marginal through back of house training effort for distribution centres
- ▶ Where the customer is involved the enterprise takes control of the training and development approach

Analysis and conclusions

- ▶ Strong commitment to training and development of these two enterprises is not dependent on the NTF
- ▶ Make substantial financial contributions and investment of effort in developing their workforce
- ▶ Training and development efforts are closely aligned to strategic business goals

Analysis and conclusions

- ▶ Success of their business relies on the quality of their staff
- ▶ Their success enables them to employ people, having employment contributes to future employability – having a job assists people to get another job (individual growth by learning to work)
- ▶ NTF can be restrictive and both enterprises expressed a desire to more fully influence and shape training to maintain the integrity of their enterprise

Conclusion

- ▶ Deliverability of Training Packages to meet individual, employee, and enterprise needs is often under considered
- ▶ Improving quality of training rests on better matching individual, enterprise and employee needs and goals
- ▶ Regulatory imposts can serve to hamper effective matching of individual and enterprise needs and goals

Conclusion

To become more fully committed to workforce development requires increasing Australian workforce participation particularly for the low-skilled and unemployed. This will require investments in employment based learning opportunities that are meaningful and valued.