Neami National
Improving Mental Health and Wellbeing

Learning and Development Framework

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Creating a Learning Organisation

As a learning organisation Neami National promotes the on-going professional development of its staff (both service delivery and non-service delivery roles) through the provision of a comprehensive internal training program, mentoring and coaching. This includes access to industry leading short training courses and accredited programmes alongside our own induction. Neami National also supports the continued education of staff by granting study leave to individuals enrolled in higher educational studies.

Neami National takes a holistic approach to the creation of an organisation wide learning environment by recognising that while new learning is initiated and encouraged in training, it is further reinforced and explored through continued mentoring and coaching by team leaders in the field and in Practice Development Sessions. Neami State Leadership Teams therefore play a vital role in the creation of dynamic learning opportunities in partnership with Neami's dedicated team of trainers.

Neami values the Lived Experience perspective and in keeping with the University of Wollongong's best practice guide to facilitating Collaborative Recovery Model (CRM), Induction Part Two is co facilitated with a trainer who has Lived Experience.

Core Training

Core training at Neami National is training that the National Leadership Team has deemed mandatory for either all staff or staff from particular teams to complete within set timeframes. Neami National has a dedicated Learning and Development Team of professional trainers who are responsible for the delivery of the Induction training program, including the CRM Coach and Flourish training programs, CRM 6 Month and Annual Boosters, Optimal Health Program, Group Facilitation Skills Workshop, Using Lived Experience Workshop and Launching Pad, a consumer participation skill development program.

Each of these training programs follows a pre-determined program with specific content and practice opportunities.

All other Core Trainings are delivered by qualified external providers. The Training Administration Officer monitors attendance at training to ensure all staff complete their core training within the required timeframes as indicated in the chart below. Details are made available to staff via our online training calendar and through regular email contact from the Learning and Development team.

Induction Training

Neami National's Induction is delivered in two parts: Part One covers the history and future directions of Neami National, our funding arrangements and programs, Workplace Health and Safety, reporting mechanisms, screening and assessment tools, Recovery Oriented Practice, Principles of Psychosocial Rehabilitation, Reflective Practice and Neami National's team approach, values and vision; Part Two is the Collaborative Recovery Model training [Coach or Flourish] or Collaborative Engagement, Neami National's primary evidence based framework of service delivery.

Inductions are held in NSW, SA and VIC every 4 months and in WA and QLD every 6 months. From time to time, staff may need to attend induction interstate. Inductions are also held on an as needs basis to meet local need when required and when feasible.

The Training Officers are available to facilitate ‘Focus Sessions’ for teams on any of the Induction material on request and Managers are able to send individual staff to nominated sections of Inductions for refreshers as necessary.

To facilitate the transfer of training into practice it’s recommended that participants have a minimum of four weeks on site prior to participating in Induction.

Leadership Training

As part of the continued professional development of Neami National's leadership team, all Managers and Senior Practice Leaders complete our Leadership Development Program, as well as training in Supervision, Coaching and Critical Incident Diffusion skills. Senior Neami National management participate in Induction programs by presenting the organizational history, future directions, local context of service provision, as well as leading discussion about Neami National’s Mission and Vision. Neami management representatives are also expected to attend each Induction program to share their practice wisdom and to support the training team.

	Induction Part 1 Within 4 months of commencement	Induction Part 2 Coach, Flourish or Collaborative Engagement Within 4 months of commencement	1 Day 6 Month CRM Booster	1 Day Annual CRM Booster	Child Safe Environments ½ day (SA & WA only) Within 4 months	Suicide Intervention 2 days Within 6 months	Optimal + 2 Days Within 4 months of commencement	Optimal + 1 Day 6 Month Booster	1st Aid 1 day Within 1 year of commencement	Responding to complex situations ++ 2 days Within 1 year	LDP 8 days Within 2 years	Supervision 2 days Within 1 year of commencement	Critical Incident Diffusion 1 day Within 1 year of commencement	Group Facilitation +++ 1 day Within 6 months of commencement	Using Lived Experience 1 Day Within 6 months of commencement	ATSI 2 days Within 6 months of commencement	Carelink + within 3 months of commencement	Coaching network 2 x 1 day session over 1 year
Regional Managers/Site Managers/ SPLs	Days 1 - 3	Coach	•	•	•	•					•	•	•		•		1 day	•
CRSW	Days 1 – 3	Coach	•	•	•	•											•	
PSW	Days 1 & 2	Flourish	•	•	•	•								•	•		•	
PARC/Sub Acute	Days 1 – 3	Collaborative Engagement	•	•		•	•	•	•	•							•	
W2H	Days 1 – 3	Coach	•	•		•			•	•							•	
AAOS/ Hasi 5A	Days 1 – 3	Coach	•	•		•			•	•						•	•	
Care Co-Coordinators	Days 1 - 3	Coach	•	•	•	•											•	
Corporate Services	Day 1											++++						
Service Development	Days 1 - 3																	
Health promotion officers	Day 1																	

N.B Suicide Intervention: refresher required every two years. Whole course required if longer than two years since completion

Key: CRM Coach = 3 Days
CRM Flourish = 4 Days
Collaborative Engagement = 2 Days
\+ Optimal facilitators at non PARC Services are required to attend
++ Responding to complex situations training may also be a required depending on local need
+++ All VIC staff do Group Facilitation Training
++++ Operational Support Team Leaders and Corporate Services Managers do day 1 of Supervision only

Specialist Training

In March of each year a Training Needs Analysis is undertaken with each of the State Leadership Teams and specific training, relevant to either the whole state or individual teams, is identified and budgeted for in the ensuing financial year. These trainings are then coordinated by the Training Officers to a timeline designated by the National Leadership Team. Details are made available to the staff via our online training calendar and through regular email contact. Staff attendance is deemed as either mandatory or optional by the National Leadership Team.

Accredited Training

Neami National supports the following professional development opportunities through apprenticeship programs, productivity placements and scholarships to all eligible and interested staff.

- Certificate 4 Mental Health Non Clinical
- Diploma in Mental Health and Alcohol and Other Drugs
- Certificate 3 and 4 Administrative Studies (Corporate Services staff only)

In South Australia, where there is a funding requirement of a minimum qualification level of Certificate 4 Mental Health, staff are expected to complete the qualification within 12 months.

Eligibility criteria differ between States and funding types and therefore need to be determined on an individual basis. For enrolment in courses that are conducted during work hours, staff are required to reach an agreement with their Line Manager through the flexible working agreement before enrolment will be finalised by a Training Officer.

For information regarding staff eligibility and current government funding arrangements please contact Learning and Development.

Neami National also offers assessment pathways for staff that complete the Breathe Easy (NSW only) course. Successful completion of the assessments for the Breathe Easy course will count as an elective for the Certificate 4 in Mental Health Non Clinical. Individual staff will need to meet the costs of enrolling in the assessments with MHCC - $50.

Training Costs

Neami National does not always pay for Diploma and Certificate 4 course fees that are not covered by government grants, this is determined at a local level. However, to assist staff to access further study, Neami will cover up front course costs and be reimbursed with the government scholarship money when it is received. Please forward a completed Scholarship Payment Schedule (available on the intranet) and your course fee invoices to Learning and Development.

Attendance at any training not pre-approved by a Regional Manager and processed by Learning and Development will not be paid for from the Training budget.

Extension Training

The purpose of Extension training is to provide further opportunities for teams and individual staff to extend their practice knowledge and skills beyond what is offered in the Core training curriculum. Extension training can take 3 forms:

1. External training
2. Internal non-core training
3. Focus Sessions

1. Neami offers individual staff access to external training events, following completion of core training, to enhance their skills and improve consumer outcomes. For example:

- Hearing Voices
- CALD/ATSI
- Advocacy
- Acceptance and Commitment Therapy
- Alcohol and Other Drugs
- Tobacco Cessation
- Personality Disorders
- Self Harm
- Autism
- Challenging Behaviours
- Recovery
- Strengths Approach
- IT
- Administration
- Time management

Access to any externally provided training is granted through the completion of a training request form (available on the intranet), which is forwarded to the Service Manager and Regional Manager along with a completed enrolment form for the chosen workshop. Requests need to be endorsed by Regional Managers before the Training Administration Officer completes the booking.

2. Neami's trainers are able to provide internal non-core training sessions to teams or groups of staff at the request of State, Regional or Line Managers, when a knowledge or skill gap has been identified. We currently offer training in the following:

- Motivational Interviewing Skills
- Foundations of Coaching
- Advanced Coaching Sills
- Group Facilitation Skills
- Recovery Oriented Practice Principals
- Optimal Health Program
- CRM Coach or Flourish Boosters

These training sessions are full days in duration and follow a pre-determined program with specific content and practice opportunities.

Scheduling an internal non-core training event can be arranged by sending a completed Neami Internal Non-Core Training Request form to the Learning and Development team. Please note a minimum of 8 staff is required per training event.

3. Neami's trainers are available to provide teams with 'Focus Sessions' on request. Focus sessions are scheduled at the request of Service Managers, Regional Managers or State Managers and can be anywhere from 1 hour to 4 hours in duration.

Focus sessions do not follow a pre-determined program of content; rather they are an opportunity to deepen core workplace practices, theories, skills and applications in a coaching environment, as driven by the needs of the group. Focus sessions can focus on any area of knowledge or skill addressed in Neami's Induction program, CRM Coach or Flourish programs and the Optimal Health Program.

Focus Sessions can be scheduled by sending a completed Focus Session request form to the Learning and Development team.

Training Administration

While the Training Administration Officer is responsible for the booking of external training, it is the responsibility of individual staff to complete the appropriate paperwork and consult with their Line Manager and attain approval from their Regional Manager before contacting Learning and Development with training requests and completed registration forms.

Please forward all training enquiries, completed External Training Request and Focus Session Request forms to the Learning and Development team at:
training@neaminational.org.au

Travelling for Training

Where training requires interstate or out of region travel, individual staff are to make their own travel arrangements through Head Office by completing a travel request form. The cost of all flights, taxis and overnight accommodation will be met by the training budget, however the cost of staff overnight allowances need to be met by site budgets.

Travel time incurred outside of normal hours of employment will be covered by TOIL and should be discussed with and approved by your line manager. For example, for those travelling to an event by plane, TOIL will start to accrue when you have checked in at the airport on the way to an event and will conclude when your flight lands upon your return from an event. Normal hours of employment are exempt from accruing TOIL.

Please consult the Travel and Accommodation Guidelines (located on the intranet under 'Use of Resource Forms') to ascertain eligibility for overnight travel.

Training Attendance

Managers are asked to factor training commitments into their rostering process and communicate directly with the Learning and Development team in a timely way any foreseeable challenges relating to training attendance. In order to minimize venue and catering cancellation fees Managers are asked to give a minimum of 1 weeks notice when rescheduling staff attendance to a training they have already been confirmed as attending.

To allow for prompt start and finish times at each training event staff are asked to arrive by the allocated registration time which is 15 minutes prior to the start of the session. Late arrivals will be referred to site managers for follow up. Staff who are running late are asked to text the trainer with an estimated arrival time; and managers are asked to notify the trainer via text of any staff absent due to illness on a training day.

Staff who request to leave a training event before the scheduled finishing time without prior approval being communicated through email to the trainer will be asked to arrange for confirmation from their line manager via text message directly to the trainer before they leave.

Special Needs and Communication During Training

It is the responsibility of Line Managers to pre-brief staff on the purpose of each training event they will be attending, including expected learning outcomes, the links to consumer outcomes and transfer of training into practice strategies.

It is the responsibility of Line Managers to communicate to the Training Officer *before* a training event any special needs or requirements that their staff may have that will impact on the way training is delivered and received. For example: hearing or sight impairments, literacy issues, mobility restrictions, child care arrangements and sensitivities to certain topic areas, e.g. suicide prevention.

In the event that a staff member is likely to find a certain training subject confronting, the managers are asked to negotiate with the Training Officer either a different training provider (where appropriate), a different time to complete the training or with approval from Regional Managers, permission for an exemption.

Managers are expected to provide all staff with pre and post briefing on the Suicide Prevention training.

Any issues which arise within training and may impact on service delivery will be communicated from the training officer to the relevant manager for follow up and support.

Conferences and Forums

Please note that approval for attendance at conferences and forums is given by State or Regional Managers and not the Learning and Development Team. Funds for conferences and forums come from State budgets and not from the Training budget.

Transfer of Training into Practice

The learning process can be described by the 10/ 20/ 70 rule:

10% of learning occurs through training
20% of learning occurs through mentoring/coaching
70% of learning occurs through practical application

In order to facilitate learning and improve the transfer of training into practice, the Learning and Development team have devised several strategies that provide opportunities to reinforce and further explore and develop the concepts and skills covered in induction. Managers are asked to actively support and facilitate these strategies.

1) During CRM Induction, staff are asked to complete a workplace camera, compass and MAP based on their new role at Neami. These completed protocols can then be used during PDS as the basis for mentoring/coaching agreements.
2) Staff will be asked to prepare for their 6 month CRM Booster and Annual CRM Booster by selecting and bringing with them samples of work with consumers that can be used as case studies during the training sessions.
3) Staff are required to read all the articles in the CRM reading pack and Carol Dweck's book 'Mindset - The New Psychology of Success' prior to attending their 6 month CRM booster.
4) At the request of State, Regional or Site Managers the Training Officers are available to provide 'Focus Sessions' to teams on site. Focus Sessions are an opportunity to deepen core workplace practices, theories, skills and applications in a coaching environment and are tailored to meet the specific needs of each individual team. Focus Session requests forms can be found on the intranet under 'training'.

Sustainability and Training at Neami

In line with Neami's sustainability policy, the Learning and Development team will utilize training venues that are within a 15 minute walk from public transport options or hotels [for those who have travelled to attend training] that are within a 15 minute walk from the venue.

Where possible, Learning and Development will use providers of goods and services with sustainability credentials.