LEARNING IN LOCAL GOVERNMENT

Project Update

Presentation to the 5th Annual

National Local Government Workforce Development Forum

April 2012

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Research, education and consulting for LG sector
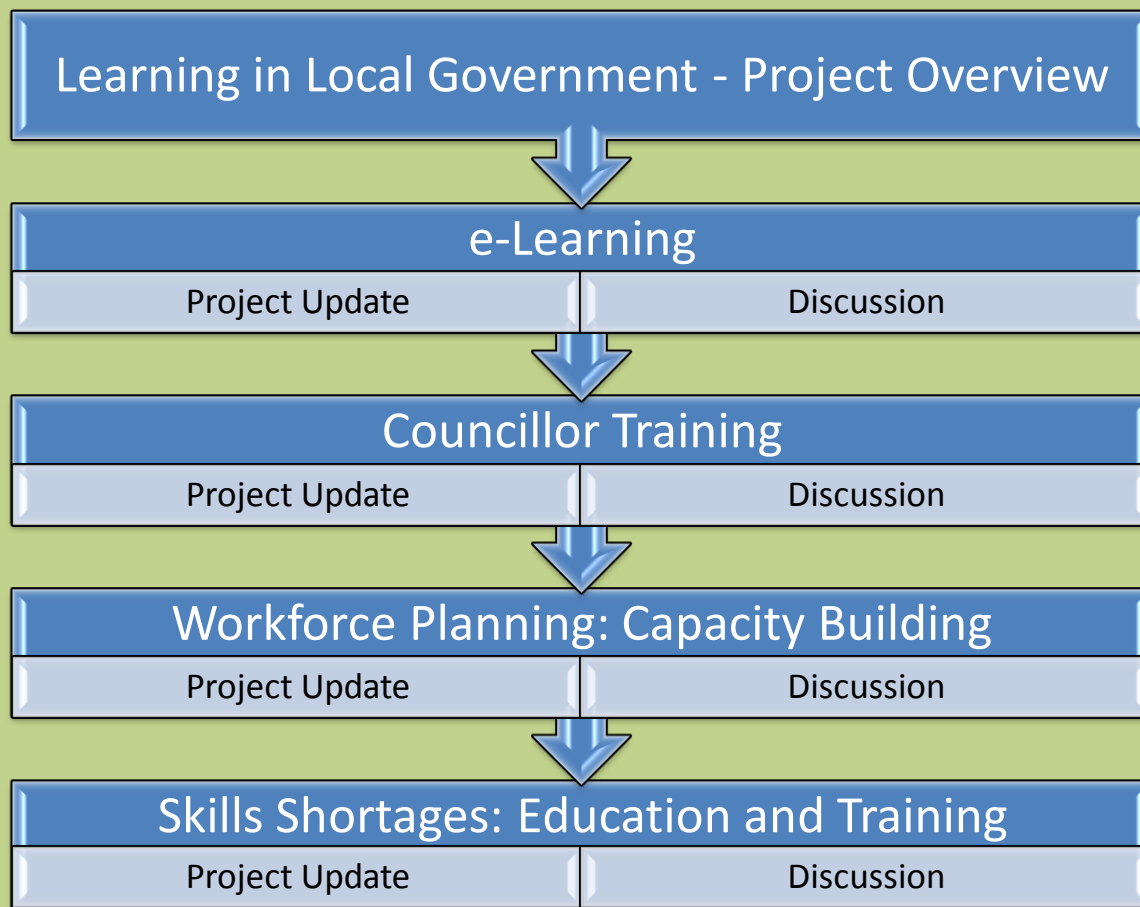
Celebrated 20th Anniversary last year

Self-funded unit within the University of Technology Sydney – 7 core staff

Operate three accredited postgraduate programs for local government professionals + CPD programs – over 400 subject enrolments in 2011

Consortium partner of ACELG, but co-located at UTS and share the same Director

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This session will cover:

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│   Learning in Local Government - Project Overview         │
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│                      e-Learning                          │
├─────────────────────────┬───────────────────────────────┤
│     Project Update       │          Discussion           │
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┌─────────────────────────────────────────────────────────┐
│                  Councillor Training                     │
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│     Project Update       │          Discussion           │
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┌─────────────────────────────────────────────────────────┐
│          Workforce Planning: Capacity Building           │
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│     Project Update       │          Discussion           │
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┌─────────────────────────────────────────────────────────┐
│       Skills Shortages: Education and Training           │
├─────────────────────────┬───────────────────────────────┤
│     Project Update       │          Discussion           │
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ACELG — Australian Centre of Excellence for Local Government

UTS:CLG — CENTRE FOR LOCAL GOVERNMENT

ACELG is advocating a National Approach to Education and Professional Development that….

is forward looking and reflects the changing environment and role of local government;

addresses sector needs for essential skills now and into the future;

focuses equally on people working in the sector and meets their personal needs to enhance their skills and develop their careers; and

offers seamless pathways between vocational and higher education and ongoing professional development.

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Progress to date…

2007 – First NWD Forum + Skills Shortage Strategy

2009 – ACELG Announced

- Workforce Development Focus
- LLG Project a subset of ACELG Workforce Development Program undertaken by the UTS CLG

2010 – 3rd NWD Forum

- Discussion identified multiple 'training' issues
- Getting to know the complex national picture

2011 – 4th NWD Forum

- Key issues identified
- Organisation interests canvassed
- Sector-wide survey: 900 responses

Since then…

- Scoping studies undertaken on key priority areas: Interviews conducted, program inventories prepared, key issues identified, options for policy reform and program development

2011-12: 4 x Scoping Studies

Identifying key players

Understanding national and sector-wide context

Sector interviews about current programs and future plans

Identifying constraints and aspirations for improving E&PD for Australian local government

Sharing the results with ACELG and the local government sector

Draft Issues papers: comments and additions welcome

eLEARNING IN LOCAL GOVERNMENT

Benefits of e-Learning

Addresses the tyranny of distance

Ideal for isolated professionals

Across localities, states, countries

Enables balancing work and family

Enables the achievement of qualifications around work responsibilities

Access to wider variety of qualifications

Offers promise for multiple stakeholders: councils, associations, state governments, RTOs, universities etc

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www.iken.net.au/e-learning

Welcome to the eLearning Portal

The eLearning Portal is an online platform for the exchange and sharing of ideas, experiences and opinions of eLearning in local government. The Portal will also aim to provide a range of resources on eLearning for local government training providers and practitioners across Australia.

What is eLearning? eLearning describes all forms of learning and teaching that is enhanced, facilitated or supported by information and computer technologies (ICT).   **>Read More**

Local Government Sector Survey - The survey explored respondents' involvement in education and professional development (E&PD) while working in local government, their current level of education, the quality of the learning experience, as well as modes of learning including distance learning and eLearning. **>More**

Factors to Consider - For training providers, councils and learners. **>More**

current programs

tools & technologies

forum

Examples of current programs…

Organisations	Learner Groups	Topics/Study Areas	Program Features
Australian Institute of Company Directors (AICD)	Directors, board members, CEOs and senior executives	Training for Board Members and Directors	AICD offers a range of online courses for board members and directors to enhance their knowledge of key directorship issues. A series of live webinars and presentations for members of AICD and facilitated by practicing directors with specific expertise in the webinar topic are also available.
Environmental Health Australia (EHA)	Food handlers, Environmental Health practitioners	Food Safety; Food Preparation and Handling	The EHA website provides a set of online Professional Tools for members to use, including: FoodSafe Online, an online alternative to the original FoodSafe DVD Course, which provides personal food safety training on safe food preparation and food handling techniques. I'm ALERT Food Safety: a free online food safety training program. Local Governments (as well as State Governments and training organisations) can subscribe to I'M ALERT Food Safety On-line Training and have the program linked to their website.
Australian Institute of Management (NSW & ACT)	Managers	Compliance; Desktop; Frontline Management; Specialist Skills.	A growing range of online courses currently available.
Australian Institute of Management (QLD & NT)	Managers	Management; Project Management; Business; Human Resources;	AIMQ Online offers 31 online courses that can be completed as standalone courses or contribute to one of 10 qualifications ranging from Cert IV to Advanced Diploma level.

International programs…

Organisations	Learner Groups	Topics/Study Areas	Program Features
Association of Washington Cities (AWC)	Elected Officials	Elected Officials Essentials	AWC's Elected Officials Essentials webinars cover a variety of topics for Washington's Elected Officials. AWC also offers webinars in other areas such as Online Drugs & Alcohol Supervisor Training, Wellness webinars, Lunch & Learn webinars and access to archived webinars.
Federation of Canadian Municipalities (FCM)	Municipal practitioners, elected officials	Sustainable municipal infrastructure; climate and environment	The FCM website contains free eLearning tools for municipal practitioners, elected officials and decision makers who play a critical role in the development of sustainable municipal infrastructure. FCM's Green Municipal Fund also provides online workshops (webinars) on the topics of Brownfields, Energy, Transportation, Waste, Water, Multi-sector, and Partners for Climate Protection.
Harvard Kennedy School of Government (HKS)	Non-profit and NGO managers	Executive Education	Harvard University's John F. Kennedy School of Government introduced a series of Executive Education Online Programs designed for nonprofit and NGO managers around the world. Those who participate in three or more programs in the online series receive a special certificate of completion in the Online Leadership Series. The Executive Education Online Programs use a combination of streamed videos, online readings, discussions, and workbook exercises.
			ICMA University hosts a series of online training workshops (live webconferences) which address one or more of the 18 core competencies

Tools and technologies...

Provided below is a compilation of web-based solutions and technologies for eLearning including tools, software, applications, services, devices and websites. More informati regarding the product or service can be found on their websites.

Please note, the tools and technologies on this website are listed as examples only. They are a small selection of an extensive range of available tools and technologies, and necessarily the only solution to online delivery needs.

Learning Management Systems

A **learning management system** (commonly abbreviated as **LMS**) is a software application for the administering, documenting, tracking, and reporting of training programs, classroom and online events, e-learning programs, and training content. Practitioners are able to set up a course webpage for learning content and assessments, as well as track and manage their students with tools such as grade books and activity reports.

Webinars and Virtual Conferences

The term **webinar**, short for web-based seminar, refers to any live lecture, workshop, presentation or seminar transmitted over the Web. Webinars are generally one-way conversations conducted by a speaker to an audience as they watch the presentation on their own computer while listening to audio over the phone. A presenter may conduc webinar to an audience ranging from one to hundreds of attendees.

Communication

Formats of online (computer-mediated) communication include emails, discussion boards, instant messaging, chat rooms, and even webinars and social media.

Collaborative Learning and Sharing

Tools etc continued…

- Interface Design: LMS are mainly designed as a management tool rather than a learning environment creation tool. For this reason, the LMS interface tends to be designed around the wants and needs of designers and administrators, and less focus on the wants/needs of the end users. ie. learners. Many learners who first encounter learning management systems tend to find the interface confusing and difficult to navigate around. New learners may experience difficulty in using the interf or finding the information they need on the platform.

Examples of Learning Management Systems

There are many LMS systems but listed below are the more common ones used:

Blackboard Learn: Blackboard Learn is an education platform with a range of online learning tools for teaching and learning, community building, and content management

Joomla LMS: JoomlaLMS is a fully featured eLearning software package designed to run on the open source Joomla! Content Management System.

LAMS (Learning Activity Management System): is an open source Learning Design tool for designing, managing, and delivering online collaborative learning activities. The tool provides a visual authoring environment for teachers to create sequences of learning activities.

MOODLE: Moodle is an open source software and application for producing modular internet-based courses and websites. Moodle can either be installed on a web server c your computer, or one at a web hosting company. Explore Moodle's features by visiting the demonstration site.

Sakai CLE: A full-featured system supporting technology-enabled teaching, learning, research and collaboration for education. Over 350 educational organisations use Sak; as a learning managment system, research collaboration system and ePortfolio solution.

Wimba Create: Wimba Create allows users to covert Microsoft Word documents into content for online courses. From one Micrsoft Word document, instructors are able to generate rich courses complete with navigation tools and interactive features.

Online Induction-Specific software (NOT LMS)

ezyinductions: An online induction and training software that enable users to create online induction programs using their own training material.

Links and Resources…

??? Discussion questions

Are you currently exploring e-Learning opportunities?

What do you think are the barriers and benefits of e-Learning?

Are there any emerging sources of funding for e-Learning?

Are there any additional features which might be useful on the e-Learning portal?

A NATIONAL REVIEW OF
TRAINING AND DEVELOPMENT FOR LOCAL GOVERNMENT COUNCILLORS

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LEARNING IN LOCAL GOVERNMENT

ISSUES PAPER **4**
APRIL 2012

I have been immensely disappointed at the lack of opportunities that I can afford to attend to assist me in my councillor role.

Our council is not in a position to support my development, which I feel is detrimental...

I pay for most of the costs myself, and the cost to me personally is at times prohibitive and difficult to manage financially as my council role has (also) adversely affected my finances.

(Source: LLG Survey respondent, 2011)

Context

Increasing complexity and new responsibilities

Diversity between councils

Councillor remuneration

State and territory legislation

Councillor turnover

Current Councillor Training

Pre-election training and information

– workshops, Electoral commission, party support, state guidelines

Local Government Associations

– training calendars, governance and probity, as-needs and tailored

In-house training – external and internal, formal and informal

Accredited Courses – Diploma of LG

Typically offered topics…

- Understanding legislation, especially planning legislation
- Roles and responsibilities of councillors
- Understanding the role of council staff and 'separation of powers'
- Understanding financial processes and reading the budget
- Handling the media
- Handling difficult people
- Conflict of Interest
- Effective meeting procedures
- Effective planning
- Policy development
- Strategic and business planning
- Asset management
- Transitions as legislation changes
- Understanding relationships of local government, state/territory and federal laws.

Issues for the sector...

Better preparation needed for candidates

Benefit of national networking

Need for accredited training options

Entry of new players – RTOs, Governance Officers

Improving take-up of existing programs

New skills: strategy, engagement and service delivery

Role of Legislative mandates

Role of the GSA Industry Advisory Committee

??? Discussion questions

In your experience, what are the current gaps in content and delivery mode for councillors?

Should there be an expanded role for the Diploma in Local Government?

Should state governments mandate better access to training for Councillors? How would this work?

How can the sector expand our national networking and communication on this issue? Would a national roundtable on this topic be useful?

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What wp&d skills are needed in lg?

Strategy and Content

Horizon scanning

Succession planning

Attraction and recruitment

Retention

Employee support and development

Process and Communication

Finding opinion leaders and understanding decision-making processes

Engaging stakeholders and getting 'buy-in'

Facilitation, writing and training

Project management

Driving change

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Current Initiatives

NSW Workforce Planning website

Workforce Planning Australia: Gap Analysis Tool

NT Indigenous Mentoring Scheme

LGAQ: 28 Councils training and mentoring

LGASA: Workforce Planning Reference Group

MAV: Workforce Planning Forums

DLG WA: Workforce Planning Toolkit

GSA: Environmental Scan

Current Literature

ABS (2011) **Retirement and Retirement Intentions, Australia, July 2010 to June 2011**

Commonwealth of Australia (2010) **Australia to 2050: future challenges**

Constable, L (2003)**Ageing Workforce and Youth Employment in Local Government: Current Assessment Future Implications and Strategies** LGA SA

DLG NSW (2011)**2010 Census of Local Government Employees Report on Findings**, NSW Division of Local Government

Freyens, B P (2011) Managing Skills Shortages in the Australian Public Sector: Issues and Perspectives **Asia Pacific Journal of Human Resources** 48(3) p. 262-286.

GSA (2011) **The 2011 Government Skills Australia Environmental Scan**

Leitch Review (2005) **Skills in the UK: The long term challenge**

LGAQ (2011) **Industry and Skills Workforce Development Report 2011: Current and future skill needs within the Queensland Local Government Sector**

MAV (2011) **Characteristics of the Victorian Local Government Workforce**

MAV (2006) **Workforce Planning in Local Government**

Premier's Department of NSW (2003) **Workforce Planning a Guide**

Red Letter Information (2005) **Survey of Skills Shortages in NSW Local Government: A report prepared for the NSW Department of Local Government on behalf of the Training And Professional Skills Shortages Taskforce**

Semmens, Sandy, Julie Sloan and Wendy Perry (2011) **South Australian Local Government Workforce Planning Project**

WALGA, no date **Is your Local Government familiar with overseas recruitment?**

Issues for the Sector

Elevating the role of workforce planning and development

Role of legislative mandates

Better use of workforce data

Best mode of delivery for capacity building

Inclusion in accredited training

Sharing national successes

??? Discussion questions

What are the gaps which are not currently being addressed?

What are the best modes of delivery for this kind of training?

Do any of your organisations have the capacity to offer more of this kind of support?

Are there any current programs which have national applicability?

How might additional programs be resourced?

**LEARNING
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A NATIONAL REVIEW OF

EDUCATION AND TRAINING IN LOCAL GOVERNMENT SKILLS SHORTAGE AREAS

Australian Centre of Excellence for Local Government

Prepared by **UTS Centre for Local Government, Sydney NSW**

Issues Paper 6

Discussion draft, April 2012

Research questions

What kind of education and training is available in the most pressing local government skill shortage areas?

What are the gaps in training?

Is the currently available training sufficiently flexible to meet the needs of the local government workforce?

Who is best placed to deliver each of the components? Universities, TAFEs or RTOs?

How well are these components connecting to deliver pathways for individuals?

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Contextual Issues

VET and Higher Education sector to be better aligned by 2014

Demand-driven university courses – quotas abolished

AQF describes qualifications for both VET and Higher Education

GSA describes competency frameworks for some local government qualifications (but not others, and not HE quals)

Recent announcement of HECS-style funding for VET training

Australian Qualifications Framework

Level	Traditional vocational education and training (VET) qualifications	Traditional higher education (HE) qualifications
1	Certificate I	
2	Certificate II	
3	Certificate III	
4	Certificate IV	
5	Diploma	
6	Advanced Diploma	Associate Degree
7		Bachelor Degree
		Bachelor Honours Degree
8	Vocational Graduate Certificate / Graduate Certificate Vocational Graduate Diploma / Graduate Diploma	
9		Masters Degree (Research)
		Masters Degree (Coursework)
10		Doctoral Degree (Research)
		Doctoral Degree (Professional)

Skills Shortage areas need…

Qualification levels mapped to progressive roles in councils

Better pathways from VET to HE qualifications

Academic qualifications which produce work-ready graduates
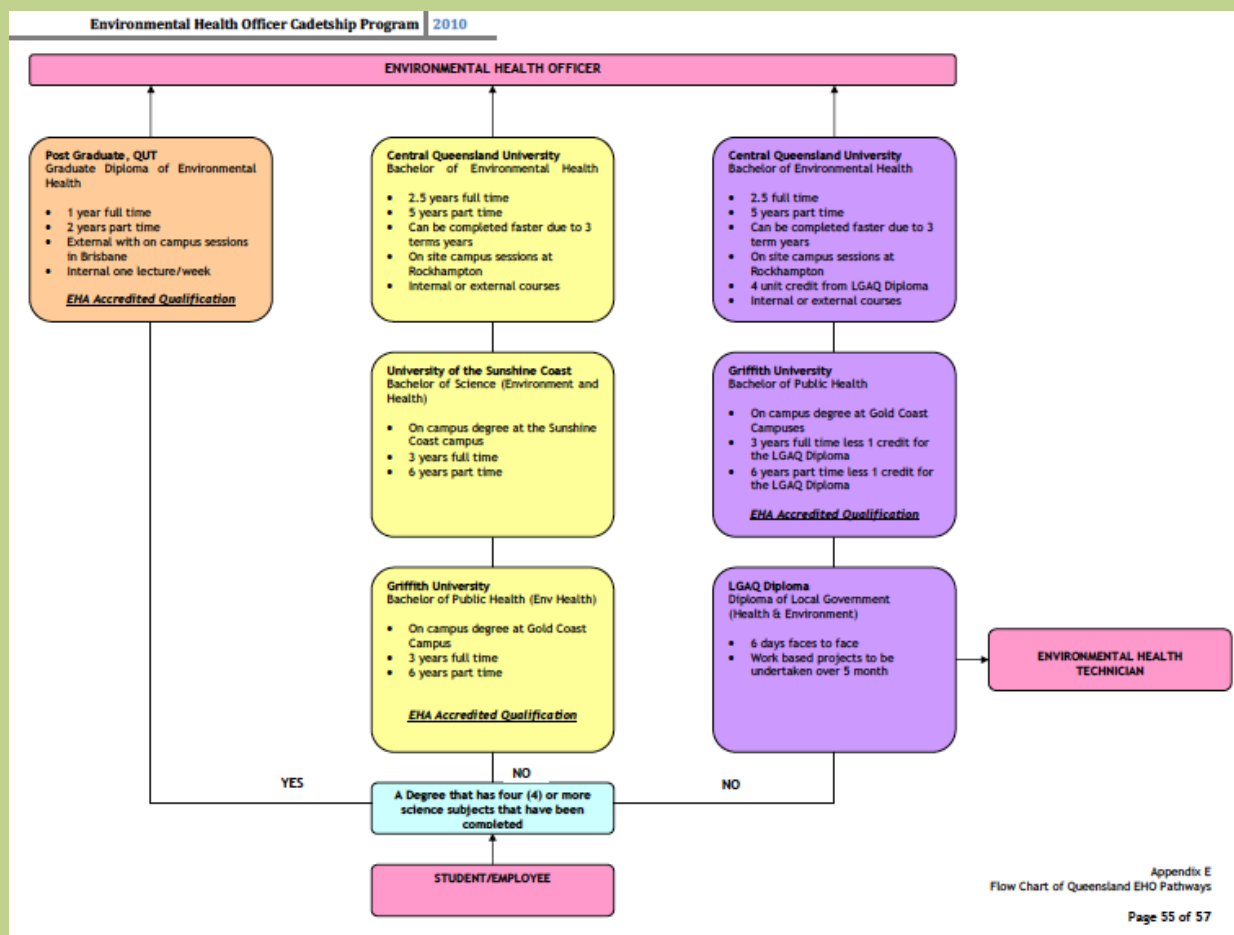
Distance learning options for staff in rural and remote councils

More work placements and cadetships

Tailored lg content in mainstream courses

Talent nurtured within councils

EHO – Model Pathway in Qld

Environmental Health Officer Cadetship Program | 2010

Appendix E
Flow Chart of Queensland EHO Pathways

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Gaps in course provision

An Associate Diploma in Engineering to promote a para-professional pathway into university training

Specialist short courses in Building Surveying to be included in related degrees such as Building and Project Management and Building Professional qualifications

Extension of existing Environmental Health and Building qualifications

Environmental Health qualifications in South Australia

Specialist local government units offered in broader Town Planning qualifications

Options considered to address skills shortages in the Northern Territory

??? Discussion questions

Do these solutions and identified gaps ring true in your experience?

Is there any additional information about this topic which could be made available to inform this report?

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Next Steps for CLG

Advancing Leadership Program: Nationally networked Grad Cert in LGL

Pilot a collaborative learning and action research program for CEOs

Continue to design and deliver the LGMA Australasian Management Challenge

Continue to maintain and update the e-Learning portal

Pilot a workforce planning and development program linked to strategy and data

Mayor and councillor training programs progressed in consultation with the Associations

Model pathways mapped in skills shortage areas

Accredit a Masters degree in Local Government