

Office of Physical Plant Training And Development Policy and Procedures

Strategic Goal: To improve the Office of Physical Plant (OPP) Employee Training and Development.

Strategic Objective: We will benchmark with world-class organizations to determine the training and development needs of our work force to perform at that level. We will develop a training plan based on a standard training philosophy, realistic resource constraints, and the evaluation of our needs and deficiencies.

- Training is an integral part of achieving OPP's mission, vision, and strategic goals.
- Employee training is critical to keep OPP competitive, effective, and efficient.
- Organizational support (funding, facilities, resources) is required for an effective training and development program.
- A standard training philosophy is needed for all of OPP, clarifying the guidelines for training, education, and development.
- A training plan, based on identification of needs and deficiencies for all areas and employees, is needed to maximize the use of limited resources.

1996/97 OPP Strategic Plan

Purpose: To establish a training and development philosophy and policy for all employees of OPP which is consistent with that of Finance and Business and The Pennsylvania State University.

Foundation: Numerous studies and surveys were conducted within OPP and the University, which reported employees' views of training and development. The Training and Development Quality Management Board (QMB) reviewed the following information to serve as the foundation for this training policy.

- Penn State and OPP Diversity Surveys.
- The Finance and Business and OPP Climate Surveys.
- QMB interviews with members of the OPP Executive Steering Group regarding needs, expectations, and the OPP business plan.
- Penn State and Finance and Business training policies and philosophies.

- The Baldrige Award criteria for training and development.
- Our QMB benchmark surveys with world-class companies and universities.

Applicability: This training strategy is targeted for regular employees of OPP. Training of wage-payroll employees will be considered by the budget manager on a case-by-case basis as needed to support mission requirements.

Objectives:

- To provide training and development to all employees based on identified needs and priorities.
- To define the types of training available, identify funding, and clarify support responsibilities.
- To establish a training and development policy that is fiscally responsible, equitable, and linked to our overall business strategies and goals.
- To ensure that all employees are given a fair opportunity to develop their full potential in their jobs.
- To enhance customer satisfaction through better trained employees.
- To maintain a competitive, skilled work force to manage the facilities of a world-class university.
- To foster an empowering environment for continuous quality improvement.

Philosophy: Training and development is a shared responsibility between the employee and the organization. This policy will establish fair and equitable opportunities for all employees. Training will be based on identified needs and goals and is not intended to be used as a reward.

Every employee has the responsibility for evaluating his or her career goals, realistically assessing their needs, and taking the initiative for pursuing professional development. OPP will provide opportunities for all employees to ensure that they have the required competencies needed to achieve the strategic goals of the organization and to assist employees in developing their full potential in the work force.

First priority must be given to training and development that enhances the performance of the employee's current job, taking into consideration changing roles, advancing technologies, organizational objectives, and budgetary constraints.

Roles and Responsibilities:

1. The Director

- Is responsible for ensuring that his or her employees are adequately trained to perform their jobs.

2. The Training and Development QMB

- Members will be selected based on a desire to participate and the recommendation of his or her director. The normal term of membership is two years. Members will include (at a minimum) the following employees representing different areas of OPP.
 - Training and Development Coordinator--Chairperson
 - Training and Development Specialist--Assistant Chairperson
 - Two Managers
 - Two Supervisors
 - Two Nonsupervisory Staff Employees
 - Two Technical-Service Employees
- Will serve as an advisory board to the OPP HRTD.
- Will advise the training ombudsman on training issues.
- Will not meet if a quorum is not present.

3. The OPP Human Resources Training Department (HRTD)

- Consists of the Training and Development Coordinator, the Training and Development Specialist, and associated support staff.
- Is responsible for the administration of training and development policies and procedures.
- Will develop an annual training plan for OPP and request appropriate funding.
- Will maintain all training calendars and records.
- Will review all training and development annual Training Needs Assessment Plans (TNAP) to determine overall OPP training needs.
- Will work with each supervisor to identify training resources for their identified employees' needs.
- Will identify and communicate education and training opportunities available through various sources to all employees.

4. The Immediate Supervisor

- Is responsible for evaluating the skills needed in each job for an employee to perform successfully.
- Will document the employee's job skill training requirements on the TNAP.
- Will meet with each employee at a designated time before the beginning of each fiscal year to discuss the TNAP.

- Will make every effort to support the employee's goals and help him or her carry out his or her annual training and development plan.
- Will annually evaluate his or her employees' initiative to improve job knowledge.
- Will establish priorities for each employee's training.
- Will be responsible for identifying training fund requirements in accordance with this policy.
- Will work with the OPP HRTD to identify resources for requested training.
- Will keep the OPP HRTD informed of all training to ensure accurate completion of employees' records.

5. The Employee

- Is responsible for completing a TNAP based on his or her position training needs, annual performance appraisal, career goals, and organizational priorities.
- Will meet with his or her supervisor to review the TNAP and discuss priorities for implementation.
- Has an obligation to attend mandated training programs as identified by the TNAP and required by his or her supervisor.
- Will evaluate the training programs attended and provide feedback to the OPP HRTD.

6. The Ombudsman

- Will be the Training QMB Chairperson with support from the members.
- Will investigate situations to ensure fair and equitable treatment related to training opportunities for all OPP employees.
- Will seek to resolve problems through the employee's supervisor, manager, and director.
- Will have direct access to the Deputy for Management in role as ombudsman.

Policies:

1. All training and development activities will be coordinated through OPP HRTD. This area will maintain training records for all employees.
2. Supervisors, managers, and directors will establish task numbers for their employees to charge their training expenses.
3. Each supervisor will be responsible for an ongoing collection of competencies for each employee's annual TNAP that will be used to assess the job skill requirements. This selection will be from a list of competencies identified by the technical "expert" (e.g. Central

Supervisor). This list will include the skills needed to keep up with changing technology, processes, and meet organizational goals.

4. Each employee and supervisor together will use information from the position competencies to create an annual TNAP. Before the beginning of each fiscal year, every employee will discuss his or her development plan with his or her supervisor to identify and agree upon training needs and priorities. The plan should also include the method or resource to be used in meeting these needs if known. All training and development activities should be consistent with the TNAP.
5. An annual training plan and funding request will be developed by the OPP HRTD based on TNAPs and input from the budget managers.
6. Employees who complete training will provide feedback to OPP HRTD .
7. The OPP HRTD will publish a calendar of upcoming training activities on a monthly basis.
8. The OPP HRTD will monitor the education and training of the apprentices and other formal on-the-job training programs.
9. Organization-wide training priorities will be established by the QMBs and approved by the ESG.
10. Training on new equipment/systems will be conducted in accordance with the OPP Training/Orientation Process for New Construction and the OPP commissioning procedures.
11. A category identified as “Employee’s initiative to improve job knowledge via training and development” will be added to all performance appraisals.

Identifying Training Resources, Information, and Communication: The OPP HRTD will identify and communicate education and training opportunities available to employees. This will be accomplished by creating a training opportunities e-mail format that will be sent to all employees. OPP HRTD will maintain a file of current catalogs, brochures, etc., that describe training opportunities. Resources identified on the TNAP will be contacted for information. Employees will review the OPP Training Calendar (posted electronically in VOL1) for additional opportunities.

Measure Training Effectiveness:

- Number of training hours per employee.
- Number of dollars spent on training per employee.
- Percent of employees receiving training.
- Number of training opportunities per employee.
- Number of lost-time accidents.
- Number of no lost-time accidents.

Funding: Organization-wide training as identified by the ESG will be provided by central funding and/or service budgets. Budget Managers are responsible to budget for technical training. Expenditure of these funds will be based on the identified annual training needs and priorities (TNAP) and organizational priorities.

Due to realistic budgetary constraints, it is necessary to prioritize training needs as follows:

1. Training required to perform existing job duties.
2. Training required to perform new or enhanced duties in existing job (job-related).
3. To the extent that the budgets permit any funding, priority will be given to career development training which will benefit OPP versus career development training which may benefit the University at large or the individual.
4. Personal development. Funding is the individual's responsibility.

Type of Training	Source	Responsible/Accountable
Organization-wide	Centrally Funded and/or Service Budget	QMB/ESG/Budget Manager
Technical	Home Budget	Budget Manager
Career Development	Home Budget/Employee	Budget Manager/Employee
----- Personal Development	Employee	Employee

Criteria for Training:

This section:

- Provides an outline of broad guidelines for training activities and programs.
- Defines the various types of training activities or programs.
- Provides assistance to prioritizing training needs, given the limited funds for training.
- Defines organizational and personal commitments for training activities or programs.

Temporary Transfer is not a training activity, therefore it is not included on this matrix. However, it is recognized that skills are often gained as a result of the temporary transfer process.

Type of Training	Training Category	Definition	Organizational Responsibility	Employee Responsibility
Organizational	Organization-Wide Training	Training necessary for the entire organization (e.g., diversity, customer service, CQI, computer training, etc.).	Pay expenses and time.	Attend planned training and actively participate.
Technical	Safety	Training that enhances the employee's ability to identify hazards and work in a manner to prevent injury.	Identify needs and provide a forum for training. Pay costs and time.	Actively participate.
	Job-Related	Training for employee's job responsibilities and general field of endeavor.	Pay expenses and time.	Document the need for training and actively participate.
	Cross Training	Training individuals for another job to provide mission support.	Pay expenses and time.	Document interest and willingness for training.
	On-The-Job	Learning activities provided in an informal situation at the job site whereby persons learn job tasks by actually performing them.	Pay expenses and time, possibly provide a formal mentor.	Document interest and willingness for training.
	Apprenticeship	A certified formal training program of classroom and on-the-job training in skilled trades areas.	Provide program, study time, and on-the-job training in accordance with University agreement.	Per Union/University Agreement.
Career Development	Career Development	Training not part of current job responsibilities but for potential organizational needs. May meet the employee's career aspirations, to include wellness training, and provide long-term improvements to the University.	May share expenses and time between OPP and employee. To be addressed on a case-by-case basis by supervisor and manager.	Document interest and willingness for training. Possible sharing of time and expenses.
	Grant-In-Aid	Policy governing University-sponsored credit courses taken by employees or their dependents.	In accordance with existing University and OPP policy with an emphasis on taking classes during nonwork hours unless unavailable.	In accordance with existing University and OPP policy.
Personal Development	Personal Development	Self-interest, personal, lifelong, nonjob-related learning.	Facilitate and accommodate information opportunities and provide flexibility in scheduling.	The employee will be responsible for his or her time and the cost of the program.

Annual Training Needs Assessment Plan:

- Each year in mid-December, OPP HRTD will send a blank TNAP to all supervisors for distribution.
- The supervisor will complete the Training Needs section of the TNAP. Supervisors will refer to employee's previous TNAPs.
- The supervisor will distribute the TNAP to employees and set date and time of each meeting.
- Employee will complete TNAP according to his or her personal training preference. (All codes will be included on the form.)
- The supervisor and the employee will meet at a scheduled date and time to discuss and prioritize the needs of the employee as indicated on the TNAP.
- After reviewing the TNAP, the employee and supervisor will acknowledge the proposed plan by indication of initials. Initials indicate only that this TNAP has been discussed and does not necessarily signify concurrence.
- The TNAP completion dates will be as follows:

Tech-service employees--April 30

Staff employees--in conjunction with the Staff Review & Development Plan

- The supervisor will retain the original TNAP in the employee's file and send a copy to OPP HRTD for recording.
- OPP HRTD will input the information into a central database.
- OPP HRTD will maintain a permanent tracking record of the training costs, completed courses, awards, and certificates in the central database as training is completed.
- Any additional training, not listed on the TNAP that may occur throughout the year will be added to the database by HRTD as a Priority 0.
- Training request conflicts will be handled through an appeals process to the Training Ombudsman in accordance with the outlined policy.

Glossary:

The terms “training” and “training and development” are used interchangeably through this document as generic terms for training, development, education, etc.

Training Needs Assessment Plan (TNAP)--An annual plan listing the most important organizational, technical, and career development training an employee needs in the next year.

Apprenticeship--A certified formal training program of course work and on-the-job training in skilled trades areas.

Basic Education--Fundamental literacy needed to obtain or hold a job.

Basic Training--Fundamental skills needed to obtain or hold a job.

Budget Manager--Director, Manager, or Supervisor responsible and accountable for budgeting and controlling technical training funds for their area(s).

Career--A general course of action a person chooses to pursue throughout life.

Career Development--Training not part of current job responsibilities but for potential organizational needs. May meet the employee’s career aspirations and provide long-term improvements to the University.

Career Path--Flexible lines of progression through which employees typically move.

Career Planning--A process whereby career goals are set and the means to achieve them are established.

Competencies-- The tasks employees are to learn and perform in their jobs.

Cross Training--Training individuals for another job to provide mission support.

Education--Learning conducted to improve competence in a specific area based on theory and understanding.

Grant-In-Aid--Policy governing University-sponsored credit courses taken by employees or their dependents.

Job Change Training--Learning that prepares an employee to change positions in an organization.

Job Enrichment--The deliberate restructuring of a job to make it more challenging, meaningful, and interesting.

Job Related--Training for employees’ job responsibilities and general field of endeavor.

Job Rotation--The movement of employees from one job to another for the purpose of providing them with broader experiences.

Management Development--Learning experiences provided by an organization for the purpose of providing and upgrading skills and knowledge required in current and future supervisory positions.

Off-the-Shelf Programs (packaged or canned programs)--Existing training programs for which little or no new design is required.

Ombudsman--A person outside the normal chain of command who handles complaints of an individual or group.

On-the-Job Training (OJT)--Learning activities provided in an informal situation at the job site whereby persons learn job tasks by actually performing them.

Organization-Wide Training--Training necessary for the entire organization (e.g., diversity, customer service, CQI, computer training, etc.).

Personal Development--Self-interest, personal, lifelong, nonjob-related learning.

Professional Development--Keeping current with state-of-the-art technologies of a particular job or field.

Programmed Instruction--A teaching method which provides instruction without the intervention of an instructor.

Regular Employee--A person who is appointed to a full-time position which will exist for six months or longer and is not a Fixed Term II.

Safety--Training that enhances the employee's ability to identify hazards and work in a manner to prevent injury.

Self Initiated (Self-Sufficient, Self-Directed, Self-Study)--Owner requested/identified learning.

Skill--The ability to perform a particular task or process.

Technical Training (Skill Training, Job-Specific Training)--Learning directly related to the performance of an employee's current job skills.

Training and Development--The process of designing programs to assist individuals, groups, and the entire organization to become more effective.

Training Measurements--Standards identified to determine if training was successful.

Wage-Payroll Employee--A nonregular, temporary employee.

Prepared by Training & Development Quality Management Board

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