

2.22 TRAINING AND DEVELOPMENT

APPLICATION:

All state employees; some human resource management topics apply to local employees

PURPOSE:

It is the objective of the Virginia Department of Social Services (VDSS) to provide equal opportunities for training and development to all state employees. Employees are asked to consult with the Division of Human Resource Management (DHRM) to find appropriate training that will meet individual goals and agency needs. DHRM will also provide specific human resource training to state and local employees for the purpose of educating employees on policies, procedures and human resource computer systems.

2.22.1 Definitions

2.22.1.1 DHRM

The Division of Human Resource Management at the Virginia Department of Social Services

2.22.1.2 Employees

The term “employees” will mean state employees. Local agency employees will be referred to as “local employees”.

2.22.1.3 Software Training

Any training that involves a computer for either Microsoft Office applications or the Local Employee Tracking System.

2.22.1.4 Employee Development Training

Training that involves soft skills topics (communication, team building, interviewing, etc.) or general computer software applications. It does not include training on agency-specific computer applications.

2.22.1.5 Leadership Development Training

Training for supervisory, mid-level management or executive management skills.

2.22.2 Employee/staff development training

The areas in which DHRM provides services to state and/or local employees include the following: employee development training, human resource management training, organizational development consultation, and tuition reimbursement.

Employee Development Training involves soft skills topics, such as communication, team building, interviewing, etc., or general computer software applications. It does not include training on agency-specific computer applications or program-specific policies and procedures. The areas of employee development training are listed below.

2.22.2.1 New Employee Orientation

All new employees (classified and wage employees) are requested to attend New Employee Orientation. Sessions are offered at the Home Office twice each month and usually last about 6-7 hours.

- **Procedure**
New Employee Orientation Registration Forms are sent to each hiring authority upon DHRM's approval of a new hire and approval of the salary. Hiring authorities are asked to complete the Form, selecting the best date for the candidate to attend, and submit the Form to DHRM by the deadline date. Once DHRM receives the completed Form, confirmation will be sent to the hiring authority via e-mail. Directions to Home Office and a hotel listing will be provided as well.
- **Notification**
Notification of the New Employee Orientation occurs during the hiring process. The Human Resource Generalist who is working with the hiring authority will provide the New Employee Orientation Registration Form to the hiring supervisor and inform the supervisor of the next available session.
- **Attendance Policy**
It is the supervisor's responsibility to inform the new employee about Orientation and to allow the employee the time to attend. Supervisors will be notified via e-mail if the employee fails to attend.
- **Training Records**
Training attendance records are maintained in DHRM for a minimum number of three years. DHRM tracks the records by class name, date, employee name, and Social Security Number. If an employee does not feel comfortable using their Social Security Number and wants DHRM to track the employee's training history, an alternate number issued by the Department of Motor Vehicles may be used. Employees should keep a separate record of their training history for reference and verification.

2.22.2.2 Software Application Training

- **Types of Software Application Training**
 1. **Microsoft Office Applications**
DHRM provides training on the software applications that are used by all employees. These applications include the Microsoft Office products, such as Word, EXCEL, ACCESS, PowerPoint, and Outlook. Class sessions are split into three levels: introduction, intermediate and advanced. They are usually one day in length and are held throughout the state to accommodate field and regional office employees.
 2. **LETS (Local Employee Tracking System)**
DHRM teaches local employees how to use the human resource computer system, LETS (Local Employee Tracking System). Refresher and beginner courses are held as needed and as requested at Home Office.
 3. **Procedure**

Employees who would like to register for a software applications class, may complete the Training Registration Form and send it to: **Software Training, VDSS/DHRM, Home Office, Richmond, VA 23219**. A confirmation or denial will be received within two weeks via e-mail.

4. Notification

Class schedules are sent to all employees via e-mail. The DHRM is in the process of publishing a training schedule on the DHRM intranet site, TBD.

5. Attendance Policy

Occasionally, it is necessary for an employee to cancel their participation in training. Confirmed participants who cannot attend a training session **MUST** do one of the following:

- If an employee is sick, the employee must call the trainer/site prior to the session and leave a message that they are ill;
- Provide a substitute participant; or
- Reimburse the DHRM for the absence. Reimbursement costs will be determined by the market rate for the specific training session.

The attendance policy is intended as an incentive for supervisors to allow employees the time to attend the training that was originally approved. The supervisors of confirmed participants who do not attend training are contacted via e-mail and the appropriate consequences are discussed.

6. Training Records

Training attendance records are maintained in DHRM for a minimum of three years. DHRM tracks the records by class name, date, employee name, and Social Security Number. If an employee does not feel comfortable using their Social Security Number and wants DHRM to track the employee's training history, an alternate number issued by the Department of Motor Vehicles may be used. Employees should keep a separate record of their training history for reference and verification.

2.22.2.3 Soft Skills Training

The DHRM provides training on general soft skills topics to state employees. Topics may include, but are not limited to, the following:

- Business Writing
- Change Management
- Communication
- Customer Service
- Diversity Awareness
- Interviewing
- Listening
- Negotiating
- Team Building

- Using the Myers-Briggs Type Indicator for Team Building
- Workplace Violence

Sessions may also be provided to whole divisions or work units upon request as specific training needs are identified.

1. Procedure
Registration occurs on a first-come, first-served basis so it is important for employees to act quickly upon notification if they are interested in attending a class. All training registrations should be sent to: VDSS Employee Development Training Registration, DHRM, Home Office, Richmond, VA 23219. Confirmations or denials will be sent within two weeks of receipt via e-mail. Directions and hotel listings will be sent to the participants with the confirmations.
2. Training Requests
An employee who is seeking training on a specific topic may consult with the Training Manager to determine whether DHRM can meet their needs adequately. If it is determined that other employees are interested in this topic, DHRM will coordinate the training session and notify all employees about the session. Interested employees should follow the registration procedures listed above.

Supervisors who identify specific training needs for their unit may complete a Training Request Form to request the needed training. All details on the Form must be completed and the Form should be sent to: **VDSS Employee Development Training Request, DHRM, Home Office, Richmond, VA 23219.**

3. Notification
DHRM training schedules will be published on the DHRM intranet site (TBD). Training sessions are currently announced to employees via e-mail. Attached to the notification is a Training Registration Form.
4. Attendance Policy
Occasionally, it is necessary for an employee to cancel their participation in training. Confirmed participants who cannot attend a training session **MUST** do one of the following:
 - If an employee is sick, the employee must call the trainer/site prior to the session and leave a message that the employee is ill;
 - Provide a substitute participant; or
 - Reimburse the DHRM for the absence. Reimbursement costs will be determined by the market rate for the specific training session.

The attendance policy is intended as an incentive for supervisors to allow employees the time to attend the training that was originally approved. The supervisors of confirmed participants who do not

attend training are contacted via e-mail and the appropriate consequences are discussed.

5. Training Records

Training attendance records are maintained in DHRM for a minimum number of three years. DHRM tracks the records by class name, date, employee name, and Social Security Number. If an employee does not feel comfortable using their Social Security Number and wants DHRM to track the employee's training history, an alternate number issued by the Department of Motor Vehicles may be used. Employees should keep a separate record of their training history for reference and verification.

2.22.2.4 Supervisory Development Training

This week-long training session is intended for front-line supervisors; however, the Commissioner made this session mandatory for all mid-level managers and supervisors to attend. The topics covered in this session include, but are not limited to, the following:

- Team Building
- Using the Myers-Briggs Type Indicator to Improve Communication
- 360-Degree Feedback
- Valuing Differences, Maximizing Talent: Diversity
- The Hiring Process
- Compensation and Classification
- Employee Relations
- Benefits Review
- Doing the Right Thing: A Guide to Internal Control
- Coaching and Counseling
- Preventing Workplace Harassment
- Leadership Challenges

1. Procedure

Three or four sessions are held off-site in Richmond each year for five consecutive days. Notifications are sent via e-mail to supervisors, managers and executive team leaders. Registrations are taken on a first-come, first-served basis. All training registrations should be sent to: **VDSS Supervisory Development Training Registration, DHRM, Home Office, Richmond, VA 23219.**

Confirmations or denials will be sent within two weeks of receipt via E-mail. Directions and a hotel listing will be sent to confirmed participants.

2. Notification
Notification is sent via e-mail to supervisors, managers, and executive team leaders. Registrations are taken on a first-come, first-served basis.
3. Attendance Policy
Occasionally, it is necessary for an employee to cancel her/his participation in training. Confirmed participants who cannot attend a training session MUST do one of the following:
 - If an employee is sick, she/he must call the trainer/site prior to the session and leave a message that she/he is ill;
 - Provide a substitute participant; or
 - Reimburse the Division of Human Resource Management for the absence. Reimbursement costs will be determined by the market rate for the specific training session.

The attendance policy is intended as an incentive for supervisors to allow employees the time to attend the training that was originally approved. The supervisors of confirmed participants who do not attend training are contacted via E-mail and the appropriate consequences are discussed.

4. Training Records
Training attendance records are maintained in DHRM for a minimum number of three years. DHRM tracks the records by class name, date, employee name, and Social Security Number. If an employee does not feel comfortable using their Social Security Number and wants DHRM to track the employee's training history, an alternate number issued by the Department of Motor Vehicles may be used. Employees should keep a separate record of their training history for reference and verification.

2.22.2.5 Management Development Training

Mid-level managers have the opportunity to attend a management training session facilitated by Virginia Commonwealth University's Center for Public Policy. The DHRM and the Commonwealth Management Association (CMA) sponsor this course called the Commonwealth Management Institute (CMI). All mid-level managers are encouraged to attend. The following topics listed are usually included in CMI.

- Leading During Changing Times
- Cooperation and Conflict: Executive/Legislative Relations in the New Dominion
- Communicating for Results in Government
- Management Assessment Experience
- Communication Case Studies
- Facilitation Skills for Managers
- Managing and Resolving Conflict

- Creative Thinking
- Personal Action Planning
- Strategic Model for State Government Communication
- Stress Busters

1. Procedure

Mid-level managers with VDSS are eligible to participate in the Commonwealth Management Institute. Mid-level managers who would like to attend this course may send their memo of interest to: **VDSS Management Development, DHRM, Home Office, Richmond, VA 23219**. The training manager will send you the CMI application. The application must be completed and sent to VCU with a letter of nomination signed by the Commissioner or Executive Division Director/Deputy Commissioner. VCU's Center for Public Policy will determine admittance into the program based on management level and experience.

2. Notification

Mid-level managers are notified via e-mail about the Commonwealth Management Institute session dates.

3. Attendance Policy

Occasionally, it is necessary for an employee to cancel their participation in training. Confirmed participants who cannot attend a training session **MUST** do one of the following:

- If an employee is sick, the employee must call the trainer/site prior to the session and leave a message that the employee is ill;
- Provide a substitute participant; or
- Reimburse the DHRM for the absence. Reimbursement costs will be determined by the market rate for the specific training session; CMI generally costs about \$750 per person.

The attendance policy is intended as an incentive for supervisors to allow employees the time to attend the training that was originally approved. The supervisors of confirmed participants who do not attend training are contacted via e-mail and the appropriate consequences are discussed.

4. Training Records

Training attendance records are maintained at the Virginia Commonwealth University's Center for Public Policy. A comprehensive listing of all managers who have attended CMI will be maintained in DHRM indefinitely.

2.22.2.6 Executive Development Training

The VDSS Executive Team Leaders are encouraged to attend the Virginia Executive Institute (VEI). VEI is a two-week session split between two months. Participants are expected to participate in external group meetings held with

other participants during the interim. Executive-level topics on strategic planning, communication, leadership, etc., are included.

1. Procedure

Current executive-level managers are eligible to participate in the Virginia Executive Institute. Other executive-level managers who would like to attend the course should send their notice of interest to: **VDSS Executive Training, DHRM, Home Office, Richmond, VA 23219**. Upon receipt of your notification of interest, the training manager will send the official VEI application. The application must be completed and sent to VCU with a letter of nomination signed by the Commissioner. VCU's Center for Public Policy will determine admittance into the program based on management level and experience.

2. Notification

Executive-level managers are notified via e-mail about the Virginia Executive Institute session dates.

3. Attendance Policy

Occasionally, it is necessary for an employee to cancel the employee's participation in training. Confirmed participants who cannot attend a training session **MUST** do one of the following:

- If an employee is sick, the employee must call the trainer/site prior to the session and leave a message that the employee is ill;
- Provide a substitute participant; or
- Reimburse the DHRM for the absence. Reimbursement costs will be determined by the market rate for the specific training session; VEI generally costs about \$1250 per person.

The attendance policy is intended as an incentive for supervisors to allow employees the time to attend the training that was originally approved. The supervisors of confirmed participants who do not attend training are contacted via e-mail and the appropriate consequences are discussed.

4. Training Records

Training attendance records for VEI are maintained by Virginia Commonwealth University's Center for Public Policy. A comprehensive listing of all executives who have successfully completed VEI will be maintained in DHRM indefinitely.

2.22.2.7 Human Resource Management Training

The Generalists in the DHRM provide training to state and local supervisors and employees on human resource topics. These topics include the following:

- Administering the Local HR Policies
- Administrative Manual Overview
- Benefits Overview
- Benefits Update

- Coaching and Counseling
 - Compensation and Classification
 - Conflict Resolutions Skills
 - Developing the Employee Work Profile
 - Employee Relations Overview
 - Grievance Procedure
 - Interviewing for Your Next Position
 - Mediation
 - Recruitment and Selection
1. Procedure

State and local supervisors who wish to schedule training on a human resource topic may complete the Training Request Form and forward it to: **VDSS Training Request, DHRM, Home office, Richmond, VA 23219.** Upon receipt, the training manager will contact the requestor to discuss the request and schedule some possible dates for training.
 2. Notification

Notification for human resource management training is handled through the division director, manager, or supervisor.
 3. Attendance Policy

Occasionally, it is necessary for an employee to cancel the employee's participation in training. Confirmed participants who cannot attend a training session **MUST** do one of the following:

 - If an employee is sick, the employee must call the trainer/site prior to the session and leave a message that the employee is ill;
 - Provide a substitute participant; or
 - Reimburse the DHRM for the absence. Reimbursement costs will be determined by the market rate for the specific training session.

The attendance policy is intended as an incentive for supervisors to allow employees the time to attend the training that was originally approved. The supervisors of confirmed participants who do not attend training are contacted via E-mail and the appropriate consequences are discussed.
 4. Training Records

Training attendance records are maintained in DHRM for a minimum number of three years. DHRM tracks the records by class name, date, employee name, and Social Security Number. If an employee does not feel comfortable using their Social Security Number and wants DHRM to track the employee's training history, an alternate number issued by the Department of Motor Vehicles may be used. Employees should keep a separate record of their training history for reference and verification.

2.22.2.8 Vendor-provided Training

Occasionally it may be necessary to use vendors to provide specialty training. The DHRM must use internal vendors with existing contracts through the Virginia Department of Human Resource Management (VDHRM), or another state agency, whenever possible. If an external vendor is needed, the Commissioner and/or the Director of General Services must approve ALL contracts prior to committing any training funds.

1. Procedure

Training topics that are not available through the current talent at VDSS will be sought elsewhere. The primary source for external training is through the Department of Human Resource Management or other state agencies (including community colleges, colleges, universities, etc.). Supervisors and managers must complete the Training Request Form and send it to: **VDSS Training Request, DHRM, Home Office, Richmond, VA 23219.**

2. Notification

Notification of the training will be handled through the supervisors and managers who request training for their group. All other notifications will be communicated through e-mail.

3. Attendance Policy

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- If an employee is sick, the employee must call the trainer/site prior to the session and leave a message that the employee is ill;
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2.22.3 Organizational Development and Consulting

State and local managers may approach the DHRM to request assistance with organizational development (including team building, changing the structure of teams, streamlining functions, unit problem-solving, etc.). At that time, a private consultation meeting is scheduled. Each request is handled confidentially. If

necessary, each situation is investigated thoroughly and possible solutions are researched. At a predetermined time, the options are presented to the manager.

