MANAGEMENT SUPPORT OF EMPLOYEE TRAINING

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Human Resources

Cal Poly
San Luis Obispo
Purpose: Enhance Your Ability to Support Staff Training & Development

Topics:
- Importance to the Organization
- Different Kinds of T&D
- Employee Responsibilities and Manager Responsibilities
- Available Resources
- Concerns/Challenges
- Strategies
Climate Survey

- 40% of Staff indicated that Cal Poly does not provide them with adequate training to successfully complete their job duties.
- 42% reported that supervisors do not provide them with resources to pursue educational or professional development opportunities.
- 47% indicated that supervisors at Cal Poly do not give them career advice or guidance when they need it.
CORPORATE DILEMMA

WHAT IF WE TRAIN THEM AND THEY LEAVE?

WHAT IF WE DON’T...AND THEY STAY?

INVESTING IN EMPLOYEES
Blessing-White Engagement Model
3 Types of Training & Development

1. **Mandatory/Compliance** – Required
2. **Job-Related – Role Specific**. Gain S,K,As to achieve highest level of performance in current position.
3. **Professional Development** – Obtain S,K,As to improve opportunities for additional responsibilities and/or possible career advancement.
Job-Related – Role Specific T&D

Identify "gaps" between current skill levels and skills level needed based on organizational objectives – Current and Future needs
## Job-Related – Role Specific T&D

### Employee Responsibilities
- Self-Assessment against performance standards
- Initiate requests for T&D relevant to current position
- (With Supervisor) plan how work will be covered
- Apply learning back on the job

### Manager Responsibilities
- Ongoing feedback and coaching
- Identify development needs & plan to address
- Create an IDP
- Allocate ‘release’ time (based on operational needs)
- (With employee) plan how work will be covered
- Recognize/Reinforce application of learning
Professional Development

What skills, knowledge and abilities may improve opportunities for additional responsibilities and/or career advancement?
## Professional Development

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<thead>
<tr>
<th><strong>Employee Responsibilities</strong></th>
<th><strong>Manager Responsibilities</strong></th>
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<tr>
<td> Clarify career goals</td>
<td> Discuss employee’s career goals</td>
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<tr>
<td> Assess strengths &amp; development needs re: career aspirations</td>
<td> Identify development needs &amp; create IDP</td>
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<tr>
<td> Share goals with Supervisor</td>
<td> Allocate ‘release’ time (based on operational needs)</td>
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<tr>
<td> Initiate requests for T&amp;D &amp; plan for work coverage</td>
<td> (With employee) plan how work will be covered</td>
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<td> Understand that professional development does not ‘entitle’ you to a promotion</td>
<td> Coach, Mentor, &amp; Support</td>
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Resources for Employee T&D

- On-line Training & Career Development Tools (*Cal Poly SkillPort* and *Lynda.com*)
- Staff Learning Community
  - Instructor-Lead Training
  - Wiki
  - Information-sharing, networking sessions
- Leadership Development Program for Staff
- Creation of ‘Job Families’
Resources for Managers & Supervisors

- Upcoming Training on
  - Providing Constructive Feedback
  - Coaching for Optimal Performance

- Input from you and Refinement of ‘Training Policy & Guidelines

- Consultation on Mentorship – How to:
  - Create Individual Development Plans
  - Create on-the-job development experiences
  - Discuss ways to find a better fit between individuals’ skills, interests and motivations & current position
What Concerns do we Have?

What Challenges do we Foresee?
Concerns about ‘Release Time’

- How do you currently schedule around:
  - Vacation?
  - Sick leave?

- Customize T&D – bring to your group

- Offer compensatory time off for T&D

- Pool Staff Resources:
  - Cross Train
  - Temp. Pools