

## WSU TRAINING AND DEVELOPMENT PLAN

Washington State University (WSU) will provide training in accordance with [WAC 357-34](#).

WSU's *Training and Development Plan* will be based on an assessment of the organization's training and development needs. Human Resource Services (HRS) administers the University's *Training and Development Plan* in accordance with [WAC 357-34-030](#).

Copies of the *Training and Development Plan* are available from HRS upon request or at [HRS](#).

### **Training Policy Statement**

In accordance with WSU's Strategic Plan, it is the intention of WSU that all training be planned activity; that employees receive training necessary to achieve development of skills, knowledge, abilities and attitudes related to their job duties and individual growth in their own departments and the organization overall; that training programs will provide for the full development and utilization of the human resources potential of the staff in conformance with the institutional values and strategic plan of WSU.

Training is defined as: One or a series of formal, planned activities which are instructional in nature and are developed for the purpose of conveying course content leading to the acquisition of demonstrable knowledge, skills, and abilities.

Training shall provide for the following:

1. To establish within WSU a uniform and equitable procedure for spending funds for employee training and development;
2. To declare WSU's intent to improve service through in-house training and outside training;

3. To ensure continuous staff development and the responsibility for it in order for WSU to increase the knowledge, skills and abilities of employees to meet both present and future needs of their departments and the organization;
4. To assist in the implementation of a statewide program of career development to attract and retain persons of superior ability and potential for development.

## **TRAINING PROGRAM**

### I. Training will be planned generally for:

#### A. New Employees:

1. To orient them to WSU programs and policies.
2. To teach them the skills, knowledge, abilities and attitudes necessary to safely and efficiently perform their jobs.

#### B. Current Employees:

1. To keep them up to date on policy and regulation changes.
2. To expand their knowledge and skills necessary for upward mobility.

#### C. Supervisory and Management Employees:

1. To provide them with supervisory, management and human relations skills so they can effectively work with the employees they supervise to accomplish unit goals and objectives.
2. To update these skills.

#### D. All Employees:

1. To provide them with human relations skills so they can courteously and effectively serve the public, work harmoniously and efficiently with other employees.
2. To improve practices in their professional, technical, and clerical fields.
3. To enable them to develop and realize their own potential.
4. To address safety, risk management and compliance issues.

- II. Training will be accomplished through one or a combination of the following methods:
- A. Technical Training: Training for new or experienced employees designed to provide minimum skills necessary to perform required duties of the current position.
  - B. Proficiency Training: Training for permanent employees designed to correct a deficiency identified in reviewing work plans or performance appraisals; or to provide additional knowledge which would improve performance in the current position.
  - C. Developmental Training: Training for permanent employees designed to develop skills or provide knowledge which will enhance an employee's opportunity for promotion.
  - D. In-House Training: Training received from WSU personnel, including on line/e-learning and formal classroom instruction through in-service offerings or academic classes.
  - E. Outside Training: Training received from anyone other than WSU personnel, including all other state or federal agencies or organizations, private consultants or other recognized providers.

## **Positions Responsible for Employee Training and Development**

WSU training is a joint responsibility of HRS, individual departments, other University entities, employees and managers/supervisors.

The Director of Human Resource Services (HRS) maintains overall responsibility for Employee Training and Development. HRS is responsible for developing the *Training and Development Plan* as prescribed by [WAC 357-34-030](#).

Department administrators are responsible for providing the training offered by their respective units. The responsible department offers necessary policy, procedures, systems and compliance training. Such training and appropriate refreshers are offered as needed and may fulfill regulatory requirements. HRS assists with coordinating and facilitating these training sessions (see Training Management System, p. 5).

HRS shall:

1. Implement the training policy and programs;

2. Conduct training needs assessments;
3. Plan, design and instruct WSU-wide proficiency and developmental training in WSU procedures and practices;
4. Coordinate proficiency and developmental training needs with executive staff, other agencies or private consultants;
5. Screen and evaluate available training programs;
6. Coordinate, advise and assist divisions with their technical training requirements as necessary;
7. Coordinate, advise and assist with intra-divisional and inter-divisional communication;
8. Review proficiency and developmental training;
9. Administer general training funds;
10. Maintain individual and WSU training records.

## **Required Training**

[\(WAC 357-34-020\)](#)

Supervisors may require employees to attend training that is job-related, meets an identified employer need and/or is required by state or federal law or other regulatory body.

The following are examples of training that may be required by WSU and/or supervisor/managers:

### *New Employee Orientation*

HRS provides a general new employee orientation and an employee benefits orientation.

HRS maintains a [New Employee](#) web site to address questions and provide resources for new employees.

### *Departmental Orientation*

Each department or work unit is to provide appropriate and required orientation regarding the individual's position responsibilities, expected standards of performance and safety issues. The supervisor (or his/her designee) will complete the appropriate New Employee Orientation Checklist and Environmental Health and Safety Checklist with each new employee. A link to the forms can be found at the HRS [New Employee site](#).

### *Management and Supervisory Training*

HRS will develop and conduct management and supervisory training in accordance with [WAC 357-34](#).

### *Equity and Diversity Training*

Primary responsibility for Equal Employment Opportunity, Workplace Discrimination and Sexual Harassment and Diversity training lies with the Division of Student Affairs, Equity and Diversity.

### *Environmental Health and Safety Training*

The primary responsibility for environmental, health and safety training rests with supervisors in coordination with the departments of Environmental Health and Safety, Public Safety, Radiation Safety, Risk Management and the Vice Provost for Research.

## **Training Management System**

Accessible and available to all areas of WSU, the official Training Management System is administered by HRS and acquired through contracted services with SkillSoft Corporation. In addition to managing the scheduling of live training sessions and employees' registrations in those sessions, this system also hosts online SkillSoft learning materials. Both online course activity and attendance in live training sessions is recorded by this system.

## **EMPLOYEE ELIGIBILITY AND RELEASE TIME**

### **Employee Eligibility**

Civil Service, collective bargaining unit covered, administrative professional, and faculty employees are eligible to participate in WSU training and development activities.

### **Employee Work Status**

Required attendance at training during the employee's normal work hours is considered time worked.

Required attendance during and/or outside of working hours is considered time worked and must be compensated in accordance with the *Fair Labor Standards Act (FLSA)*. Contact HRS with questions regarding FLSA.

### Release Time ([WAC 357-34-045](#))

Release time is available to employees for non required University-sponsored in-service training. The *Release Time Policy* does not apply to tuition fee-waiver courses or other academic classes. A link to the policy can be found at [Policy](#).

### Fee Waiver Policy

Eligible employees may participate in a fee-waiver program for academic courses with prior supervisory approval. A link to the form can be found at [Form](#).

## CAREER DEVELOPMENT

### Assignments for Career Development Purposes ([WAC 357-34-050](#))

Supervisors may make planned training assignments for employee development without incurring reallocation or compensation obligations.

Such assignments may include the performance of responsibilities outside the current job class on a time-limited basis or intra-agency rotational or special project assignments.

The supervisor and employee will mutually agree in writing, including time limits, to assignments identified.

## **REQUIRED SUPERVISORY / MANAGEMENT TRAINING (WAC 357-34-055)**

### Waivers for Supervisory Training ([WAC 357-34-075](#))

HRS may waive the requirement for supervisory training in cases where the employee has occupied a designated supervisory or management position for at least one year prior to the present appointment and has demonstrated experience and competence as a substitute for training or the employee can demonstrate his/her completion of comparable training satisfying the WAC requirements.

### Administrative Requirements ([WAC 357-34-060](#))

The entry-level supervisory or managerial training must include a minimum of twenty four (24) hours of instruction, the training must have occurred within the last five years and the program must be sponsored by a state agency, post-secondary educational institution, a vocational school or a professional organization.

### Provision of Required Supervisory or Managerial Training ([WAC 357-34-065](#))

HRS will coordinate the required supervisory or managerial training. Completion of this training by any specific eligible employee is the responsibility of the Appointing Authority for that employee.

### Content of the Required Supervisory or Managerial Training ([WAC 357-34-065](#))

The required entry level supervisory or managerial training will include the role and legal responsibilities of the supervisor/manager; performance management, including employee performance evaluation, counseling or coaching and discipline; employee motivation, recognition, and rewards; communication skills and principles; leadership styles and methods.

## When Supervisory of Managerial Personnel Must Be Enrolled ([WAC 357-34-070](#))

Consistent with WAC 357-30, entry level supervisors must be enrolled within six months of their appointments or as soon as the next program becomes available. WSU may suspend the entry level training for a maximum of an additional six months if the absence of the supervisor from the work site would adversely affect productivity.

## Designation of Positions ([WAC 357-34-055](#))

HRS will designate which permanent supervisory or management positions will be required to successfully complete entry-level supervisory or managerial training.

# TRAINING AND DEVELOPMENT ASSESSMENT

## Assessment of Employee Training and Development Needs

Needs assessment questionnaires are distributed to employees and administrators and to specifically targeted groups by HRS on a periodic basis to assess training needs.

HRS personnel may meet with representative administrators and supervisors to discuss training needs.

## Program Evaluation

Participants in training sessions may be asked to complete and submit course evaluations. Evaluation data are used to monitor the quality of the course and the quality of instruction.

In response to evaluation data, HRS personnel may consult and assist course designers and instructors in the design and delivery of programs.

Courses may be modified, enhanced or cancelled as determined by the University.

Evaluation questionnaires may be distributed to employees and administrators and to specifically targeted groups on a periodic basis to provide feedback regarding the strengths and weaknesses of the training program.

## QUESTIONS

Inquires regarding the Training and Development Plan may be directed to HRS at 335-4521 or [HRS](#).