



STATE OF HAWAII
DEPARTMENT OF HUMAN RESOURCES
DEVELOPMENT
POLICIES AND PROCEDURES

POLICY NO. 400.001 ERD/Training	NO. of PAGES 11 2 attachments
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TITLE: **TRAINING AND EMPLOYEE DEVELOPMENT**

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I. POLICY

Employee development and growth is highly encouraged. The State shall provide necessary training wherever possible and the primary responsibility for such training and development rests with the employee's immediate supervisor. Individual employees share in the responsibility for their own development.

II. RATIONALE

As an employer, the Hawai'i State government believes its greatest assets are its employees. Providing training to employees ensures that government services to Hawai'i citizens are of the highest quality.

III. DEFINITIONS

"Apprenticeship" means a comprehensive program for training the learner toward a specialized trade or craft under the full responsibility of the employers over a specific period of time on a long term basis. This includes thorough instruction in the principles and practices of the particular trade or craft as well as in academic and related subjects coupled with a structured on-the-job experience.

"Director" means the director of the department of human resources development.

"Employee" means a person holding a civil service or exempt position in the executive branch, except that this term shall not include persons employed by the Department of Education and for the University of Hawaii, this term shall refer only to civil service employees.

"Employee development" means organized activities designed to promote the growth of employees in order to meet the organization's future needs.

"Employee training" means organized activities designed to assist employees in gaining effectiveness in the performance of their current duties.

"In-service training" means training provided by an agency or organization for its employees in order to increase their effectiveness in their present assignments or to prepare for future assignments using resources and

facilities within the agency and/or within the jurisdiction of the State government. The term "staff development" is also used.

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“Internship” means a position or assignment that gives an employee planned work experience as part of a training program which emphasizes the application of theories, principles, and techniques to real world situations.

“Manager” means an individual who supervises other supervisors and who usually has responsibilities for a program.

“Out-service training” means training provided by an agency for its employees in order to increase their effectiveness in their present assignments or to prepare for future assignments using resources and facilities outside of the jurisdiction of the State government.

“Supervisor” means an individual who is responsible for the work assignments and work results of one or more assigned employees and who participates in personnel actions affecting his/her assigned employees.

“Training plan” means a comprehensive structure outlining the training needs of an organizational unit, the methods by which those needs will be met within a specific time frame and the funding and other resources required.

IV. SCOPE

This policy applies to all civil service and exempt employees in the executive branch under the jurisdiction of the DHRD, excluding elected and appointed officials.

V. RESPONSIBILITIES

A. DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT (“HRD”)

As the central human resource department for the executive branch, HRD shall be responsible to:

1. Advise the Governor regarding training needs, plans, and evaluation of training programs and activities;
2. Promote training and employee development throughout the State;
3. Issue training policies and procedures;
4. Determine statewide training needs and their priorities;

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5. Establish, implement, and/or coordinate training programs to meet those needs;
6. Collect and make available training information and furnish reports;
7. Evaluate the results of training;
8. Advise and assist departments in the establishment, operation, and maintenance of their training programs;
9. Coordinate training programs through private vendors and other governmental units;
10. Interpret union contracts as they affect training; and
11. Administer the training funds in the HRD special fund.

B. DEPARTMENTS AND AGENCIES

Departments and agencies shall be responsible to:

1. Establish and implement training programs;
2. Identify departmental training needs;
3. Establish and operate departmental training plans based upon identified needs in accordance with policy, procedures and standards issued by the director;
4. Coordinate with HRD's training office on its training programs and other employee training and development matters;
5. Review and recommend approval of requests for out-service training as delegated by HRD;
6. Evaluate the effectiveness of training;
7. Advise and assist supervisors/managers and employees on employee development and training; and
8. Report on training activities of the department as may be requested by the director.

C. SUPERVISORS AND MANAGERS

Supervisor and managers shall be responsible to:

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1. Determine the training needs of their unit and the individual members of their unit;
2. Provide the needed training, either personally conducting it or through other sources;
3. Evaluate the results of employee training activities to ensure that they are contributing to the achievement of unit and departmental goals;
4. Adequately prepare employees for training so that they can derive the maximum benefit from it;
5. Provide feedback to employees on their application on the job of skills and knowledge obtained in training;
6. Assist, encourage, and recognize self-development of their employees;
7. Assess and determine whether a requested training course is appropriate for the employees; and
8. Meet with employees at least once a year to jointly establish an individual training plan.

D. INDIVIDUAL EMPLOYEES

Individual employees shall be responsible to:

1. Share responsibility for their own training and development;
2. Assess their own training needs and discuss them with their supervisor;
3. Participate fully in all activities to get the most out of the instruction when undergoing training; and
4. Actively seek ways to apply the skills and knowledge that are obtained in training, to the job.

VI. GENERAL PROVISIONS

A. TRAINING NEEDS

A review of training needs, both immediate and long-range, shall be made on an on-going basis by each department head. In developing training plans, consideration shall be given to the following factors:

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1. Needs Based on Departmental Program Objectives

Departments have a need to periodically reassess their short-range and long-range program objectives. In doing so, decisions may be made to redirect departmental efforts to alter program objectives. An analysis of present staff skills and abilities related to program objectives and accomplishments is essential and helpful in indicating training needs.

2. Needs of Individual Employees

All training needs are ultimately linked to individual employees. To keep in step with technological changes, employees who need to learn new skills must be identified and provisions must be made to equip them with the necessary skills and knowledge.

3. Needs Related to Career Planning

Long-range needs should be identified and actions planned to meet these needs in terms of developing employees in specific career fields.

4. Needs Related to Administration and Management

In order to perform their duties, supervisors/managers require training in management techniques and on the policies and procedures of their departments and the State (e.g., *Human Resources Rules*, *State of Hawai'i Accounting Manual*, collective bargaining agreements, departmental policies and procedure manuals).

The review of program needs and individual employee training needs is a continuous process. Those responsible for training and developing employees must be constantly aware of changes in program requirements and goals and must identify additional or declining training needs and make adjustments as necessary.

B. STRUCTURE

The following descriptions are to be used as guidelines only. Each agency shall develop its specific structure according to its needs and available resources.

1. Training Plans

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Departmental and statewide training plans will guide the development and implementation of employee training. The following is a list of the categories of training usually included in a training plan:

- a. New employee orientation;
 - b. Supervisory and management training;
 - c. Technical/professional training;
 - d. Clerical/office training;
 - e. Safety training;
 - f. Communication and interpersonal skills development; and
 - g. Pre-retirement workshops.
2. Selection of Employees for Training
- a. Selection and assignment of employees to participate in training programs shall be as provided for by collective bargaining agreement.
 - b. Employees selected for training should have the qualifications and capacities necessary to benefit from the instruction and to apply it effectively in their work.
 - c. When reviewing training requests from employees, supervisors/managers shall determine if the requested training is:
 - (i) Appropriate for and compatible with the program and department's goals and objectives;
 - (ii) Directly related to the employee's job;
 - (iii) Appropriate, given the employee's position and level; and
 - (iv) Identified as part of a unit or departmental training plan.
 - d. Particular care should be given to selection of trainees for participation in supervisory and management training programs.

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3. General Guidelines on Training

- a. Training provided on government time and/or at government expense must be related to the employee's duties and responsibilities as determined by management.
- b. Training required by management shall be on State government time and at State government expense.
- c. Training of employees by a private or public agency other than the State that involves an expenditure of government funds may be authorized only after it has been determined that adequate training through a State government agency is not reasonably available. Departments shall be responsible for making such determinations. HRD retains the authority to review training records to ensure compliance with this policy.
- d. A department may provide training to assist employees in preparing for higher level responsibilities or positions at its discretion or as may be addressed in a collective bargaining agreement.
- e. When necessary to meet specific needs of a department, department heads may, with the approval of the Director, establish training agreements, internships, apprenticeships, and other formal training programs as may be necessary.
- f. An appointing authority may detail an employee to perform other than regularly assigned duties for the purpose of training and development. A detail may be performed in one or more governmental or private agencies. The specifics of any such detail, including length of detail and description of newly assigned duties, shall be documented and a copy of the documentation placed in the employee's personnel file.
- g. Supervisors/managers must ensure that they are familiar with requirements and provisions regarding training in the various collective bargaining agreements.

4. Mandatory Supervisory and Management Training

It is essential that State government supervisors and managers possess the skills and knowledge necessary to

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carry out their missions effectively and efficiently. All new supervisors and managers are required to enroll in HRD's core leadership program within one year of their hire or promotion. The specific requirements of each level of supervisor/manager are as follows:

- a. Top managers (e.g., division chiefs, chief departmental staff officers): *Hawai'i Leadership Academy* (formerly, the Management Certification Program) program for top managers.
- b. Middle managers who are excluded from collective bargaining (e.g., branch chiefs): *Hawai'i Leadership Academy* for middle managers.
- c. Middle managers who are included in collective bargaining: *Leadership for Results* and *Human Resources Management for Supervisors*.
- d. Supervisors: *Fundamentals of Management* (within the six-month probationary period); *Leadership for Results* (within twelve months of the appointment); and *Human Resources Management for Supervisors* (within 24 months of the appointment)
- e. Blue collar working supervisors: *Introduction to Supervision* (within the six-month probationary period). (Note: Blue collar working supervisors can attend classes for full time supervisors (*Fundamentals of Management*, *Leadership for Results*, and *Human Resources Management for Supervisors*) upon completion of *Introduction to Supervision*).

While section 4 above refers only to new supervisors and managers, existing supervisors and managers are also required to take the courses listed above for their level that they have not taken in the past.

VII. PROCEDURES

The following procedures are common to all departments. Each department, however, shall augment these procedures with its own specific internal procedures. Since such internal procedures may differ from one department to another, they will not be listed here. Employees not familiar with those internal procedures should consult their supervisor or their departmental personnel office.

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A. REGISTRATION FOR CLASSES CONDUCTED BY HRD STAFF

ACTIVITY	RESPONSIBLE PARTY
1. Initiate the process following the department's specific procedures.	Supervisor
2. Input names of employees to be enrolled to the Human Resources Management System ("HRMS") computer system.	Departmental Personnel Officer (DPO)
3. Shortly after the deadline for registration, inform the DPO, through the HRMS, as to which employees have been enrolled in the class.	HRD/Employee Relations Division (ERD)
4. Inform units of employees whose names have been submitted as to which employees have been enrolled in the class.	DPO
5. Shortly after completion of the class, inform the DPO through the HRMS of the attendance of employees in the class.	HRD/ERD

B. REGISTRATION FOR CLASSES CONDUCTED BY HRD VENDORS

1. Initiate the process following the department's specific procedures.	Supervisor
2. Submit HRD Form 410, <i>Department of Human Resources Development Sponsored Courses Registration Form (Attachment A)</i> , directly to the vendor.	DPO (or a unit to which this responsibility has been delegated)
3. Inform the DPO (or contact person listed on HRD Form 410) as to which employees have been enrolled in the class.	Vendor
4. Inform units of employees whose names have been submitted as to which employees have been enrolled in the class.	DPO (or contact person listed on HRD Form 410)

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C. REQUEST FOR APPROVAL OF OUT-SERVICE TRAINING

<p>1. Complete HRD Form 411, <i>Request for Approval of Out-Service Training</i> (Attachment B).</p> <p>HRD Form 411 shall be completed only when the employee attends training which meets both of the following conditions:</p> <ul style="list-style-type: none">a. The training is not sponsored by HRD (training for HRD by a vendor is considered as being sponsored by HRD); andb. There are costs associated with the training. <p>The submission of HRD Form 411 for a meeting where training is not the primary purpose or when an employee is attending a training event as a speaker, instructor, or resource person is not required.</p>	<p>Supervisor</p>
<p>2. Follow the department's specific procedures for processing out-service training requests.</p> <p>HRD Form 411 is not to be sent to HRD. Authorization to approve out-service training has been delegated to all DPOs. Departments may modify HRD Form 411 with HRD approval to better suit their needs.</p>	<p>Various</p> <p>(e.g., employees, supervisors, managers, the Departmental Personnel Officer)</p>

D. TRAINING RECORDS

Department Personnel Officers shall be responsible for placing evidence of satisfactory completion of any training course or program in the employee's file as a record of training completed and for use in reviewing the qualifications and skills of individuals. This is also required by most collective bargaining agreements.

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VIII. AUTHORITIES AND REFERENCES

A. AUTHORITIES

Chapter 78-28, Hawai'i Revised Statutes

Administrative Directive 92-02, dated July 21, 1992.

B. REFERENCES

Hawai'i Leadership Academy Catalog

State of Hawai'i Supervisory Leadership Development Program catalogs (white collar, blue collar, and professional versions)

State of Hawai'i Semiannual Training Schedule

IX. ATTACHMENTS

Attachment A: *Department of Human Resources Development Sponsored Courses Registration Form, HRD Form 410*

Attachment B: *Request for Approval of Out-Service Training, HRD Form 411*