

# MANAGEMENT DIRECTIVE

## Commonwealth of Pennsylvania Governor's Office

<b>Subject:</b> Employee Training and Development	<b>Number:</b> 535.1 Amended
<b>Date:</b>  May 1, 2015	<b>By Direction of:</b>  Sharon P. Minnich, Secretary of Administration
<b>Contact Agency:</b> Office of Administration, Office for Human Resources and Management, Bureau of Workforce Planning, Development, and Equal Employment Opportunity, Telephone 717.787.3813	

**This directive establishes policy, responsibilities, and procedures relating to training and development activities in the commonwealth. Marginal dots are excluded due to major changes.**

- 1. PURPOSE.** To establish policy, responsibilities, and procedures for training and development within the Office of Administration and other agencies.
- 2. SCOPE.** This directive applies to all departments, boards, commissions, and councils (hereinafter referred to as "agencies") under the Governor's jurisdiction.
- 3. OBJECTIVES.**
  - a. To emphasize the commonwealth's continuing commitment to training and development activities that support and enhance employee and organizational effectiveness.
  - b. To describe functional responsibilities for training and development, recognizing agencies statewide as an integrated network of resources.
- 4. DEFINITIONS.**
  - a. **Annual Agency Training Plan.** A document produced annually by agencies describing anticipated training needs and a strategy for addressing those needs. (Refer to [Management Directive 535.7, Annual Agency Training Plan and Report.](#))



- (9) Provide direction and guidance for agency use of out-service training to meet organizational and employee learning needs. This includes a post-audit of agency out-service training records for consistency with standards.
- (10) Review continuing training activities and provide feedback to the Office of Administration leadership and agency heads as appropriate.

**c. Agencies shall:**

- (1) Establish, implement, and evaluate employee training and development programs. These efforts should ensure quality learning experiences consistent with the goals of the administration.
- (2) Develop agency training plans consistent with commonwealth policy and goals. (Refer to [Management Directive 535.7, Annual Agency Training Plan and Report.](#))
- (3) Conduct an annual needs assessment and develop an annual training plan to meet standards established by the Office of Administration. (Refer to [Management Directive 535.7, Annual Agency Training Plan and Report.](#))
- (4) Plan and develop training programs that support the agency's mission, are consistent with workforce planning priorities and equal employment opportunity goals, and meet employee learning needs.
- (5) Assign responsibility to agency staff for training administration and identify resources to meet agency training program goals.
- (6) Support development of training staff by ensuring they attend, among other things, developmental activities offered by the Office of Administration, and use resources to remain current in the latest training trends and issues, methods of delivery, and technology.
- (7) Use training resources to meet the most critical training needs relating to agency missions.
- (8) Utilize the commonwealth's learning management system to design, deliver, and complete training-related activities.
- (9) Develop or make available core training programs in these areas:
  - (a) Orientation to the agency and the commonwealth for all new employees within six months of hire.
  - (b) Agency-specific technical training.
  - (c) Training for new supervisors within the first six months of a promotion or reassignment.
  - (d) A management and/or leadership development curriculum that supports agency goals.

- (10) Provide assistance to employees in developing individual training plans based on learning needs and personal learning style.
- (11) Provide quality learning experiences and financial support as needed to prepare Pennsylvania Management Associates, Human Resource Management Trainees, Information Technology Associates, and other interns and trainee programs for careers in Pennsylvania state government.
- (12) Ensure that all agency training is nondiscriminatory and is consistent with commonwealth equal employment opportunity policy.

**d. Employees shall:**

- (1) Take an active a role in their personal development.
- (2) Utilize the commonwealth's learning management system to research available training opportunities and enroll in employee development classes.
- (3) Complete all training required for successful completion of job duties.

**7. PROCEDURES.**

**a. Conducting Annual Needs Assessment.** Agencies will conduct an annual needs assessment to determine training opportunities needed to support and enhance employee and organizational effectiveness. Agency needs assessments may include, but are not limited to the following activities:

- (1) **Observation.** First hand observation used to gather data about employees' developmental needs.
- (2) **Interviews.** Series of predetermined questions to ask in depth questions about job performance.
- (3) **Questionnaires.** Identical questions asked of respondents to collect data about job performance.
- (4) **Focus Group Interviews.** Small group interviews that allow employees to identify training needs.
- (5) **Difficulty Analysis.** Identification of job duties that cause the greatest difficulty for employees.

**b. Develop an Annual Agency Training Plan.** Refer to [Management Directive 535.7, Annual Agency Training Plan and Report](#) and follow guidelines for developing a training plan based on the agency's annual needs assessment.

**This directive replaces, in its entirety, *Management Directive 535.1*, dated February 9, 2000.**