



**WEST VIRGINIA DIVISION OF ADMINISTRATIVE SERVICES
AGENCY POLICY STATEMENT
GENERAL DISTRIBUTION**

SUBJECT: EMPLOYEE TRAINING AND DEVELOPMENT

INDEX NUMBER: 103.00

EFFECTIVE DATE: 1 July 2021

PURPOSE: To ensure employees of the West Virginia Division of Administrative Services receive necessary training to perform the important and essential duties, tasks, and activities of their position efficiently and effectively in support of achieving the agency's mission.

REFERENCE: West Virginia Code §15A-2-1 and §15A-2-2.

RESPONSIBILITY: None.

CANCELLATIONS: Any previous written or verbal instruction on this subject.

APPLICABILITY: All Division of Administrative Services employees.

DEFINITIONS: The words defined in this section have the meanings given them for purposes of this policy statement.

Director, Deputy Director, or Assistant Director: mean the employees appointed to those positions at the West Virginia Division of Administrative Services (DAS).

Employee: Any person who lawfully occupies a position at DAS and who is paid a wage or salary and who has not severed the employee-employer relationship, including full-time, part-time, temporary status, probationary status, and permanent status employees.

Orientation Program: The foundational phase of the agency training program designed to ensure that new employees, or existing employees assigned to new duties, develop the knowledge and skills required to perform the employee's important and essential duties based upon their job classification and work assignment.

In-Service Training: Annualized, ongoing job relevant training, provided to an employee, who has already completed an Orientation Program, to maintain and enhance the knowledge and skills required to perform the employee's important and essential duties based upon their job classification and work assignment.

I. **POLICY**: Employee training is an investment in the agency's workforce and is essential to fulfill our vision of providing a premier level of customer service to the agencies, employees, and public we serve. For an employee to develop and maintain expert level knowledge and skills in whatever process(es) they work with, they must be properly trained on an ongoing basis. Employee training and development has two major phases: The Orientation Program and The In-Service Training Program.

II. **Orientation Program**

- A. Each new employee, or existing employees assigned to new duties, shall complete an Orientation Program prior to being independently assigned duties.
- B. The Assistant Director – Human Resources will ensure standardized content for the New Employee Orientation Program that is applicable to all new employees regardless of job classification, or their assigned section or unit. Illustrative examples of this standardized subject matter include the statewide Alcohol and Drug Free Workplace Policy, Smoking Restrictions in the Workplace, Workplace Security Policy, explanation of employee benefits, and DAS Policy Statements required by the Director.
- C. Deputy Directors, and Assistant Directors are responsible to ensure the delivery of the job-relevant, on-the-job portion of the Orientation Program for new employees in their areas of responsibility. This includes reviewing relevant staff notices and post orders, and process skills training regarding the employee's important and essential duties.
- D. The content and length of an employee's Orientation Program may differ due to various considerations, including prior state service performing the important and essential duties they have been assigned at DAS. Completion of the Orientation Program will be documented using the Training Documentation Form (Attachment #1).

III. **In-Service Training**

- A. Each DAS employee shall complete job relevant in-service training annually as required by their supervising Assistant Director, Deputy Director, or the Director. The number of hours per employee may vary due to factors such as, but not limited to maintaining certification or licensure, as necessary to comply with law, rule or policy related to the employee's duties and responsibilities, newly assigned duties, or performance problems that may be improved by training.
- B. Any DAS employee who directly or indirectly supervises or manages two or more subordinates shall complete a minimum of 8 hours of supervisory,

managerial, or leadership training annually in addition to any other training requirements.

- C. In-service training may take many forms, including on-the-job training, classroom training, seminars, conferences, distance learning courses such as webinars, or correspondence courses, or staff meetings that contain a training component, so long as the training is approved in advance by the supervising Assistant Director, Deputy Director, or the Director.
 - 1. Note: Some correspondence courses may require successful completion of a written knowledge test as a condition of the course completion, and that such test be administered by the employee's supervisor or manager to ensure academic honesty and satisfy the requirements of the course provider.
- D. Subject matter expertise for in-service training delivery may come from a variety of sources, such as: within the DAS workforce, from other state agencies, or outside sources.
- E. Completion of all in-service training will be documented using the Training Documentation Form (Attachment #1).
- F. The Director may waive the requirements of Section III due to exigent or other circumstances.

IV. Training Needs Versus Performance Problems

- A. The purpose of training is to develop, maintain, or enhance the job-related knowledge and skills of an employee. Where employee performance does not meet expectations due to a lack of knowledge or skills, then training may be the appropriate solution.
- B. Where employee performance does not meet expectations due to reasons other than a lack of knowledge or skills then training is probably not the appropriate solution. Such other reasons may include, but not be limited to lack of motivation, poor attitude, inappropriate use of state time, excessive tardiness or absenteeism, lack of resources, or an ineffective work process, none of which can be improved by training, but only through some type of supervisory or management intervention. In some cases, the supervisor's or manager's course of action may be clear, but less so in others, and it is in these cases that consultation with the Human Resources Section, the Deputy Director or Director may be appropriate. Consultation with the Legal Department will be conducted by the Assistant Director – Human Resources, Deputy Director or Director. Some of these other reasons may be an opportunity for creativity on the part of the supervisor or manager to come up with a solution that avoids down-time for remedial training or other management action, for example:

1. **Problem:** The employee does not understand why they must perform a task or activity. **Solution:** Supervisor/manager explains the necessity and importance of the task or activity.
2. **Problem:** Employee knows how to do the task but does not realize they are doing it incorrectly. **Solution:** Feedback from supervisor/manager to reinforce when expectations being met and to notify the employee when expectations are not being met.
3. **Problem:** Employee forgets some of the steps in the process or the task is done infrequently. **Solution:** Make the task or activity as intuitive as possible if it is in the scope of the supervisor's or manager's authority. An alternative is to provide a job aid. A job aid may be in digital or paper form, to provide a step-by-step resource to which the employee can refer. Post Orders, as described in Agency Policy Statement 100.00 "Written Instructions" can serve as a job aid.
4. **Problem:** There is a better way of doing the task or activity. **Solution:** This is an example of leaders not needing to have all the answers but needing to listen and be able to ask the right questions. These questions may include: *With whom do we need to talk? Who else is facing this challenge? Who has experience in what we are facing? What internal and external information do we need to gather?* When employees know there is a better way to do something, they will either complete it your way and be frustrated, complete it their own way and frustrate you, or not do it at all. In these cases, the supervisor/manager needs to take the time to ask, listen, and be open to improving processes that are within their scope of authority, or to be an advocate with other decision makers when it is outside their scope of authority. Employees at all levels need to understand that many of the processes DAS uses are established by other state agencies and while DAS leadership is willing to have the "there's a better way" discussion with the leaders in those agencies, the work must be completed to existing standard while those conversations take place.

V. Annual Training Plan

- A. Each Assistant Director is responsible to develop an annual training plan for their section for the upcoming fiscal year.
- B. The training plan should list each employee and the plan for that employee to include: the subject matter or course title and brief description of the training, number of contact hours, training source, projected training date(s), prerequisite training, and any information regarding the location, necessary travel or overnight lodging, or other costs. Assistant Directors will submit their annual training plan to the Deputy Director for review no later than 15 May each year for the upcoming fiscal year. The Deputy Director will review the plan and submit it, with any comments and recommendations, to the Director for approval no later than 15 June each year.

- C. The requirements set for in Section V, subsection B do not preclude revision of the annual training plan after submission, for example to request approval for training opportunities that arise after the annual training plan is submitted.
- D. Assistant Directors will notify the Deputy Director and Director if they believe a training needs assessment is necessary for their section, or a unit within their section, as they seek to develop their annual training plan, or as other circumstances may warrant.
- E. Supervisors and managers are responsible to monitor their employee's training completion status throughout the fiscal year to ensure each employee complies with minimum training expectations by the end of the fiscal year.

VI. Training Documentation

An employee will submit a Training Documentation Form (Attachment #1) within ten (10) working days to their supervisor for review and approval whenever they complete any type of training. Supporting documentation must be attached, such as: Training Agenda, Certificate of Completion, Grade Sheet, etc. The supervisor will review and approve the form for placement in the employee's training file. The DAS Webmaster and DAS Internal Auditor will cooperate to implement a digital process to preclude the need for paper training files.

ATTACHMENTS: Attachment #1 Training Documentation Form
Attachment #2 External Training Request Approval Form

APPROVED SIGNATURE:  
Michael V. Coleman, Director Date



**WEST VIRGINIA DIVISION OF ADMINISTRATIVE SERVICES
 TRAINING DOCUMENTATION FORM**

This form must be completed by WVDAS employees to document completion of training. The form must be submitted to the employee’s supervisor within ten (10) working days of completing the training in order to ensure timely and accurate recording of training received. Supporting documentation must be attached, such as: Training Agenda, Certificate of Completion, Grade Sheet, etc.

PLEASE PRINT OR TYPE

LAST NAME:	FIRST NAME:	M.I.:
JOB TITLE OR CLASSIFICATION:		
TRAINING COURSE TITLE:		
DATE(S) COMPLETED:		CONTACT HOURS:
INSTRUCTOR(S):		

TRAINING PHASE (check one)

<input type="checkbox"/> ORIENTATION TRAINING	<input type="checkbox"/> IN-SERVICE TRAINING
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TYPE OF TRAINING COMPLETED (check applicable box(es):

<input type="checkbox"/> CLASSROOM TRAINING	<input type="checkbox"/> INSTRUCTOR LEVEL COURSE
<input type="checkbox"/> On-The-Job Training (includes cross-training)	<input type="checkbox"/> SUPERVISORY/MANAGERIAL/LEADERSHP
<input type="checkbox"/> SEMINAR OR CONFERENCE	<input type="checkbox"/> OTHER (DESCRIBE):
<input type="checkbox"/> STAFF MEETING W/TRAINING COMPONENT	
<input type="checkbox"/> CORRESPONDENCE/DISTANCE LEARNING	
<input type="checkbox"/> ONLINE COURSE/WEBINAR	

I hereby certify that I attended/participated in the described training and request training credit for the number of hours noted above and supporting documentation is attached.

EMPLOYEE SIGNATURE:	DATE:
SUPERVISOR APPROVAL SIGNATURE:	DATE:



**WEST VIRGINIA DIVISION OF ADMINISTRATIVE SERVICES
EXTERNAL TRAINING REQUEST APPROVAL FORM**

This form must be completed by DAS employees to request approval to attend training provided by external sources.

PLEASE PRINT OR TYPE

Last Name:		First Name:		M.I.:	
Job Title or Classification:					
Training Course Title:					
Brief Description of Training and Justification:					
Required to Maintain Certification or Licensure? YES <input type="checkbox"/> NO <input type="checkbox"/>			Instructor Level Training? YES <input type="checkbox"/> NO <input type="checkbox"/>		
Supervisory, Management, or Leadership Training? YES <input type="checkbox"/> NO <input type="checkbox"/>			Number of Contact Hours:		
Training required for the application or receipt of Federal Grant Funding? YES <input type="checkbox"/> NO <input type="checkbox"/>					
Training Provider:			Date(s) of Training:		
Location of Training:			Overnight Travel Required? YES <input type="checkbox"/> NO <input type="checkbox"/>		
<u>Cost Projections</u>					
Vehicle Expense:		Overnight Lodging:		Meals & Incidentals:	
Other Expenses (Describe):				Course Fee:	
				Total Estimated Cost:	
Signature Requesting Employee/Date:			Signature Asst. or Deputy Director/Date:		

<u>Fiscal Review</u>			
Funding Source: General Revenue <input type="checkbox"/>		Special Revenue <input type="checkbox"/>	
Grant <input type="checkbox"/>		Funding Stream:	
I certify that funds are <input type="checkbox"/> are not <input type="checkbox"/> available for this request.			Signature Asst. Director/Fiscal Operations

<u>Final Review</u>	
The above request is approved <input type="checkbox"/> not approved <input type="checkbox"/> .	Director's/Deputy Director's Signature/Date