

TRAINING PLAN

Date

Division

This training plan will assist with onboarding of new employees and aid existing employees with the development of critical skill sets in alignment with our organization's strategic goals.

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Training Plan

DIVISION

INTRODUCTION

[Include information about the organization and the division – link to Strategic Plan]

[Explain alignment with workforce planning efforts]

[Explain what this training plan reinforces]

[List classifications utilized in the division]

ORGANIZATION CHART FOR THE DIVISION

[Describe various programs within the division – link to organization chart]

SKILL SETS FOR DIVISION STAFF

A skill set is an individual's range of skills or abilities that connect to a particular job. The following describes the expected level of proficiency for staff. The skill sets were identified based on the body of work performed ranging from the management, analyst, technician, and clerical level.

CLERICAL LEVEL

Adaptability: Flexible to and works well with a variety of situations, individuals and groups. Openness to different and new ways of doing things; willingness to modify one's preferences.

Solution Mindset: Approaching a solution by using a logical, systematic, sequential approach to problem solving.

Collaboration: The ability to develop, maintain, and strengthen relationships while working together to achieve results.

Communication: The ability to effectively listen, write, and present information in diverse situations.

Digital Fluency: The use of technology in the performance of one's job. Includes the integration and acceptance of new technology when appropriate.

Fostering Diversity: Promotes an inclusive workplace where individual differences and perspectives are respected and leveraged to achieve organizational goals.

Innovative Mindset: Demonstrates curiosity, develops new insights, considers creative approaches and applies novel solutions.

Interpersonal Skills: Extent to which an individual gets along and interacts positively with co-workers. Degree and style of understanding and relating to others.

Professional Credibility: Displays honesty, integrity, and self-control.

Resilience: A persistent ability to do the job, remain optimistic and overcome challenges.

Conscientiousness: Dependable, reliable, provides attention to detail, and completes assignments on time.

Customer Focus: The ability to identify and respond to current and future customer needs. The ability to provide excellent service to internal and external customers.

TECHNICIAN LEVEL

Adaptability: Flexible to and works well with a variety of situations, individuals and groups. Openness to different and new ways of doing things; willingness to modify one's preferences.

Solution Mindset: Approaching a solution by using a logical, systematic, sequential approach to problem solving.

Collaboration: The ability to develop, maintain, and strengthen relationships while working together to achieve results.

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Resilience: A persistent ability to do the job, remain optimistic and overcome challenges.

Conscientiousness: Dependable, reliable, provides attention to detail, and completes assignments on time.

Customer Focus: The ability to identify and respond to current and future customer needs. The ability to provide excellent service to internal and external customers.

ANALYST LEVEL

All level skills sets identified above and ...

Verbal Communication: As a statewide expert and spokesperson for a major personnel management area, prepare and verbally present personnel-related issues/problems, communicate policies and positions to state government officials such as department Human Resources offices, Department of Finance, Governor's Office, legislature, etc. Address issues that affect all employees or significant numbers of employees and/or which may involve a change of broad personnel management policy.

Written Communication: Prepare written memoranda including allocation analyses, classification proposals, salary analyses, executive summaries, issue and discussion papers, out-of-class assignments, responses to inquiries from inside and outside of state service, legislative bill analyses, and other forms of written communication adapting to accepted document format, terminology, and grammatical presentation. Prepare management memos which present policies and positions to stakeholders.

Analytical Skills: The ability to approach a problem by using a logical, systematic, sequential approach. Prepare or conduct review of classification proposals for establishment of departmental classes, revision of established classes and series including revision to minimum qualifications and knowledge and abilities; work with Labor Relations to set salaries for individual classes which have easily identifiable comparisons; conduct other analyses with commonly accepted examples and comparisons. Prepare or conduct review of CEA and/or Exempt proposals with known comparisons and well-defined organizational placement. Assess out-of-class claims for classes with establishing allocation criteria and well-defined organization placement. Prepare salary analyses considering comparisons which are known and available. Address service-wide and statewide issues which involve change or modification of personnel management policy. Assume responsibility for development of new and innovative statewide projects and programs employing team and quality processes.

Consulting Skills: Provide information and support to departments. Identify and provide appropriate citation of applicable law, rule, policy or procedure for situation. Incumbents generally support higher level staff by developing and providing information regarding the application of policy.

Interpersonal Skills: Establish and maintain effective working relationships with department directors, department Human Resources staff, agency level managers, and staff, including Executive Staff

Technical Skills: Independently develop and implement statewide personnel procedures, policies, and program alternatives. Technical competence is demonstrated by the reputation and authority that the incumbent possesses. Incumbents are considered experts in particular fields of the personnel management program.

Creative Thinking and Problem Solving Skills: Provide innovative solutions to current issues. Creative thinking and problem solving skills are well developed at this level. The creative thinking and problem solving results impact the direction and scope of state personnel management. New innovative

approaches to personnel management and civil service reform are examples of the results of creative thinking and problem solving skills exercised at this level.

Organizational Awareness: Possess detailed knowledge and understanding of state management personnel and various players in the political arena. Know and understand their role, power, and influence. Exercise influence and/or provide information to effectively address major issues of concern.

Leadership Skills: Serve in a team or project leader capacity for major complex personnel management projects which define the direction of the state's personnel management program.

Results-Driven: Focusing efforts to efficiently achieve measurable and customer-driven results consistent with the organization's mission, goals, and objectives.

MANAGEMENT LEVEL

Analyst level skills sets identified above and ...

Change Leadership: The ability to manage, lead, and enable the process of change and transition while helping others to deal with their effects.

Communication: The ability to listen to others and communicate in an effective manner. The ability to communicate ideas, thoughts, and facts in writing. The ability/skill to use correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.

Conflict Management: The ability to prevent, manage, and/or resolve conflict.

Decision Making: The ability to make decisions and solve problems involving varied levels of complexity, ambiguity, and risk.

Developing Others: The ability and willingness to delegate responsibility, work with others, and coach them to develop their capabilities.

Ethics and Integrity: The degree of trustworthiness and ethical behavior of an individual with consideration for the knowledge one has of the impact and consequences when making a decision or taking action.

Fostering Diversity: The ability to promote equal and fair treatment and opportunity for all. The ability to effectively promote equal opportunity in employment and maintain a work environment that is free of discrimination and harassment. The ability to demonstrate the knowledge of a supervisor's responsibility for promoting equal opportunity in hiring and employee development and promotion.

Interpersonal Skills: The ability to get along and interact positively with coworkers. The degree and style of understanding and relating to others.

Personal Credibility: Demonstrating concern that one be perceived as responsible, reliable, and trustworthy.

Planning and Organizing: The ability to define tasks and milestones to achieve objectives, while ensuring the optimal use of resources to meet those objectives.

Team Leadership: The ability to effectively manage and guide group efforts. This includes providing the appropriate level of feedback concerning group progress.

Thoroughness: The ability to ensure that one's own and other's work and information are complete and accurate. The ability to carefully prepare for meetings and presentations. The ability to follow up with others to ensure agreements and commitments have been fulfilled.

Vision and Strategic Thinking: The ability to support, promote, and ensure alignment with the organization's vision and values. The ability to understand how an organization must change in light of internal and external trends and influences.

Workforce Management: The ability to effectively recruit, select, develop, and retain competent staff; includes making appropriate assignments and managing staff performance.

Business Acumen: Understands and demonstrates sound judgment, fiscal competence, and organizational business knowledge to optimize the quality of operations and services.

Influence/Negotiate: Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals. Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Inspirational Leadership: Energizes and creates a sense of direction and purpose for employees and excitement and momentum for change. Creates a positive work environment; offering clarity around goals and objectives and ensuring that those who are led work collaboratively to achieve results.

Stewardship: Focuses on being responsible and accountable for managing resources well, choosing to use power and control to serve the long-term collective good of the public. Places public interests above self-interests and focuses on the larger purpose or mission of the organizations.

Talent Management: The effective recruitment, selection, development, and retention of competent staff.

TRAINING PROGRAM

The Training Program is divided into two categories:

1. **Orientation/Desk Training** – To mentor and assist new employees with day-to-day functions of the job including desk manuals and familiarize them with the roles and responsibilities of the department and the division.
2. **Formal Training By Skill Set** – To strengthen specific skill sets as they relate to the core work performed. These training courses were identified based on their alignment with the skills sets identified above. A description of each category is listed on the following pages. Note, staff will need to discuss their personal training plan with their supervisor to determine which trainings are needed. Please refer to the Training Request Procedures & Forms section (Tab 6) and Course Catalog (Tab 7).

CLERICAL LEVEL (Refer to Tab 11)

Effective Business Writing
 Effective Interpersonal Communication
 Excel Level 1
 Excel Level 2
 Grammar for Professional Documents
 Writing Excellent Letters, Memos, and E-mails

TECHNICIAN LEVEL (Refer to Tab 10)

Effective Business Writing
 Effective Interpersonal Communication
 Excel Level 1
 Excel Level 2
 Grammar for Professional Documents
 Interaction Success
 Introduction to Analytical Skills
 Writing Excellent Letters, Memos, and E-mails

ANALYST LEVEL (Refer to Tab 9)

The analyst level courses are divided by tenure in the division. Generally, 3+ years in the division is considered the advanced analyst level. Assessment of background and experience determines the types of projects analysts are tasked with. Typically, in the first year analysts may be learning about the division and procedures on completing regular assignments, requests, inquiries, and may also provide some level of support to project teams. In the second year, analysts are becoming familiar with the roles and responsibilities of the division, completing regularly assigned work independently, and diving into some special projects, serving as members of a team, and may lead teams. In the third year, analysts may regularly be tasked with special projects, in addition to their regular work and serve as team leads on projects.

FIRST YEAR

Best Hiring Practices
Completed Staff Work
Critical Thinking Skills and Writing for Analysts
Critical Thinking Tools
Effective Business Writing
Essential Analytical Skills
Essential Analytical Skills and Completed Staff Work
Excel Level 1
Interpersonal Skills
Presentation Skills
Transfer and Permissive Reinstatement
Writing for Analysts
FMLA-CFRA Complex Case Review and Workshop
Strategies for Collecting Data, Analyzing Data, and Reporting the Results
Understanding, Navigating, and Managing FMLA and CFRA Leave

SECOND YEAR

Effective Project Management for Analysts
Excel Level 2
Job Analysis
Project Management
Roles and Responsibilities of the Superior Analyst

THIRD YEAR

Leading Project Teams
Leading with Strengths

MANAGEMENT LEVEL (Refer to Tab 8)

Authentic Leadership for True Leaders
Be Your Own Leadership Coach
CalHR Supervisor's Academy (10 Day Cohort)
Coaching: Developing Others
How to Deal with Difficult People
IDP – Performance Appraisals
Leading with Strengths
Making the Transition to Supervisor
Project Management
Supervisor's Guide to Managing Poor Performance
Supervisory Skills Module 1: Foundational Skills for Supervisory Excellence
Supervisory Skills Module 2: Managing Employee Issues
Supervisory Skills Module 3: Building and Maintaining a High Performance Team
Supervisory Skills Module 4: Application and Enhancement of Supervisory Skills
Public Sector Labor and Employment Legal Update

ORIENTATION FOR STAFF/DESK TRAINING

Below is a listing of informal trainings for analyst, technician, and clerical staff. The new employee would receive the orientation from his/her assigned mentor.

<input checked="" type="checkbox"/>	TITLE OF TRAINING	METHOD	PARTICIPANTS	COMPLETION DATE
	211 Process	Desk	Analysts	
	625 Requests	Desk	Analysts	
	Arduous Pay Requests	Desk	Analysts	
	Backdates	Desk	Analysts	
	Bargaining Unit Table & Drill Training	Classroom/Desk	Analysts	
	Board Item Process & Procedures	Desk	Analysts	
	CEA Requests	Desk	Analysts	
	Delegation Program	Desk	Analysts	
	Exempt Program/Inquiries	Desk	Analysts	
	File Organization	Desk	Analysts, Clerical, Technicians	
	Inbox(es)	Desk	Analysts, Clerical, Technicians	
	Out of Class Grievances	Desk	Analysts	
	Pay Differential and Special Salary Adjustment Requests	Desk	Analysts	
	PIMS/SWIRS Access	Desk	Analysts, Technicians	
	Position Benefit File/DataServer 32	Desk	Analysts	
	Probation Extension Requests	Desk	Analysts	
	SharePoint, N: Drive, HRNet, and Outlook	Desk	Analysts, Clerical, Technicians	
	Retired Annuitant 180 Day Exception Requests	Desk	Analysts	
	Unlawful Appointments	Desk	Analysts	
	Writing Style Guides, Formatting	Desk	Analysts, Clerical, Technicians	
	Pay Letter (Section 1 or 2) & PML Process	Desk	Analysts, Technicians	
	Microfiche/Film Cassette	Desk	Analysts, Technicians	

Training Plan

Layoff Training	Desk	Analysts
Administrative Time Off (ATO) Requests	Desk	Analysts
Salary Exception Requests (Civil Service)	Desk	Analysts
Victim Compensation and Government Claims Board (VCGCB) Claims	Desk	Analysts
Bill Analysis	Classroom	Analysts

SAMPLE

FORMAL TRAINING BY SKILL SET

Below is a listing of formal trainings staff can take in order to improve a specific skill set. Trainings are cited as either “recommended” or “optional.”

<input checked="" type="checkbox"/>	SKILL SET	TITLE OF TRAINING	METHOD	PARTICIPANTS	RECOMMENDED (R) or OPTIONAL (O)	COMPLETION DATE
<u>Clerical Level</u>						
	Interpersonal (Entry)	Effective Interpersonal Communication	Classroom	Clerical Technicians	O R	
	Communication (Verbal)	Interaction Success	Classroom	Clerical Technicians	O O	
	Technical	Tips and Shortcuts for Microsoft Windows*	Webinar	Analysts Technicians Clerical	O O O	
	Technical	Introduction to Analytical Skills	Classroom	Clerical Technicians	O O	
	Technical	Excel Level 1*	Classroom	Clerical Technicians Analysts	O O R	
	Technical	Excel Level 2	Classroom	Clerical Technicians Analysts	O O O	
	Technical	Best Hiring Practices	Classroom	Clerical Technicians Analysts Management	R	
	Written Communication (Entry)	Grammar for Professional Documents	Classroom	Clerical Technicians	R R	
	Written Communication (Entry)	Effective Business Writing	Classroom	Clerical Technicians	R R	
	Written Communication (Entry)	Writing Excellent Letters, Memos, and E-mails.	Classroom	Clerical Technicians	R R	
<u>Technician Level</u>						
Clerical level training identified above and ...						
	Creative Thinking & Problem Solving	Creative Problem Solving*	Webinar	Analysts Technicians	R O	
	Technical	Time Management*	Webinar	Analysts Technicians	O O	

Training Plan

<input checked="" type="checkbox"/>	SKILL SET	TITLE OF TRAINING	METHOD	PARTICIPANTS	RECOMMENDED (R) or OPTIONAL (O)	COMPLETION DATE
<u>Analyst Level</u>						
Technician level training identified above and...						
	Analytical	Essential Analytical Skills	Classroom	Analysts	R	
	Analytical	Roles and Responsibilities of the Superior Analyst	Classroom	Analysts	R	
	Communication (Verbal)	Presentation Skills	Classroom	Analysts	O	
	Communication (Verbal)	Facilitating Effective Meetings*	Webinar	Analysts	O	
	Communication (Written)	Writing Duty Statements*	Webinar	Analysts	R	
	Creative Thinking & Problem Solving	Critical Thinking Tools	Classroom	Analysts	R	
	Interpersonal	Interpersonal Skills	Classroom	Analysts	R	
	Leadership	Leading with Strengths	Classroom	Analysts & Management	O	
	Leadership	Leading Project Teams	Classroom	Analysts	R	
	Leadership/ Technical	Project Management	Classroom	Analysts & Management	R	
	Technical	Permissive Reinstatement & Transfer Training	Classroom	Analysts	R	
	Technical	Writing for Analysts	Classroom	Analysts	R	
	Technical	Completed Staff Work	Classroom & Webinar	Analysts	R	
	Technical	Developing Exceptional Allocation Packages*	Webinar	Analysts	R	
	Technical	Job Analysis	Classroom	Analysts	R	
	Technical/ Analytical	FMLA-CFRA Complex Case Review and Workshop	Classroom	Analysts	R	
	Technical	Benefits Administration Training*	Classroom	Analysts	R	
	Technical/ Analytical	SCO's Salary Determinations Intro and Advanced*	Classroom	Analysts	R	
	Technical/ Analytical	SCO's Non-Industrial Disability Insurance*	Classroom	Analysts	R	
	Technical/ Analytical	Strategies for Collecting Data, Analyzing Data, and Reporting the Results	Classroom	Analysts	R	

<input checked="" type="checkbox"/>	SKILL SET	TITLE OF TRAINING	METHOD	PARTICIPANTS	RECOMMENDED (R) or OPTIONAL (O)	COMPLETION DATE
	Technical	Understanding, Navigating, and Managing FMLA-CFRA Leave	Classroom	Analysts	R	
<u>Management Level</u>						
Analyst level training identified above and...						
	Leadership	Sup Skills Module 1: Foundational Skills for Supervisory Excellence	Classroom	Management	R	
	Leadership	Sup Skills Module 2: Managing Employee Issues	Classroom	Management	R	
	Leadership	Sup Skills Module 3: Building and Maintaining a High Performance Team	Classroom	Management	R	
	Leadership	Sup Skills Module 4: Application and Enhancement of Supervisory Skills	Classroom	Management	R	
	Leadership	Supervisors Guide to Managing Poor Performance	Classroom	Management	R	
	Leadership	Recognizing Success – Keeping Employees Motivated	Webinar	Management	R	
	Leadership	Authentic Leadership for True Leaders	Classroom	Management	O	
	Leadership	Be Your Own Leadership Coach	Classroom	Management	O	
	Leadership	CalHR Supervisor’s Academy (10 Day Cohort)	Classroom	Management	O	
	Leadership	Coaching: Developing Others	Classroom	Management	O	
	Leadership	How to Deal with Difficult People	Classroom	Management	O	
	Leadership	IDP- Performance Appraisal	Classroom	Management	R	
	Leadership	Making the Transition to Supervisor	Classroom	Management	O	
	Technical	Public Sector Labor and Employment Legal Update	Classroom	Management	R	

*No descriptions or times available.

TRAINING SCHEDULE, PREREQUISITES, AND DESCRIPTIONS

Please refer to the appropriate section tab for information on management, analyst, technician, and clerical trainings.

How to sign up?

Please refer to the Training Request Procedures and Forms section tab for information on how you can sign up for these trainings.

HUMAN RESOURCES CERTIFICATIONS/MEMBERSHIP ORGANIZATIONS (OPTIONAL)

The following is a listing of optional certifications and membership organizations in the field of HR. Specific information regarding membership organizations can be accessed via the links below.

CERTIFICATIONS

- CalHR HR Credentialing Program
The purpose of this program is to allow state employees working in human resources and related areas to be professionally recognized. For further information, please check out the following link: <http://media.calhr.ca.gov/calhr/hr-credentialing-program.html>.
- California State University, Sacramento: Human Resource Management Certificate Program
This program is for professionals who want to keep current on human resource issues in today's business world. For further information, please check out the following link: <http://www.cce.csus.edu/human-resource-management-certificate-program>.
- Society for Human Resources Management (SHRM) Certification
SHRM has established two competency-based certifications, the SHRM Certified Professional (SHRM-CP) for early- and mid-career professionals and the SHRM Senior Certified Professional (SHRM-SCP) for senior-level practitioners. SHRM regards the SHRM-CP and SHRM-SCP as the new global standard in certification for the HR profession. For further information, please check out the following link: <https://www.shrm.org/certification/pages/default.aspx>.
- International Project Management Association (IPMA) Certification
IPMA has a four-level certification system that appeals to executives, strategic leaders, managers, and stakeholders. For further information, please check out the following link: <http://www.ipma.world/certification/>.
- California State University, Sacramento: Leadership for the Government Manager
Leadership for the Government Manager is a certificate program for managers in city, county, state and federal government who must know how to embrace and implement positive government transformation. Participants are often mid-to senior level managers from business, program and information technology divisions who are responsible for building cross-functional relationships, implementing policies and initiatives, managing change and leading high-performing teams. For further information, please check out the following link: <http://www.cce.csus.edu/leadership-government-manager>.
- University of California, Davis: Human Resource Management Certificate Program

Human resource management has evolved into a wide range of complex responsibilities and strategic activities that are central to achieving a successful organizational climate and culture. Our program is highly regarded for its real-world focus, immediate applicability and up-to-date information. Whether you're interested in acquiring new HR skills or earning hours toward PHR and SPHR recertification through the Human Resource Certification Institute (HRCI), this program will help you achieve your goals. For further information, please check out the following link:

<https://extension.ucdavis.edu/certificate-program/human-resource-management-certificate-program>.

ORGANIZATIONS

- International Project Management Association (IPMA)
- Sacramento Area Human Resource Association (SAHRA)
- Society for Human Resources Management (SHRM)
- Northern California Human Resources Association (NCHRA)
- CAL Speakers Toastmasters:
The mission of a Toastmaster Club is to provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication and leadership skills, which it turn foster self-confidence and personal growth.