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| | Subject: TRAINING AND DEVELOPMENT POLICY | | |

GENERAL STATEMENT OF POLICY

Southeast Missouri State University believes that learning is a lifelong pursuit. In concert with this belief, the University maintains training and development programs to assist staff in acquiring new knowledge and skills and sharpening existing skills. Service to University constituents (students, citizens of the region, members of the University community, and others) is enhanced by a well-trained staff that is knowledgeable of University practices and procedures.

While this policy is primarily concerned with staff training & development, members of the University faculty are welcome and encouraged to participate in these programs.

It is understood that career development and job skills acquisition are the joint responsibility of the employee, the supervisor and the employing department. Supervisors are expected to consult annually with people reporting to them to develop an appropriate staff development strategy. This might include job training, wellness, and personal enrichment programming. The accomplishments of the staff development strategy should be incorporated into the annual performance evaluation process.

In order to support the concepts of lifelong learning and the provision of quality service to our constituents, the University provides Release Time from regular duties for employees to participate in these programs. Participation by employees in development opportunities should be scheduled so that disruptions to the delivery of service and normal work processes are minimized.

Training requirements specific to individual positions are beyond the scope of this policy. Supervisors and employees are responsible for insuring that any requirements specific to a particular position are met.

The Vice President for Finance and Administration will be responsible for assuring that operating procedures are developed and promulgated to implement this policy.



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OPERATING PROCEDURES

1. **Responsibility** - University training and development programs generally will be coordinated through the Human Resources Department. Units within Human Resources are responsible for conducting periodic needs assessments; developing, arranging and scheduling programs; conducting enrollment; and developing and compiling reports of activities.
 - A. The Training and Development unit will assure that opportunities will be offered each year in the following areas:
 - i. New Employee Orientation
 - ii. Functional, Professional, or Management Training - Programs may be presented or coordinated by staff from the office responsible for the function, by contract trainers, by internal trainers, or by any combination of the above.
 - iii. University Policies and Procedure - The organizational unit responsible for a policy or procedure provides the training related to that function.
 - B. The Wellness Advantage unit is responsible for coordinating health-related seminars.
 - C. Other training on University systems may be offered by departments, generally using the support and services of the Training and Development unit.

2. **Training Classification** - The University classifies training and development programs into three classifications:

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| Classification 1: | Training to perform the employee's current assignment including, but not limited to, implementing new or changed policies and procedures; increasing productivity; improving quality; improving morale; using new tools, machines, processes, or methods; and overcoming obsolescence in skills, technologies, methods, or products. |
| Classification 2: | Developmental opportunities to provide skills or knowledge that help to qualify an employee for promotional opportunities or other career opportunities. |



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Classification 3: Opportunities for personal enrichment including activities, courses or training unrelated or only incidentally related to the individual's employment.

3. Training Programs

A. Management and Supervision Enhancement Programs

- i. To enhance the skills of employees who have been or are being newly assigned to or hired into supervisory or management positions, a required Management Training Series will be offered. Individuals employed in administrative, supervisory or management positions at the time these procedures are adopted may be relieved of the requirement to attend any or all of the sessions in the Management Training Series if approved by their division executive. Generally, only those employees who have extensive experience supervising and managing people or who have within the past five years attended comprehensive supervisory and management training should be granted the exception.
- ii. Recognizing that managers and supervisors face a wide variety of challenges, seven common themes will be interwoven throughout the training series: leadership, communication, teamwork, continuous improvement, customer service, diversity, and ethics.

B. New Staff Member Orientation

- i. To familiarize new staff members with the University and provide information regarding the focus and functionality of the institution, newly hired staff are required to attend the New Staff Member Orientation.
- ii. The program provides a wealth of information designed to assist the individual staff member in becoming acquainted with the organizational structure and the student-centered focus of the university, the history, culture, past achievements and future goals of the institution, the academic strengths and degrees offered, the physical layout of the campus, and the many opportunities for self-improvement.

C. Office Support-Related Programs - To enhance the skills of employees who have been or are being assigned to office support positions, individuals employed in these positions are encouraged to participate in Office Support Related Programs. The Training & Development Office will offer a certificate program for office support personnel.



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D. Specialized or Technical Programs - Individual units are responsible for specialized or technical training (i.e., computer technology, boiler operations, police certification, etc.) that is applicable only to a specific department or area. The Training & Development Office is available to assist units in setting up this training and maintaining attendance and evaluation records.

E. Off-campus Training - Employees may utilize Release Time for programs offered through a reputable non-university organization if the programs promote professional or job skill development. The Training & Development Office will track employee participation in such off-campus seminars and conferences. For these development efforts to be tracked and qualify as Release Time, employees and supervisors must complete the training form found in Appendix A and forward it to the Training & Development Office.

4. Employee Participation - Employees may select program offerings from each of the three program classifications. Additionally, supervisors may direct employees to attend Classification 1 training programs. Any offerings that supervisors direct employees to attend will be considered to be Classification 1 programs. Supervisors also may suggest that employees enroll in Classification 2 or 3 programs.

5. Release Time -

A. Release Time is time the employee is relieved of regular duties to attend developmental, wellness or training programs offered during the employee's regularly scheduled work hours.

B. Regular and Term employees are allowed to use up to 40 hours per fiscal year with supervisor approval for New Staff Member Orientation, Training & Development, Wellness, and Computer Services programs (prorated for part-time employees). Twenty out of 40 hours can be for Classification 3 opportunities. The supervisor may approve additional hours above this level.

C. From time to time, changed job responsibilities or changed work processes may make it necessary for an employee to attend training in excess of the number of hours stated in Section B. In such cases, supervisors should approve Release Time beyond the amounts stated in Section B.

D. The employee is not required to make up Release Time or to charge the time to accrued leave or leave without pay.

E. Release Time is available for programs offered through any university unit. To record training offered by a unit other than Training & Development, Computer Services, or Wellness Advantage,



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an employee and supervisor must complete the training form found in Appendix A and forward it to the Training & Development Office.

- F. Time used for University courses taken for credit is not covered by this policy and these procedures.
- G. Fair Labor Standards Act non-exempt employees (generally employees who are paid on a biweekly schedule) who are required to attend training programs conducted at other than regularly scheduled working hours, must be paid in accordance with federal law, University policies or the appropriate bargaining unit resolution.
- H. Voluntary attendance in training programs outside of regular working hours does not constitute overtime. However, attendance in a Classification 1 training session may not be considered voluntary attendance and, for non-exempt employees, must be paid. Prior to attending Classification 1 training that occurs outside of an employee's work schedule, the employee must obtain written authorization from his or her supervisor.
- I. Supervisors are encouraged to establish flexible schedules for employees who wish to enroll in programs that do not fit within the employee's normal work schedule or are for Classification 3 programs in excess of the allowance provided by these Operating Procedures.
- J. A record of the training seminars attended by each employee will be maintained in a central database. Employees and supervisors may obtain employee training records from the Training & Development Office, the Wellness Advantage Office, or Computer Services.
- K. The Release Time allowance may not be carried forward from one fiscal year to the next nor may Release Time allowances be transferred to another employee. Release Time allowances not used are lost.

6. Request Process -

- A. Employees are encouraged to provide their supervisors with at least two week's notice regarding attendance at any training sessions that will occur during work time and for all Classification 1 training regardless of when it occurs.
- B. A supervisor may deny Release Time for reasons including, but not limited to, the following:
 - i. Other training more related to job responsibilities



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- ii. If the employee has already used up all eligible Release Time hours
- iii. The employee's request was made less than two weeks in advance of the session
- iv. Temporary shortage of personnel
- v. Seasonal work commitments
- vi. Temporary work-related emergencies

C. If denied training due to 4, 5, or 6 the employee must be permitted to take the same training or equivalent training at another time within one year of the denial date.

D. Employee Concerns -

- i. Employees who believe they are inappropriately being denied opportunities to attend offerings within the scope of this policy and procedures may seek assistance from the Manager of Training & Development to resolve their concerns.
- ii. The Manager of Training & Development will confer with the employee who is making the complaint and with the employee's supervisor, making a recommendation as to the best resolution of the matter. A written copy of this recommendation will be provided to the employee, supervisor, and the next level supervisor.
- iii. If the concern is not resolved, a summary of the complaint and suggested resolution will be provided to the appropriate division executives.
- iv. Requests for Release Time made by employees with less than two weeks notice to their supervisors may not be used as evidence of repeated denials.
- v. Supervisors are advised not to take retaliatory actions against an employee who expresses concerns.

7. Records - Each unit that offers development opportunities is responsible for maintaining records for all University attendees. At a minimum, records should be kept that identify the sessions attended by employees, the dates of attendance by employees, the number of attendees in each session, and participant evaluation ratings of each session.



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8. Staff Development Advisory Committee -

A. Structure -

- i. A standing University Staff Development Advisory Committee, appointed by the Vice President for Finance and Administration and chaired by the Manager of Training & Development will be established and will generally meet on a monthly basis.
- ii. Members will be representative of all sections of the campus community (faculty, administrative, professional, clerical, technical, and service staff) and will be appointed for staggered two-year terms.

B. Purpose - The purpose of the Staff Development Advisory Committee is to provide advice and feedback regarding the quality of programs offered, the campus perceptions of initiatives, the effectiveness of programs, and general feedback relating to the training or development needs of the institution.

C. The committee will prepare an annual report on the status of training and development programs.



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**Southeast Missouri State University
Off-Campus Training Record**

Employee: Please complete this form to record your attendance at an off-campus training event, conference, or other event not sponsored by Training and Development.

Employee Name: _____ SSN: _____

Department: _____ Supervisor: _____

Course Title: _____

Presenting Organization: _____

Date(s) Attended: _____ Location: _____

Supervisor: Please assign a Training Classification, record the number of class hours, sign, and forward to the Training & Development Office at Mailstop 3830.

Training Classification (1,2, or 3): _____ Number of Hours: _____

(1- professional development, 2 - promotional development, 3 - personal enrichment)

Supervisor Signature: _____ Date: _____

**Please complete this form and forward it to:
Training & Development
Mailstop 3830**

Training Classification Definitions:

The University classifies training and development programs into three classifications.

Classification 1: Training to perform the employee's current assignment including, but not limited to, implementing new or changed policies and procedures; increasing productivity; improving quality; improving morale; using new tools, machines, processes, or methods; and overcoming obsolescence in skills, technologies, methods, or products.



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Classification 2: Developmental opportunities to provide skills or knowledge that help to qualify an employee for promotional opportunities or other career opportunities.

Classification 3: Opportunities for personal enrichment including activities, courses or training unrelated or only incidentally related to the individual's employment.