

From: Angela Donlan
Sent: Friday, October 07, 2011 4:30 PM
To: Melissa Miller-Henson
Subject: Training Program Summary

Melissa,

As requested by stakeholder Bob Bertelli, please find attached a summary of the services provided by the Department's Office of Training and Development. My guess is that this is something that all stakeholders may find informative.

Thank you,
Angela

Angela Donlan
Department of Fish and Game

DFG Office of Training and Development (OTD) Summary of Department Training Programs

OTD Mission:

The Office of Training and Development is committed to providing Department of Fish and Game staff with knowledge, skills, capabilities, and competencies in order to enable DFG to complete its mission now and well into the future.

OTD Goals:

All OTD efforts support one or more of the following goals:

1. Ensuring DFG staff have the knowledge, skills, and abilities to complete current assignments effectively and efficiently.
2. Supporting DFG Workforce Management efforts by ensuring DFG staff have continuous learning and professional skill development opportunities in order to build their careers within DFG.
3. Supporting DFG Workforce Management efforts by ensuring the DFG leadership continues to develop along the DFG competencies and that there is a continuous resource of future managers and supervisors prepared to lead DFG.
4. Providing resources and tools for DFG staff and leadership to assist in completing work as effectively as possible.
5. Ensuring the health and safety of DFG staff, and optimal work environment, and healthy habitats for fish and game through administration of mandated safety programs.
6. Strengthening the infrastructure of the OTD (professional development, technology, and physical resources), to ensure continuous and high quality service to DFG.
7. Communicating with DFG customers continuously in order to develop and promote OTD programs and services to address organizational needs.

OTD Programs by Goal Area:

1. *Ensuring DFG staff have the knowledge, skills, and abilities to complete current assignments effectively and efficiently.*

Programs in this goal area include New Employee Orientation, Basic Supervision (Mandated 80-Hour Program for new supervisors), Lead Person Workshop, Completed Staff Work, Desktop Training (Microsoft Office), Email (Groupwise), Conflict to Collaboration, Business Writing, and Presentation Skills. Also included is a series of workshops for current supervisors on topics such as performance appraisals, coaching, delegation, and effective interviewing. Courses in communication are typically specific to the function being performed. For example, a recent informal workshop was provided to license retail staff in the area of customer service. Similarly, supervisors are provided training regarding performance coaching and performance feedback. Classes are typically a mix of those provided by the OTD staff and via contract with a training

DFG Office of Training and Development (OTD)
Summary of Department Training Programs

vendor. Please note: In recent years the fiscal crisis has limited the funding for vendor training and in this current FY, no personal services contracts are permitted. Travel restrictions have also impacted the ability for staff to obtain classroom training. OTD provides e-learning opportunities for staff and is currently developing their capability for web seminars.

2. *Supporting DFG Workforce Management efforts by ensuring DFG staff have continuous learning and professional skill development opportunities in order to build their careers within DFG.*

In addition to the training provided for staff to develop skills for their current assignments, such programs are available to staff in order to develop their skills for future assignments or promotional opportunities. In partnership with the DFG Equal Opportunity Office, OTD provides career counseling and upward mobility consultation upon request. OTD coordinates the Advisory Group for the Scientific Community Development (SCD) Program, which is currently building a curriculum for newly hired scientists and has developed an individual training needs assessment tool to be completed by the new scientist and his/her supervisor in order to identify learning needs early. New scientists are contacted shortly after their arrival and invited to participate in this program. The curriculum that is being developed focuses during the first year on learning DFG and Fish and Game Commission structures, the Fish and Game Code, and safety training. The second year is intended to focus on more specialized areas of science depending upon the type of work being performed and the employee's unique needs. Second year curriculum courses and ongoing development are likely to include recommended courses in negotiation, conflict to collaboration, technical and scientific writing, presentation skills, scientific methodology, and completed staff work for scientists (proposed). The program is funded jointly by OTD and the program in which the employee works.

3. *Supporting DFG Workforce Management efforts by ensuring the DFG leadership continues to develop along the DFG competencies and that there is a continuous resource of future managers and supervisors prepared to lead DFG.*

Programs in this area include Stepping Up to Supervision and Supervision: the Prequel, which allow non-supervisory staff to assess their readiness and interest in supervision, and to begin learning about the roles and responsibilities of supervisors. The Lead Person workshop allows staff in lead roles to better perform their current functions and prepares them for a possible future role of supervisor. Also included in this area are the previously mentioned Basic Supervision program and a series of workshops for current supervisors on topics such as performance appraisals, coaching, delegation, and effective interviewing. Periodically, the OTD is able to contract for a leadership development academy, such as the recent Supervisors as Leadership program provided by CSUS. OTD also provides ongoing leadership development sessions at Regional Manager/Joint Meeting, and facilitates transition meetings and provides

DFG Office of Training and Development (OTD) Summary of Department Training Programs

executive/supervisory coaching upon request. The OTD staff work with the input of a Leadership Development Advisory Group.

4. *Providing resources and tools for DFG staff and leadership to assist in completing work as effectively as possible.*

OTD has partnered with all other areas of the Human Resources Branch and several Administration Division units to create a Supervisors Toolkit on the DFG intranet. This resource provides forms, policies, and guides for supervisors and as a development tool for those staff hoping to promote into supervision. OTD has a resource library of books and videos and staff may either visit the library in person or browse online and have an item mailed to them. OTD maintains a number of intranet sites for DFG staff, including a New Employee site, Presentation Skills Resource page, a Tips and Tools page of job aids and “how to” information, and the Supervisors Toolkit.

5. *Ensuring the health and safety of DFG staff, and optimal work environment, and healthy habitats for fish and game through administration of mandated safety programs.*

OTD partners with the Equal Opportunity office in providing the Sexual Harassment Prevention training for supervisors (mandated) and many non-supervisory staff where appropriate. Other programs in this goal area include ICS/SEMS/NIMS, defensive driver training (mandated), ethics training, and a variety of safety training, including hazardous waste operations, hazardous communications, hearing conservation, and bloodborne pathogens.

6. *Strengthening the infrastructure of the OTD (professional development, technology, and physical resources), to ensure continuous and high quality service to DFG.*

OTD holds regular staff meetings and one-on-one meetings to coordinate and oversee efforts and for professional development. The OTD staff recently partnered with the Information Technology Branch to develop a Learning Management System (LMS) to record and track DFG employee training and reporting. The system is currently being enhanced to automate the training request and approval process. OTD staff work continuously to keep websites current and useful. OTD monitors and plans for classroom technology as needed.

7. *Communicating with DFG customers continuously in order to develop and promote OTD programs and services to address organizational needs.*

Inputs to OTD annual planning and program development include the DFG Seven Strategic Initiatives, the DFG Succession Plan, the DFG Leadership Competencies, mandates, Advisory Groups (Leadership Development Advisory Group, Scientific Community Development Advisory Group, Regional Operations Committee), best practices in training and development, and expressed organizational needs. These needs are gathered periodically in a formal training needs assessment survey (currently

DFG Office of Training and Development (OTD) Summary of Department Training Programs

underway), and informally as OTD visits DFG offices, and as customers contact OTD with requests and suggestions. Call from supervisors and managers are common, as they see development and performance challenges. OTD makes every effort to provide programs and/or resources to meet those needs and customize whenever possible.

OTD conducts an annual call for Group Training Requests, in which programs may request funding in order to provide for program specific training needs. A significant portion of OTD's training budget supports these specific program priorities.

Out-stationed DFG offices may request training classes via the "On Demand" program. Where a sufficient training need is clearly identified and a sufficient number of staff need such training, OTD makes every effort to provide the training at those locations with OTD staff or vendor instructors, or more recently, via e-learning or WebX. Upon request, OTD will also provide informal learning sessions that are customized to an office or program unit's needs. This type of program is usually a facilitated session of both discussion and presentation, with an emphasis on specific application to the work being performed by those staff.

Individual training needs are typically addressed either by staff requesting to enroll in an OTD-sponsored training class or when one is not available in the skill area needed, via out-sourced training. This training is requested with a training request form (TR-290), which is reviewed and approved by the supervisor and program management, as well as by OTD staff.