



## SUPERVISOR/MANAGER TRAINING PROGRAM

- I. **PURPOSE:** In order to ensure that public funds are expended judiciously and that public services are provided in an effective and efficient manner, it is imperative that the supervisors and managers of public employees and public programs are able to competently organize, direct, monitor, and evaluate the personnel and programs for which they are responsible. The purpose of this policy is to ensure that all supervisors and managers in all affiliated agencies possess the requisite knowledge, skills, and abilities to successfully carry out the duties and responsibilities of their positions.
- II. **DEFINITIONS**
- A. **Appointing Authority:** For the purpose of this policy only, an appointing authority, or his or her designee, is defined as an executive or administrative head of an agency who is authorized by statute to appoint employees in the classified or classified-exempt service.
- B. **Supervisor/Manager:** For the purposes of this policy only, a supervisor/manager is defined as an exempt or classified employee who plans, schedules, assigns, reviews, and approves the work of at least one subordinate employee and may also include such responsibility as initiating disciplinary actions, approving sick and annual leave requests, conducting performance evaluations, and recommending salary increases.
1. The employee oversees a formally designated organizational unit that requires extended planning of work activities, control of resources, and all the means used to accomplish work within the assigned area of responsibility.
  2. The employee coordinates the work of the unit with the agency and external interest groups and is held accountable for establishing and meeting the objectives and goals of the unit.
  3. This definition shall not provide other entitlements to the incumbent under federal or State laws or under the *West Virginia Division of Personnel Administrative Rule*.
- C. **Newly Appointed:** Exempt or classified persons who are placed into a supervisory or managerial position through an original appointment, reclassification, reallocation, demotion, promotion, transfer, lateral class change, or assignment of supervisory duties.
- III. **POLICY**
- A. It is the policy of the West Virginia Division of Personnel that, in addition to meeting the minimum requirements of the positions into which they have been placed, all supervisors/managers in all affiliated agencies should successfully complete the *Supervisor/Manager Training Program* established by this policy.
1. This policy is applicable to all supervisors/managers, without regard to prior experience or reporting level in the organization.
  2. The *Supervisor/Manager Training Program* consists of specialized courses of study that are designed to prepare public supervisors/managers to function effectively in the workplace and serve competently as stewards of the public's trust.



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3. Failure to successfully complete the *Supervisor/Manager Training Program* may result in the supervisor/manager being unprepared and unable to efficiently and effectively meet the performance objectives for which he or she is accountable and exposing the supervisor/manager and/or the agency to risk of liability.
- B. Appointing authorities should ensure that supervisors/managers enroll in, attend, and complete all *Components* of the *Supervisor/Manager Training Program*.
1. All current supervisors/managers should enroll in and complete all *Components (I, II, III, and IV)* of the *Supervisor/Manager Training Program* within the timeframes established in this policy.
  2. All newly appointed supervisors/managers should enroll in the *Supervisor/Manager Training Program* within 15 working days of their appointment to a supervisory/managerial position and should pursue the appropriate training components within the timeframes established in this policy.
  3. Enrollment in classes should be coordinated with the employee's human resources office and approved by the employee's manager.
    - a. The Division of Personnel will maintain training records and will issue official training reports upon written request for a period of no more than five years after the completion of the training class.
    - b. Agencies are responsible for maintaining their internal registration and completion records.
    - c. Employees are ultimately responsible for maintaining their own training records.
  4. Once enrolled, class attendance is a work assignment.
    - a. If, for any reason, a supervisor/manager is unable to attend the class for which he or she is registered, it is the responsibility of that individual to consult with his or her manager and/or authorized representative of the agency's human resources office to obtain approval to cancel his or her enrollment through the online registration system as well as to enroll in a different session date.
    - b. Agencies may require additional training; supervisors/managers should consult the agency's human resources director for more information.
- C. The four major components of the *Supervisor/Manager Training Program* are:
1. *Component I*: As provided in Section III (B) of this policy, within 12 months, all supervisors/managers should attend (in any order):
    - a. *Preventing Harassment: A Shared Responsibility*  
Note: This training is mandated for all supervisors/managers by the Division of Personnel's *Policy DOP-P6, Prohibited Workplace Harassment*.



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b. *The Drug-Free Workplace*

Note: This training is mandated for all supervisors/managers by the Division of Personnel's Policy DOP-P2, *Drug- and Alcohol-Free Workplace*.

c. *Employee Performance Appraisal: The Foundation for Performance Management*

Note: Employee Performance Appraisals are mandated by the Division of Personnel's Policy DOP-P17, *Employee Performance Appraisal*.

d. *Managing and the Law*

e. *Supervising for Success II: Critical Skills for New Supervisors*

Note: This training is only required for newly appointed supervisors/managers and supervisors/managers with one year or less of West Virginia State Government supervisory/management experience. Current supervisors/managers with one or more years of experience as public sector supervisors/managers may substitute *Supervising for Success III: Leadership Essentials* for this requirement.

2. *Component II:* As provided in Section III (B) of this policy, within 18 months, all supervisors/managers should attend:

a. *Discipline and Documentation*

b. *Workplace Safety: Your Responsibility*

Note: This training is mandated for all supervisors/managers by the Division of Personnel's Policy DOP-P15, *Workplace Security*.

3. *Component III:* As provided in Section III (B) of this policy, within 24 months, all supervisors/managers should attend 12 contact hours of the following:

a. *Navigating Difficult Conversations*

b. *Conflict Management*

c. *Leading Change in Turbulent Times*

d. *Attendance Management*

4. *Component IV*

a. Each calendar year, after completion of courses required in *Components I, II, and III*, all supervisors/managers should accrue a minimum of 12 contact hours of continuing education credit in the areas of supervision, management, and/or leadership.

1) Supervisors and managers must first complete the courses required in *Components I, II, and III* in order to receive credit for contact hours accrued under *Component IV* of this policy.



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- 2) Contact hours may be acquired through attendance and completion of Division of Personnel OHRD training events (for more details, consult the OHRD Section) or through other training as approved by each agency's designated authority and with approval by OHRD. Examples of training events that may qualify as acceptable contact hours include training in: performance management, change leadership, coaching employee performance, conflict management, interviewing skills, leadership, project management, team building, workplace ethics, and/or workforce planning.
    - b. In order for a supervisor/manager to receive Division of Personnel credit for non-Division of Personnel sponsored training, a request for substitution must be submitted to the Division of Personnel's OHRD section containing the information requested on the OHRD website.
- D. Employee responsibilities include:
1. Receiving approval from your supervisor/manager to attend training.
  2. Attending and completing classes for which he or she has enrolled.
  3. Notifying his or her supervisor/manager and/or human resources representative if cancelation is necessary.
  4. Appropriately canceling registration through the registration system or finding a substitute participant.
- E. Agency responsibilities include:
1. Ensuring that each supervisor/manager adheres to the purpose and intent of this policy.
  2. Maintaining the agency's internal registration and completion records.

#### IV. REFERENCES

- A. West Virginia Code § 29-6-7(b) (6) and (14).
- B. West Virginia Division of Personnel *Administrative Rule*, Section 23.1 and 2; DOP-P2, *Drug- and Alcohol-Free Workplace*; DOP-P6, *Prohibited Workplace Harassment*; and DOP-P15, *Workplace Security*.

V. **EFFECTIVE DATE:** January 1, 1999.

#### VI. REVISIONS

- A. Previous Revisions: January 17, 2008, April 15, 1999, June 1, 2005, September 1, 2005, January 17, 2008, and November 19, 2013.
- B. Latest Revision: January 24, 2014.



## **SUPERVISOR/MANAGER TRAINING PROGRAM**

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VII. POLICY NUMBER: DOP-P18.

Approved and issued by:

A handwritten signature in blue ink that reads "Sara P. Walker".

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Sara P. Walker, Director of Personnel

Date Signed: January 24, 2014.